

Course Structure & Detailed Syllabus

MASTER OF BUSINESS ADMINISTRATION

in

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations-R25

Applicable for the Batches Admitted from 2025-2026



**AVANTHI INSTITUTE OF ENGINEERING AND TECHNOLOGY
(Autonomous)**

(Approved by A.I.C.T.E., New Delhi & Affiliated to J.N.T.U.H, Hyderabad)

NAAC "A" Accredited Institute

Gunthapally (V), Abdullapurmet(M), R.R(Dist), Near Ramoji film City, Hyderabad, Pin -501512.

www.aietg.ac.in, principalaviah@avanthi.edu.in



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MASTER OF BUSINESS ADMINISTRATION AVANTHI INSTITUTE OF ENGINEERING AND TECHNOLOGY

Vision and Mission of the Institute

VISION

To develop highly skilled professionals with ethics & human values.

MISSION

1. To provide high-quality education along with professional training and exposure to the workplace.
2. To encourage a professional mindset that goes beyond academic achievement.
3. To promote holistic education among Department students by means of integrated pedagogy and scholarly mentoring for excellence in both personal and professional domains.
4. To consistently enhance the teaching and learning procedures in order to prepare students for successful careers in business or overseas or in further education.
5. To carefully prepare students to be globally employable professionals who will meet societal demands and contribute to the nation's technological advancement through their research and innovative talents.

QUALITY POLICY

AIET focuses a strong emphasis on the moral principles of delivering cutting edge skilling by establishing the best infrastructure through interactive & activity-based learning. It also strives for an ambitious & effective governance that is responsive in every aspect, and makes use of the latest developments in knowledge and communication technology to encourage students to adopt a global perspective



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MASTER OF BUSINESS ADMINISTRATION AVANTHI INSTITUTE OF ENGINEERING AND TECHNOLOGY

Program: MASTER OF BUSINESS ADMINISTRATION (MBA)

Regulation: R25

Vision and Mission of the Department

DEPARTMENT VISION

To enable the tomorrow's Professionals to learn in the world class environment

To meet the Technological, scientific and innovative competition.

To impart the quality education through innovative standards, commitment and core values.

DEPARTMENT MISSION

1. To evolve confident and enthusiastic professional with positive frame of mind
2. To impart quality education with industrial exposure and professional training
3. To exhort the spirit of professional beyond academic excellence



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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Course Structure

Program: PG - MBA

(Applicable from the academic year 2025-2026 to 2028-2029)

Program: PG-MBA

Regulation: R25

I Year I Semester-Course Structure

| S. No | Category | Course Code | Course Title | Hours per Week | | | |
|-------|----------|--|---|----------------|----------|-----------|---------|
| | | | | Lecture | Tutorial | Practical | Credits |
| 1 | PC | 25MBA01 | Management and Organizational Behavior | 4 | 0 | 0 | 4 |
| 2 | PC | 25MBA02 | Business Economics | 4 | 0 | 0 | 4 |
| 3 | PC | 25MBA03 | Financial Reporting & Analysis | 4 | 0 | 0 | 4 |
| 4 | PC | 25MBA04 | Research Methodology and Statistical Analysis | 4 | 0 | 0 | 4 |
| 5 | PC | 25MBA05 | Legal and Business Environment | 4 | 0 | 0 | 4 |
| 6 | OE | 25MBA061 25MBA062 25MBA063 25MBA064 | Open Elective-I 6A - ESG and Sustainability Management 6B - Cyber Security 6C - Cross Cultural Management 6D - Banking and Insurance | 3 | 0 | 0 | 3 |
| 7 | PC | 25MBA07 | Business Communication Lab | 1 | 0 | 2 | 2 |
| 8 | PC | 25MBA08 | Statistical Data Analysis Lab | 1 | 0 | 2 | 2 |
| Total | | | | 25 | 0 | 4 | 27 |

| Category | Courses | Credits |
|---------------------------|---------|---------|
| PC: Professional Courses | 07 | 24 |
| OE: Open Elective Courses | 01 | 03 |
| Total | 08 | 27 |

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION



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Program: PG - MBA

Regulation: R25

I Year II Semester- Course Structure

| S. No | Category | Course Code | Course Title | Hours per Week | | | |
|--------------|----------|--|---|----------------|----------|-----------|-----------|
| | | | | Lecture | Tutorial | Practical | Credits |
| 1 | PC | 25MBA09 | Human Resource Management | 4 | 0 | 0 | 4 |
| 2 | PC | 25MBA10 | Marketing Management | 4 | 0 | 0 | 4 |
| 3 | PC | 25MBA11 | Financial Management | 4 | 0 | 0 | 4 |
| 4 | PC | 25MBA12 | Quantitative Analysis for Business Decisions | 4 | 0 | 0 | 4 |
| 5 | PC | 25MBA13 | Entrepreneurship and Design Thinking | 4 | 0 | 0 | 4 |
| 6 | PC | 25MBA14 | Production & Operations Management | 4 | 0 | 0 | 4 |
| 7 | OE | 25MBA151 25MBA152 25MBA153 25MBA154 | Open Elective-II 15A - Project Management 15B - Business Ethics & Corporate Governance 15C - International Business 15D - E-Commerce | 3 | 0 | 0 | 3 |
| 8 | MC | 25MBA16 | Start-up / MSME / Innovation Development Plan / Sector Specific Report | 0 | 0 | 2 | 1 |
| Total | | | | 27 | 0 | 0 | 28 |

| Category | Courses | Credits |
|---------------------------|-----------|-----------|
| PC: Professional Courses | 06 | 24 |
| OE: Open Elective Courses | 01 | 03 |
| MC: Mandatory Courses | 01 | 01 |
| Total | 08 | 28 |

**Chairperson
Board of Studies (MBA)**

25MBA01

Management and Organizational Behavior
(Master of Business Administration)

4 0 0 4

Course Objectives:

The main objectives of the course is to

1. To familiarize the students with key concepts, functions, and theories of management.
2. To explain the importance and process of planning and decision-making by using various approaches styles and models.
3. To identify the principles of organizing and controlling in business operations.
4. To analyze individual and group behaviours in the organizational context.
5. To evaluate different leadership styles and motivational strategies for effective management.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Management: The Management Process, Management Functions, and Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.

Unit – II: Planning and Decision Making: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.

Unit – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Challenges.

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

Unit – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit – V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

Text Books:

1. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.

Reference Books:

1. Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
2. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
3. Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
4. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 14e, 2024.

**Chairperson
Board of Studies (MBA)**

25MBA02

Business Economics

4 0 0 4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Identify the core principles and basic concepts of business economics.
2. Explain the key determinants of demand and supply and their interaction in establishing market equilibrium.
3. Calculate and interpret various measures of production and cost to identify optimal production levels and cost efficiencies.
4. Explain various market structures and their impact on firm conduct, performance and pricing decisions.
5. Justify optimal pricing strategies for different market conditions, considering both economic theory and practical business implications.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand, Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

Unit – III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquant and Isocost curves, Returns to Scale, Economies of Scale, Indifference Curve. Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis (with problems).

Unit – IV: Market Structures - Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

Unit – V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

Text Books:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
2. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.

Reference Books:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
2. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
3. Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
4. Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.

**Chairperson
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25MBA03

Financial Reporting & Analysis

4 0 0 4

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To acquaint the students with various fundamental concepts and principles of accounting.
2. To know the accounting process including journal entries, ledger posting and trial balance preparation in various managerial decisions.
3. To compute depreciation and goodwill using appropriate valuation methods.
4. To analyze financial statements using horizontal and vertical analysis techniques.
5. To evaluate the financial performance of a company using various accounting ratios.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions. Generally Accepted Accounting Principles (GAAP), their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle.

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments, Rectification of Errors. Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records.

Unit – III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

Unit – IV: Financial Statement Analysis-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

Unit – V: Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).

Text Books:

1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House, 5e, 2022.
2. Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.

Reference Books:

1. Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
2. Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
3. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
4. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

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Board of Studies (MBA)**

25MBA04 Research Methodology and Statistical Analysis 4 0 0 4
 (Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To introduce the basic concepts of research and measurement of variables.
2. To impart knowledge on research design and various data collection tools and methods for research process.
3. To describe Tabulation and graphical representation of One, Two, Three-Dimensional Data and various small sample tests.
4. To study the significance of statistical tools for analysis and interpretation of Qualitative & Quantitative data
5. To introduce the concepts of time series analysis and report writing.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit – II: Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

Unit – III: a) Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests:** t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit – IV: a) Analysis of Variance: One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis:** Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.

Unit – V: Time Series Analysis and Report Writing: Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

Text Books:

1. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
2. Gerald Keller, Statistics for Management and Economics, Cengage, 12e, 2025.
3. S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 8e, 2023.
4. P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.

Reference Books:

1. Shashi K. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
2. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
3. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.

**Chairperson
Board of Studies (MBA)**

25MBA05**Legal and Business Environment****4 0 0 4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To impart knowledge on the Legal and Regulatory Framework for incorporating business in India.
2. To familiarize students with the key principles of Law of Contract and the Sale of Goods Act.
3. To study Negotiable Instruments and RBI guidelines on Digital Transactions.
4. To interpret the reforms undertaken by the Government with respect to the challenges in business environment.
5. To impart the knowledge of different Legal Regulations and Environmental Laws related to business.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – II: Law of Contract: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract. Contracts-II: Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction Sale and E-Auctions.

Unit – III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit – IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions. Green Business Initiatives.

Unit – V: Business Regulations and Environment Laws:

- a. Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
- b. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Text Books:

1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 6e, 2024.
2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
3. Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
4. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 9e, 2024.

Reference Books:

1. Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e, 2022.
2. Parul Gupta, Legal aspects of Business, 2e, Vikas Publishing, 2019.
3. V Balachandran, Legal Aspects of Business, 2e, Vijay Nicole Imprints, 2023

**Chairperson
Board of Studies (MBA)**

25MBA061

6A - ESG and Sustainability Management**3 0 0 3****Open Elective-I**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To explain the significance and evolution of ESG and sustainability in modern business.
2. To orient on environmental challenges and sustainability strategies.
3. To examine social responsibility and stakeholder engagement strategies.
4. To explain governance principles and ethical practices in organizations.
5. To Integrate ESG strategies and emerging trends with business vision.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit-I: Introduction to ESG and Sustainability: The definition and importance of ESG in business; Historical evolution of ESG and sustainability concepts and the rise of ESG in corporate and investor agendas; Key concepts such as sustainability, corporate social responsibility (CSR), and the triple bottom line (people, planet, profit); Global frameworks and standards including the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Business Responsibility & Sustainability Reporting (BRSR).

Unit-II: Environmental Management and Climate Strategies: Climate change and its impact on business operations and strategy, Sustainable practices in manufacturing and operations, Environmental Management Systems (EMS), ISO 14001, Environment Impact assessment (EIA); Resource Management: focusing on water, energy, and waste reduction strategies; The concept of a circular economy: the Ellen MacArthur Foundation, Circular business models and value creation, Life cycle assessment (LCA); Carbon foot-printing and GHG Protocols: measure, report, and reduce greenhouse gas emissions; Scope 1, Scope 2 and Scope 3 emissions; environmental regulations and compliances, such as carbon taxes and emissions trading systems; Renewable energy and their applications, decarbonization, energy transition strategies.

Unit-III: Social sustainability and Stakeholder Management: Social Responsibility and Community Engagement: Pyramid of corporate social responsibility (CSR), Community development and impact, stakeholder engagement, Stakeholder theory, Legitimacy theory; Human rights and ethical labour practices in global supply chains, Modern slavery and child labour prevention, Worker safety and occupational health management; Diversity, Equity, and Inclusion (DEI) in the workplace, Importance of DEI in the workplace and strategies for promoting DEI and gender gap in senior management; Employee wellbeing and development: Employee engagement and retention strategies, Learning/Training and development programs, Mental health and work-life balance initiatives.

Unit-IV: Governance and Ethics: Corporate governance principles; Board composition, diversity and executive accountability; Anti-corruption, ethical decision-making and leadership in business, whistle blower policies; Data privacy and cyber security governance; Corporate disclosure and transparency practices, Stakeholder communication strategies, Green washing: Third-party assurance and verification; Risk management and investor perspectives and opportunities.

Unit-V: Strategic ESG and Future Trends: Aligning ESG with corporate mission, vision, and business strategy; Embedding ESG across value chains and decision-making; Technological Innovations in ESG: Utilizing technology to advance ESG goals: data analytics for ESG metrics, block chain for supply chain transparency, Digital transformation and sustainability: smart grids, IoT for resource efficiency; Future Trends and Challenges: ESG in emerging economy.

Text Books:

1. Kristyn Noeth, The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice, Apress; 1st edition, July 2024.
2. Crane, A., Matten, D., & Spence, L. Corporate Social Responsibility: Readings and cases in a global context (4th ed.), Routledge.2019.
3. Eccles, R. G., & Klimenko, S. The investor revolution: Shareholders are getting serious about sustainability. Harvard Business Review Press, 2019.

Reference Books:

1. Serafeim, G., Purpose and profit: How business can lift up the world. HarperCollins Leadership.2020.
2. O'Connor, B., The ESG investing handbook: Insights and developments in environmental, social and governance investment. Harriman House, 2021.
3. C.V. Baxi and Ajit Prasad, Corporate Social Responsibility: Concepts and Cases – The Indian Experience, Excel Books

**Chairperson
Board of Studies (MBA)**

25MBA062

6B - Cyber Security**3 0 0 3****Open Elective-I**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. Understand the fundamental principles and objectives of cyber security in modern organizations.
2. Identify and assess types of cyber threats and understand the role of cyber laws and ethics.
3. Evaluate management practices, policies, and control mechanisms for cyber security.
4. Analyze tools, technologies, and frameworks used in cyber security.
5. Apply cyber security knowledge to current trends and personal practices in digital environments..

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

UNIT-I: Foundations of Cyber security: Introduction to Information Systems, Cyberspace and Cyber security, Cyber security vs. Information Security. Key Concepts of Cyber security: definition, meaning and scope of cyber security. Key objectives of cyber security: confidentiality, integrity & availability (CIA triad). Essential Security and Privacy Goals. Cyber security Vulnerabilities and Challenges, Common Vulnerabilities and Exposures (CVE).

UNIT-II: Cyber Threats, Crimes, and Legal Frameworks: Types of Cybercrime and Threat Actors, Motives of attackers, Cyber attack Tools and Methods, Cyber Kill Chain and Response, National and International Cyber security Policies, Cyber security Laws and Ethics, Role of Law Enforcement and Cyber Forensics, Cybercrime Investigation and Evidence Handling.

UNIT-III: Cyber security Management and Controls: Information Security Governance and Risk Management. Cyber security Management Practices, Security Policies, Procedures, and Controls, Security Incident Response and Business Continuity, Data and Application Security. Overview of Technical Controls, Physical and User Access Security, Internet of Things (IoT) Security.

UNIT-IV: Cyber security Tools, Technologies, and Emerging Frameworks: Cyber security Frameworks and Industry Standards, Cyber Resilience and Human Factor, Cryptography and Digital Signatures, Identity and Access Management (IAM), Antivirus, Email Security, Role of AI, Blockchain, and Quantum Computing in Cyber security.

UNIT-V: Contemporary Applications and Personal Cyber security: Personal Cyber security Best Practices, Privacy and Data Protection Regulations, Cyber security. Emerging Technologies: Web 3.0, 5G, APTs, Secure-by-Design and Supply Chain Security, Ethical Use of Technology and Digital Trust.

Text Books:

1. Ajay Singh. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices. Universities Press (India) Pvt. Ltd. 2023.
2. Jocelyn O. Padallan. Cybersecurity. Arceler Press. 2020. (e-book)

Reference Books:

1. Susan Lincke. Information Security Planning: A Practical Approach. Springer. 2024
2. Susanne Chishti and Janob Barberis, The Fintech Book, Wiley
3. David L.Shrier and Alex Pentlan, Global Fintech, The MIT Press, 2022.

**Chairperson
Board of Studies (MBA)**

25MBA063

6C - Cross Cultural Management**3 0 0 3****Open Elective-I**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To explain the importance of cross culture in the conduct of business.
2. To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3. To explain the culture and organizations.
4. To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
5. To learn the processes in international settings and approaches to cross cultural team management.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context. The Influence of National Culture on Business Culture. Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit–IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit –V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Text Books:

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
2. David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.

Reference Books:

1. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
2. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
3. Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

**Chairperson
Board of Studies (MBA)**

25MBA064

6D - Banking and Insurance**3 0 0 3****Open Elective-I**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To understand the fundamentals of banking.
2. To understand banking operations and practices.
3. To familiarize fundamentals of Insurance.
4. To analyze the regulatory frameworks governing banking an insurance
5. To explore contemporary risk management practices, technological innovations, and trends transforming the financial services sector.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit-I: Banking: Introduction to Banking, Structure of Indian Banking System, Types of Banks - retail, commercial, cooperative, and development banks. Role of Commercial Banks, Banking Sector Reforms and Financial Intermediation.

Unit-II: Banking Operations and practices: Account types, payment systems -NEFT, RTGS, UPI, payment gateways. Types of Loans and Advances, Loan portfolio and credit risk assessment, Non Performing Assets (NPAs): Causes and Recovery, Priority Sector Lending.

Unit -III: Insurance Fundamentals: Insurance, Advantages, disadvantages, principles, elements of insurance contract, Types of Insurance: Life, General, Health. Policy structure, underwriting process, claims management and customer service in insurance.

Unit -IV: Regulatory framework for Banking and Insurance: Role and functions of RBI, RBI guidelines and monetary policy. Role and functions of IRDAI, IRDAI regulations 2002, Anti-money laundering (AML) measures and KYC norms.

Unit -V: Risk and technology in banking and Insurance: Risk management in banking and insurance, Cyber security concerns in financial services, Role of fintech, digital wallets, insurtech, AI applications, Financial Inclusion and Microfinance, Innovations in banking.

CO's–CO5**Text Books:**

1. Neelam C. Gulati, Banking and Insurance, Excel Books, Latest Edition.
2. O.P. Agarwal, Banking and Insurance, Himalaya Publishing House, 6e, 2024
3. E. Gordon & P.K. Gupta, Banking and Insurance, Himalaya Publishing House, 2023 Edition.

Reference Books:

1. M.N. Mishra & S.B. Mishra, Principles and Practice of Insurance, S. Chand Publishing, 22nd Edition.
2. Michael W. Brandl, Money, Banking, Financial Markets & Institutions, Cengage, 2e, 2025
3. Bharati V. Pathak, Indian Financial System, Pearson Education, 5e, 2018.

**Chairperson
Board of Studies (MBA)**

25MBA07

Business Communication Lab
(Master of Business Administration)

1 0 2 2

Course Objectives:

The main objectives of the course are to

1. To explain the various modes of communication and their application in business.
2. To impart knowledge on business writing skills and improving the readability of written communication.
3. To outline the importance of writing business reports and proposals.
4. To explain the necessary employable skills.
5. To orient on the contemporary aspects of business communication.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction: Introduction to Business Communication, Business Communication Models, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

Unit – II: Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

Unit – III: Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

Unit – IV: Oral and Employment Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

Unit – V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Text Books

1. Mary Ellen Guffey and Dana Loewy, Business Communication, Cengage, 11e, 2025
2. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
3. Lehman and Dufrene, Business Communication, Cengage, 10e, 2022.
4. Dr. V.K. Jain, Dr. Omprakash Biyani, Business Communication, S.Chand, 2022.

Reference Books

1. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
2. R K Madhukar, Business Communication, Vikas, 3e, 2018
3. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
4. Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
5. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.

**Chairperson
Board of Studies (MBA)**

25MBA08

Statistical Data Analysis Lab

1 0 2 2

(Master of Business Administration)

Course Objectives:

The main objectives of the course are to

1. To impart knowledge on the functions of MS Excel and SPSS for data analysis.
2. To understand the various templates and formatting techniques to organize and manipulate data in Excel/SPSS.
3. To understand data analysis using charts, graphs, tables, worksheets, pivot tables and pivot charts.
4. To demonstrate data analysis using statistical tools like correlation, regression and other techniques.
5. To impart knowledge on various statistical tests for data-driven decisions.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Statistical Packages: MS – EXCEL or SPSS: Introduction, Uses, Functions and Features of Statistical Packages, getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.

Unit – II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

Unit – III: Data from External Sources: Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit – IV: Data Analysis – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation, Correlation and Regression Lines.

Unit –V: Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes. Time series: Forecasting Method of Least Squares, Moving Average Method, Inference and Discussion of Results.

Text Books

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012

Reference Books

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
2. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
3. Ajai .S Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009.

**Chairperson
Board of Studies (MBA)**

25MBA09

HUMAN RESOURCE MANAGEMENT**4 0 0 4**

(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To introduce the concepts, significance and role of Human Resource Management in an Organization.
2. To impart knowledge on the aspects of Talent acquisition and Management.
3. To provide insights into the design and implementation of training, development and performance appraisal systems that aligns with individual and organizational goals.
4. To highlight the significance of effective Compensation Rewards and Employee Welfare measures in Organizations along with the relevant Acts.
5. To familiarize students with employee relations frameworks, grievance redressal mechanisms, separation policies and essential labour laws governing workplace safety and health.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction of HRM: Introduction to HRM, Line Managers, HRM: Managerial and Operative Functions, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, Equal Employment Opportunity and DEI. HR Score Card. Self-Directed Work Teams (SDWT) Human Resource Information System (HRIS), e-HRM, Introduction to HR Analytics and AI in HRM.

Unit – II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Design, Job Enlargement, Job Enrichment and Job Rotation, Job Satisfaction. HR Planning, Recruitment, e Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

Unit – III: Training and Development and Performance Management: Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.

Performance Management: Concept of Performance Management and Appraisal, The Performance Management Process, Traditional and modern Performance Appraisal Methods, Career Management.

Unit – IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Pay for Performance. Employee Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

Unit – V: Employee Relations: Labor Movement, Collective Bargaining Process, Grievances: Grievances Redressal Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Workplace Health Hazards Problems and Remedies. Stress Management and Work-Life Integration. Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act.

Text Books:

1. Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 17e, 2023.
2. P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
3. Biswajeet Pattanayak, Human Resource Management, 5e, 2018.

Reference Books:

1. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
2. K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
3. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

**Chairperson
Board of Studies (MBA)**

25MBA10**MARKETING MANAGEMENT****4 0 0 4****(Master of Business Administration)****Course Objectives:**

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction. Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

Unit – II Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision-making, Building Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development, The Process of Adoption, Branding.

Unit – III: Designing a Customer Driven Strategy: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market, Segmentation, Positioning and Repositioning, Positioning Maps, Product Positioning Strategies.

Unit – IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix.

Unit – V: Pricing Decisions & Personal Communication: Importance of Price, Cost Determinant Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing.

Board of Studies: Master of Business Administration

Text Books:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.

Reference Books:

1. Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018.
2. John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
3. K. Nagarajan, Project Management, New Age International Publishers, 8e, 20.

**Chairperson
Board of Studies (MBA)**

Course Objectives:

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit – II: The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit – III: Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit – IV: Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share-splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

Unit – V: (a) Working Capital Management and Finance: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital through Bank Finance and Trade Credit. (b) Management of Current Assets: Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. (c) Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory. Approved in BOS No: 02, 13th, June, 2025

Text Books:

1. Prasanna Chandra, Financial Management, 10e, McGraw Hill, 2019.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, McGraw Hill, 8e, 2019.
3. I M Pandey, Financial Management, Vikas Publications, 11e, 2015.

Reference Books:

1. James C Vanhorne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
2. Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
3. Arindam Banerjee, Financial Management, Oxford Publications, 2016.

**Chairperson
Board of Studies (MBA)**

25MBA12 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS 4 0 0 4
(Master of Business Administration)

Course Objectives:

The main objectives of the course is to

1. To explain the nature, scope, and significance of Operations Research in decision-making.
2. To illustrate the structure and formulation of Linear Programming Problems.
3. To demonstrate the methods for solving assignment and transportation problems.
4. To explain decision-making processes under risk and uncertainty using network analysis techniques.
5. Explain queuing models and game theory concepts in operations management.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Operations Research: Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP.

Unit – III: Assignment Model: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem.

Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution.

Unit – IV: Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty under Risk, under Perfect Information, Decision Tree, Construction of Decision Tree. Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing.

Unit – V: Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game.

Text Books:

1. Mik Wisniewski, DrFarhadShafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
2. Miguel ÁngelCanela, Inés Alegre, Alberto Ibarra ,Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
3. James E. Sallis, GeirGripsrud, Ulf Henning Olsson, RagnhildSilkose, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing,1e,2021.

Reference Books:

1. R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
2. N.V.S. Raju, Operations Research: Theory and Practice, CRC Press, 2020.
3. R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015
4. J.K. Sharma, Operations Research: Theory and applications, Macmillan, 5e, 2013.

**Chairperson
Board of Studies (MBA)**

25MBA13**ENTREPRENEURSHIP & DESIGN THINKING****4 0 0 4**

(Master of Business Administration)

Course Objectives:

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

The individual Entrepreneurial Mindset and Personality: The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behavior, Entrepreneurial Competencies, Entrepreneurial Stress

Unit – II: Strategic Perspectives in Entrepreneurship: Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures.

Unit – III: Opportunities and Challenges of Entrepreneurship: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New venture Development, Evaluation Process. Intellectual Property Protection: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.

Unit – IV: Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, Planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

Unit – V: Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking. Board of Studies: Master of Business Administration.

Text Books:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.

Reference Books:

1. Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018.
2. John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
3. K. Nagarajan, Project Management, New Age International Publishers, 8e, 20.

**Chairperson
Board of Studies (MBA)**

Course Objectives:

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

Unit – II: Product Design and Analysis: New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

Unit – III: Plant Location and Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-Facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y- Coordinate. Plant Layout - Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

Unit – IV: Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling, Quality Control Concepts.

Unit – V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming R25 MBA JNTUH Hyderabad Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Text Books:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.

Reference Books:

1. Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018.
2. John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
3. K. Nagarajan, Project Management, New Age International Publishers, 8e, 20.

**Chairperson
Board of Studies (MBA)**

Course Objectives:

The main objectives of the course is to

1. Describe the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2. Outline the various steps involved in project planning and appraisal.
3. To calculate project finance using various project evaluation techniques.
4. To know the different Control Mechanisms to manage a project.
5. To explain the importance of organizational behaviour in Project Management.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction: Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Systems Approach to Project Management.

Unit – II: Project Appraisal: Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis, Project Risk Analysis.

Unit – III: Project Finance: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

Unit – IV: Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

Unit – V: Organizational Behavior in Project Management: Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

Text Books:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.

Reference Books:

1. Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018.
 2. John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
 3. K. Nagarajan, Project Management, New Age International Publishers, 8e, 20
- Web References:**

**Chairperson
Board of Studies (MBA)**

Course Objectives:

1. To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2. To elaborate on various aspects in Professional Ethics.
3. To explain Corporate Governance practices followed in Indian corporate.
4. To enlighten students the significance of Company Board and Governance Ratings.
5. To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.

Unit – II: Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit – III: Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Unit – IV: Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, Kotak Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

Role of Board: Types of Directors, Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit – V: Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135).

Text Books:

1. O.C. Ferrell, John Fraedrich& Linda Farrel, business Ethics- Ethical Decision making and Case, 13e, Cengage, 2024.
- A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
2. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
3. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
4. Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.

Reference Books:

1. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016. Cengage Learning 2016.
2. T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
3. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.

**Chairperson
Board of Studies (MBA)**

Course Objectives:

1. To understand the evolution of e-commerce and evaluate key success factors shaping the Indian e-commerce market.
2. To identify various e-commerce business models and explain the digital infrastructure that supports them.
3. To examine the digital payment systems and evaluate the role of logistics in e-commerce success.
4. To discuss examples of successful Indian e-commerce companies.
5. To explore modern digital marketing techniques and examine opportunities in rural e commerce.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to International Business: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multinational Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment.

Unit – II: International Trade Theories: Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

Unit – III: International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8, Rise of BRICS. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India. Recent Trade-Tariff Wars.

Unit – IV: Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

Unit – V: International Business Operations: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International

Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.

Text Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, International Business, Cambridge University Press, 9e, 2021.
2. K Ashwatappa, International Business, McGraw Hill, 6e, 2019.
3. Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, McGraw Hill, 11e, 2019.
4. Mike W. Peng, Global Business, Cengage, 5e, 2025

Reference Books:

1. Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business – Theory and Practice, Sage Publishers, 1e, 2017.
2. Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI, 2009.
3. Rakesh Mohan Joshi, International Business, Oxford University Press, 2009.
4. Subba Rao, International Business, Himalaya Publications, 2007.

**Chairperson
Board of Studies (MBA)**

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E-COMMERCE

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(Master of Business Administration)

Course Objectives:

1. To understand the evolution of e-commerce and evaluate key success factors shaping the Indian e-commerce market.
2. To identify various e-commerce business models and explain the digital infrastructure that supports them.
3. To examine the digital payment systems and evaluate the role of logistics in e-commerce success.
4. To discuss examples of successful Indian e-commerce companies.
5. To explore modern digital marketing techniques and examine opportunities in rural e commerce.

Course Outcomes:

At the end of the course, students will be able to:

SYLLABUS

Unit – I: Introduction to E-Commerce: Concepts and evolution of e-commerce, Indian e-commerce market landscape and statistics, Key success factors in Indian e-commerce startups, Case study: Flipkartvs Amazon India.

Unit – II: Business Models in E-Commerce and Digital infrastructure: Business Models in E Commerce B2B, B2C, C2C, C2B, and hybrid models, Marketplace vs inventory, led models, Subscription and freemium models, Case studies: Nykaa, Zomato, Meesho, Digital Infrastructure - Internet and mobile penetration in India, Cloud computing and data centers, Role of AI, ML, blockchain in Indian e-commerce, UPI and India Stack: Driving digital inclusion.

Unit – III: Payment Systems and Fintech, Logistics and Supply Chain Management: Digital wallets, UPI, and payment gateways, online payment mechanism, RBI regulations and guidelines, Security and fraud prevention, Fintech startups and innovations in India. Role of third-party logistics(3PL), Reverse logistics and cash-on-delivery challenges, Hyper local delivery models, Indian Postal Service's role in rural e-commerce.

Unit – IV: E-Marketing & Social Commerce and Rural E-Commerce & Digital India: SEO/SEM, affiliate marketing, influencer marketing, viral and permission marketing. WhatsApp commerce and live selling, Role of regional languages and vernacular content, Case studies: v, Moj, Sharechat, YouTube India. Digital literacy and access challenges, Opportunities in Tier 2, Tier, 3 and rural markets, Government initiatives: Digital India, ONDC, Case study: Reliance Jio's disruption.

Unit – V: Legal and Regulatory Framework: Information Technology Act, 2000, Consumer Protection (E-Commerce) Rules, 2020, FDI Policy for e-commerce, Data privacy laws and General data protection regulation (GDPR).

Text Books:

1. P.T. Joseph, S.J., E-Commerce: An Indian Perspective, PHI Learning Pvt. Ltd., 7th Edition, 2023.
2. C.S.V. Murthy, E-Commerce: Concepts, Models and Strategies, Himalaya Publishing House, Reprint Edition, 2023.
3. Kenneth C. Laudon, Carol GuercioTraver, E-Commerce: Business, Technology, Society, 18e, Pearson, 2024.

Reference Books:

1. Bharat Bhasker, Electronic Commerce: Framework, Technologies and Applications, Tata McGraw Hill Education, 4th Edition (2013).
2. Bajaj and Nag, E-Commerce: The Cutting Edge of Business, Tata McGraw Hill.

Chairperson
Board of Studies (MBA)

Course Objectives: To provide students with practical exposure to diverse organizational settings — Start-ups, MSMEs, innovation initiatives, or sector-specific domains—enabling them to apply theoretical knowledge to real-world business problems and strategic decision-making.

Course Outcomes: After completion of the course, students will be able to analyze organizational structures, evaluate functional processes, identify challenges and opportunities, and develop actionable insights or innovative solutions aligned with business goals.

SYLLABUS

Approach to Summer Internship:

(a) START-UP:

1. Company Profile & Founding Journey: Include the start-up's origin story, vision, founding team, funding stages, and current status (incubator, accelerator, market stage).
2. Business Model Analysis: Explain the value proposition, revenue model, customer segments, and go-to-market strategy.
3. Roles & Responsibilities during Internship: Detail your tasks, problem-solving contributions, learning outcomes, and exposure to entrepreneurial challenges.
4. SWOT Analysis & Strategic Recommendations: Analyze strengths, weaknesses, opportunities, and threats, and suggest future strategies for growth/scalability.

(b) MSME (Micro, Small & Medium Enterprise)

1. MSME Background & Operational Context: Provide a brief overview of the company, its size (micro/small/medium), industry type, location, and core operations.
2. Functional Area Observations: Describe the internship role, specific departmental exposure (HR, Marketing, Operations, etc.), and process understanding.
3. Challenges Faced by the MSME: Discuss typical pain points such as resource constraints, market competition, digitization gaps, or financial limitations.
4. Suggestions for Process Improvement: Offer actionable recommendations to improve efficiency, customer reach, or financial performance.

(c) INNOVATION DEVELOPMENT PLAN

1. Identification of a Problem Area: Begin by clearly stating the real-world problem or unmet need identified through observation, research, or stakeholder inputs.
2. Ideation & Conceptualization: Outline the innovation idea (product, service, process), how it was developed, and how it addresses the defined problem.
3. Feasibility & Impact Assessment: Assess technical feasibility, market potential, cost benefit analysis, and possible risks involved.
4. Implementation Roadmap: Provide a plan with milestones, resource requirements, stakeholder

involvement, and scalability scope.

(d) SECTOR-SPECIFIC REPORT

1. Industry Overview: Present a macro-level view of the chosen sector (e.g., BFSI, FMCG, Healthcare, IT, etc.), including size, trends, challenges, and opportunities.
2. Company-Specific Analysis: Highlight the organization's position in the sector, its market share, competitors, and key strategic moves.
3. Internship Learning & Functional Insights: Reflect on your experience in a functional area and its alignment with sector trends (e.g., digital banking in BFSI).
4. Policy or Regulatory Impacts: Discuss relevant government policies, economic factors, or sector-specific reforms that influence the company's operations.

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