

**NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(An Autonomous Institute)**



Affiliated to

DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY, UTTAR PRADESH LUCKNOW



Evaluation Scheme & Syllabus

For

Master of Business Administration

(Marketing & Finance)

First Year

(Effective from the Session: 2026-27)

NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute)

Master of Business Administration (Marketing & Finance)

Evaluation Scheme

SEMESTER I

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	DMBMF0101	Accounting For Managers	Mandatory	4	0	0	30	20	0	50	100	0	150	4
2	DMBMF0102	Business Statistics and Quantitative Techniques for Managers	Mandatory	4	0	0	30	20	0	50	100	0	150	4
3	DMBMF0103	Business Communication	Mandatory	3	0	0	30	20	0	50	100	0	150	3
4	DMBMF0104	Design Thinking and Innovation	Mandatory	3	0	0	30	20	0	50	100	0	150	3
5	DMBMF0105	Legal Aspects of Business	Mandatory	3	0	0	30	20	0	50	100	0	150	3
6	DMBMF0106	Management Concepts and Organization Behavior	Mandatory	3	0	0	30	20	0	50	100	0	150	3
7	DMBMF0107	Managerial Economics	Mandatory	3	0	0	30	20	0	50	100	0	150	3
8	DMBMF0108	Marketing Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
9	DMBMF0151	AI Enabling Business	Mandatory	0	0	4	0	0	50	50	0	50	100	2
10	DMBMF0152	Applied Foundations of Analytics using MS Excel	Mandatory	0	0	6	0	0	50	50	0	100	150	3
				Total									1450	31

Abbreviation Used:

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.

CE: Core Elective, OE: Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,

MOOCs: Massive Open Online Courses.

NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute)

Master of Business Administration (Marketing & Finance)

Evaluation Scheme

SEMESTER II

S. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Scheme				End Semester		Total	Credit
				L	T	P	CT	TA	PS	Total	TE	PE		
1	DMBMF0201	Business Research Methods	Mandatory	4	0	0	30	20	0	50	100	0	150	4
2	DMBMF0202	Business Intelligence & Data Warehousing	Mandatory	2	0	0	30	20	0	50	50	0	100	2
3	DMBMF0203	Financial Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
4	DMBMF0204	Human Resource Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
5	DMBMF0205	Management Information System	Mandatory	2	0	0	30	20	0	50	50	0	100	2
6	DMBMF0206	Production & Operations Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
7		Marketing Elective -1	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
8		Marketing Elective -2	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
9		Finance Elective -1	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
10		Finance Elective -2	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
TOTAL												Total	1400	29

Abbreviation Used:

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.

CE: Core Elective, OE: Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,

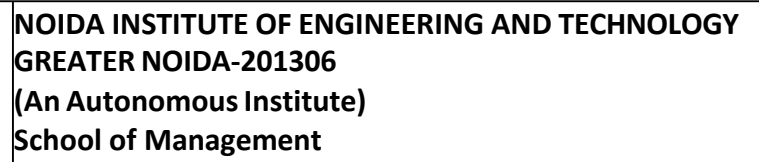
MOOCs: Massive Open Online Courses.

List of Department Elective Subject: -

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Bucket Name	Applicable Branch	Semester
1.	DMBMF0211	Digital Marketing	Elective-I	Marketing	MBA M&F	II
2.	DMBMF0212	Consumer Behavior	Elective-II	Marketing	MBA M&F	II
3.	DMBMF0213	Security Analysis & Portfolio Management	Elective-I	Finance	MBA M&F	II
4.	DMBMF0214	Fintech & Insuretech	Elective-II	Finance	MBA M&F	II

SEMESTER I

Course Code: DMBMF0101		Course Name: Accounting for Managers		L	T	P	C
Course Offered in: MBA M&F				3	0	0	3
Pre-requisite: Arithmetic skills, business fundamentals, and logical thinking							
Course Objectives: This course provides students with foundational knowledge of financial accounting, focusing on recording transactions, preparing and analysing financial statements. The course develops financial skills essential for decision-making reporting, and compliance in corporate and entrepreneurial settings through the analysis of financial statement.							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Understand fundamental accounting principles and concepts			(K2)			
CO2	Preparing Final Accounts of the company as per companies Act 2013.			(K3)			
CO3	Analyze financial statements using tools like ratios and common-size analysis			(K4)			
CO4	Examine cash flow statement for decision-making			(K5)			
CO5	Develop skills to use budgeting & marginal costing as a tool for decision-making.			(K5)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO \ PO		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	2	1	
CO2		3	2	1	2	1	
CO3		3	3	1	2	2	
CO4		3	3	2	2	2	
CO5		3	3	2	2	2	
Course Contents / Syllabus							
Module 1		Accounting: An Introduction				8 hours	
Accounting terminologies, Meaning & scope of accounting, objectives, principles, concepts, conventions, Indian Accounting Standards. Accounting equation, Double-entry system, journalizing transactions, Ledger posting							
Module 2		Preparation of Final Accounts with adjustments				8 hours	
Preparation of Trading, Profit & Loss Account, Balance Sheet, Format of Balance sheet as per Schedule III of Companies Act (2013). Adjustment of final accounts.							
Module 3		Financial Statement Analysis - I				8 hours	
Comparative analysis, common-size analysis and trend analysis, ratio analysis: Liquidity, profitability, solvency, activity ratios, interpretation							
Module 4		Financial Statement Analysis - II				8 hours	
Cash flow from operating activities (Indirect method), investing activities and financing activities, Format of Cash flow statement as per Ind AS-7							
Module 5		Accounting & Decision-making				8 hours	
Budgetary Control: Types of Budgets (Cash Budget, Flexible budget), Marginal Costing Concepts, Break-even Analysis and Applications							
Total Lecture Hours						40 hours	
Textbook:							
S.No		Book Title		Author			
1.		Financial accounting		Dhamija, S. (2023).			
2.		Financial accounting for managers (7th ed.).		Tulsian, P. C. (2022).			
Reference Books:							
S.No.		Book Title		Author			
1.		Financial accounting for managers (7th ed.).		Gupta, A. (2022).			
NPTEL/ Youtube/ Faculty Video Link:							
1.		https://www.youtube.com/watch?v=mEuea9NGiJM					
Mode of Evaluation							
CIE				ESE		Total	



ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0102		Course Name: Business Statistics & Quantitative Techniques for Managers				L	T	P	C
Course Offered in: MBA M&F						4	0	0	4
Pre-requisite: Basic knowledge of statistics									
Course Objectives: Learn the fundamental concepts of business statistics, including data collection, analysis, and interpretation. Apply statistical methods to address business challenges and make informed decisions based on statistical insights.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Apply the basic concepts of descriptive analytics in business statistics problems.					K3			
CO2	Apply Correlation and Regression analysis into business problems and their implication on Business performance.					K3			
CO3	Apply the basic concepts of probability and probability distributions in business problems.					K3			
CO4	Apply the Operations Research principles and methodologies, including linear programming problem in better decision-making.					K3			
CO5	Apply the concept of transportation and assignment problems to find optimum solution for decision-making.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping	PO1	PO2	PO3	PO4	PO5				
CO1	3	3	1	2	-				
CO2	3	3	1	2	-				
CO3	3	3	1	2	-				
CO4	3	3	1	2	-				
CO5	3	3	1	2	-				
Course Contents / Syllabus									
Module 1		Descriptive Analytics					8 hours		
Introduction of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Moments, Skewness and Kurtosis.									
Module 2		Predictive Analytics					8 hours		
Correlation Analysis: Rank correlation coefficient & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.									
Module 3		Probability Theory					8 hours		
Theory of Probability, Addition and Multiplication Law, Bayes Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass functions, Probability Density functions									
Module 4		Operations Research: Introduction & Linear Programming Problem					8 hours		
Nature Definition and characteristics of Operations Research, Phases of OR problem approach, Models of OR, Scope and applications of Operations Research, Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems, Duality.									
Module 5		Transportation Problem & Assignment Problem					8 hours		
Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and MODI Method. Assignment Problem: Hungarian Algorithm and its applications.									
						Total Lecture Hours		40 hours	
Textbook:									
S.No	Book Title:			Author					

1	Statistical Methods, Sultan Chand & Sons.	S. P. Gupta
2	Business Statistics, Pearson Education, New Delhi.	J.K. Sharma.
3	“Operations Research”	S. Kalavathy
4	Operations Research(PHI,2ndEdition)	R. Panneerselvam

Reference Books:

S.No.	Book Title:	Author
1.	“Business Statistics” TATA McGraw Hill. 3rd ed,	G C Beri
2.	“Statistics for Managers” PHI Learning.1st edition	Chandrasekaran & Umaparvathi
3.	“Business Statistics using Excel” Oxford.	Davis, Pecar
4.	“Business Statistics” Wiley India. 5th ed	Ken Black

NPTEL/ Youtube/ Faculty Video Link:

UNIT 1	https://youtu.be/XaHFNhHfXwQ?si=OJKYu_BVt4n88ONp https://youtu.be/BsVtMnp3vks?si=orRM338vLgBE-hQS
UNIT 2	https://youtu.be/TWd42yUBZkk?si=PA4D8KQ-HgF65ebs https://www.youtube.com/watch?v=OQV8WmUdeIo&list=PLbMVogVj5nJSpj5sl-8tdKARg1lw2wEa-&index=1&pp=iAQB
UNIT 3	https://www.youtube.com/watch?v=r1sLCDA-kNY&list=PL8AE5D5CCA85AE91D&index=1&pp=iAQB https://www.youtube.com/watch?v=bpKarwfDRIk&list=PL8AE5D5CCA85AE91D&index=4&pp=iAQB https://youtu.be/cp7_ZF2kNi4?si=AgRIQVjIZkRg4nbZ https://www.youtube.com/watch?v=p1Y4yJ1XnKY&list=PLbMVogVj5nJQWowhOG0-K-yI-bwRRmm3C&index=5&pp=iAQB
UNIT 4	NPTEL – Optimization Techniques by Prof. S. S. Rao (https://nptel.ac.in) https://youtu.be/4U3B5lr-MqM
UNIT 5	https://youtu.be/oE2nJTXC8OM https://youtu.be/oE2nJTXC8OM https://youtu.be/BUGlhEecipE https://youtu.be/82s6vjg-vhg https://youtu.be/j58TUy0d9R4 https://www.youtube.com/watch?v=Bt9IG9TTXZI https://www.youtube.com/watch?v=zN4AE1YjE2I https://www.youtube.com/watch?v=KarLMGILAJc

Mode of Evaluation

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0103		Course Name: Business Communication				L	T	P	C
Course Offered in: MBA M&F						3	0	0	3
Pre-requisite: A basic understanding of communication principles and interpersonal skills. Familiarity with standard business practices and workplace etiquette is also beneficial									
Course Objectives: The objective of this course is to make students understand the techniques and principles of business communication for effective communication; develop and exhibit an understanding and practice of modes of oral and written expression and develop effective listening and comprehension skills. Students will be able to present well in group communication and interviews									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Understand the fundamental concepts of business communication and identify communication barriers to enhance clarity and effectiveness in professional interactions.					(K2)			
CO2	Create and develop proficiency in oral and written communication to convey ideas clearly, confidently, and appropriately in academic and professional contexts.					(K6)			
CO3	Develop effective non-verbal communication and soft skills to enhance interpersonal interactions, professional presence, and workplace collaboration.					(K6)			
CO4	Understand the skills to communicate effectively in organizational settings, with an emphasis on cross-cultural sensitivity and professionalism in diverse business environment.					(K2)			
CO5	Demonstrate understanding of technology adoption trends and assess how digital transformation is shaping business models, communication, and decision-making.					(K2)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO \ PO		PO1	PO2	PO3	PO4	PO5			
CO1		2	2	2	2	2			
CO2		2	3	3	2	3			
CO3		2	2	3	2	3			
CO4		2	2	2	3	3			
CO5		3	2	1	3	2			
Course Contents / Syllabus									
Module 1		Introduction to Business Communication						6 hours	
Meaning, Process and role of Business Communication, Applications and scope of business communication, types of Business Communication,									
Barriers of Business Communication-factors effecting barriers, Types of barriers, strategies to overcome barriers,									
Module 2		Oral & written communication						10 hours	
Public Speaking, presentation skills, Effective Listening and Feedback Mechanisms, Conducting and Participating in Meetings, Interviews and Group discussions. Conversation Control-Meaning and applications of conversation control in business. Business Letters: Enquiry, Complaint, Sales, Recovery, Adjustment Memo, Circulars, Notices, and Emails, Report Writing: Structure, Types, and Presentation, Resume and Cover Letter Writing.									
Module 3		Non-verbal communication & soft skills						8 hours	
Meaning, Types and applications of non-verbal Communication, Importance of Nonverbal Communication in business, Body Language, Facial Expressions, Eye Contact, and Paralanguage Meaning of soft skills, Types: Leadership, Adaptability, Stress and time management, Emotional Intelligence. Learning to make a good impression, Elevator pitch.									
Module 4		Business Communication						8 hours	

Communication in Teams and Virtual Environments, Conflict Resolution and Negotiation Skills, Crisis Communication and Reputation Management. Cross-Cultural Communication: Sensitivity, Ethics, and Etiquette.
 Communication Challenges in Global Business Environment

Module 5	Technological aspects and Emerging trends	8 hours
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Digital communication (virtual meetings, tools), Digital communication tools: Email platforms, instant messaging (Slack, Teams), Video conferencing tools (Zoom, Google Meet, Microsoft Teams) Collaborative platforms (Google Workspace, Microsoft 365) Social media communication in business (LinkedIn, Twitter for branding) ,AI in communication: Chatbots, automated email responses, generative AI tools.

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title	Author
1	Business Communication	Locker, K., Mackiewicz, J., Aune J.E., and Kienzler D. (2023)
2	Effective Business Communication	Jain, N., Mukherji S. (2020)

Reference Books:

S.No.	Book Title	Author
1.	<i>Essentials of business communication</i>	Guffey, M. E., & Loewy, D. (2022).

NPTEL/ Youtube/ Faculty Video Link:

Module 1	https://youtu.be/ZB_StskQtac
Module 2	https://youtu.be/BpP_tOZAPjg
Module 3	https://youtu.be/TwZ7LgrPwR0
Module 4	https://youtu.be/860LtRxP3rw
Module 5	https://youtu.be/eHZdnldGuls

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

	NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY GREATER NOIDA-201306 (An Autonomous Institute) School of Management
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Course Code: DMBMF0104		Course Name: Design Thinking & Innovation		L	T	P	C
Course Offered in: MBA M & F				3	0	0	3
Pre-requisite: General Management, Innovative & Creative Mindset							
Course Objectives: To develop students’ understanding of design thinking, empathy, innovation frameworks, and human-centered approaches for identifying and analyzing real-world problems and equip students with the ability to apply ideation, prototyping testing, and innovation management techniques for creating strategic and sustainable solutions in organizations.							
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)	
CO1	Explain the concepts, principles, and mindset of design thinking along with the role of empathy in understanding user needs and stakeholder perspectives.						K2
CO2	Apply problem-definition and ideation tools to formulate innovative solutions for business and societal challenges.						K3
CO3	Develop prototypes and evaluate solutions using testing methods, usability analysis, and feedback mechanisms						K6
CO4	Analyze the foundations, drivers, and frameworks of innovation for enhancing organizational creativity and competitiveness.						K4
CO5	Design innovation management strategies by integrating roadmaps, partnerships, intellectual property, and digital technologies for sustainable growth.						K5
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		2	2	1	2	1	
CO2		3	3	2	2	2	
CO3		3	3	2	1	2	
CO4		2	3	2	3	2	
CO5		3	2	3	3	3	
Course Contents / Syllabus							
Module 1		Introduction to Design Thinking & Empathy				8 hours	
Introduction to design thinking, traditional problem solving versus design thinking, history of design thinking, wicked problems, Design mindset. Introduction to elements and principles of design, 13 Musical Notes for Design Mindset, Examples of Great Design							
Ethical Behavior, understanding stakeholders, Empathy: Identify key user problems. Empathy tools- Interviews, empathy maps, classifying insights after Observations							
Module 2		Problem Definition & Ideation				8 hours	
Defining the problem statement, Creating personas, Point of View (POV) statements. Research identifying drivers, information gathering, target groups, samples, and feedbacks. Need for correct problem statement, Defining the problem using Ice-Cream Sticks, Activity based on creating problem statement based on given scenarios. Ideation: Tools & Techniques, Four W’s, 5 why’s, “How Might We”, Mind-Map, ideation activity games - Six thinking hats, Million-dollar idea							
Module 3		Prototyping & Testing				8 hours	
Prototyping: Prototyping mindset, tools for prototyping – Sketching, paper models, pseudo-codes, physical mock-ups, Interaction flows, storyboards, acting/role-playing etc, Minimum Viable Prototype, Connecting Prototype with 3 Laws, Testing: A/B Testing, Learning							

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Launch. Testing of design with people, conducting usability test, testing as hypothesis, testing as empathy, observation and shadowing methods, Guerrilla Interviews

Module 4	Foundations of Innovation	8 hours
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Introduction, Understanding innovation, Levels and types of innovation, Principles of Innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation. Innovation framework.

Module 5	Innovation Management	8 hours
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Crafting roadmaps, prototyping, and cross-functional team alignment. Leveraging, external networks, partnerships. Leveraging external networks, partnerships, Linking innovation goals with overall corporate and competitive advantage objectives. Intellectual property protection, leveraging artificial intelligence & digital platforms to drive innovation strategy.

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title	Author
1	UnMukt : Science & Art of Design Thinking	Jain A. (2021)
2	Design Your Thinking	Pavan Soni (2020)
3	Innovation Management	Maital S., Seshadri D.V.R.

Reference Books:

S.No	Book Title	Author
1	Solving Problems with Design Thinking – Ten Stories of What Works	Liedta J, (2022)
2	Innovation & Entrepreneurship	Drucker P.F.

NPTEL / Youtube / Faculty Video Link:

1	https://www.youtube.com/watch?v=ldYzbV0NDp8
2	https://www.youtube.com/watch?v=0Fi83BHQsMA
3	https://youtu.be/-hs7F1JKYXk
4	https://youtu.be/cRAgCMaETZM
5	https://youtu.be/SmzvXPSExd8

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		

30	20	100	150

Course Code: DMBMF0105		Course Name: Legal Aspects of Business		L	T	P	C
Course Offered in: MBA M&F				3	0	0	3
Pre-requisite: Knowledge of foundational business concepts and legal fundamentals.							
Course Objectives: To familiarize students with the Indian legal system and develop a comprehensive understanding of key business laws, while enabling them to critically analyze the legal implications of business decisions in a contemporary digital and global environment							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Explain the nature, sources, and institutional framework of Indian business law including ADR mechanisms and recent reforms			K2			
CO2	Analyze the provisions of the Indian Contract Act and Companies Act including corporate governance and insolvency framework			K4			
CO3	Examine labour legislation and evaluate employee rights, workplace compliance, and industrial relations			K4			
CO4	Apply principles of intellectual property rights and consumer laws to business situations and case studies			K3			
CO5	Interpret cyber laws, data protection laws, and emerging legal frameworks in digital business environments			K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	1	1	1	1	
CO2		3	3	2	1	1	
CO3		2	3	2	2	1	
CO4		2	2	3	2	1	
CO5		2	2	2	3	3	
Course Contents / Syllabus							
Module 1	Introduction to Business Law and Indian Legal System					8 hours	
Nature and sources of business law, Structure of Indian judicial system, Constitutional framework and business environment, Alternative Dispute Resolution (ADR): Arbitration, Mediation, Conciliation, Recent legal reforms and ease of doing business initiatives in India							
Module 2	Law of Contracts and Corporate Laws					8 hours	
Indian Contract Act, 1872-Essentials of valid contract, breach and remedies, Special contracts: indemnity, guarantee, bailment, agency, Companies Act, 2013 - incorporation, directors, meetings, Dissolution of companies							
Module 3	Labour and Industrial Laws					8 hours	
Code on Wages, 2019, Occupational Safety, Health and Working Conditions Code, 2020, Code on Social Security, 2020, Employee rights, trade unions							
Module 4	Intellectual Property Rights, Consumer Laws					8 hours	
Intellectual Property Rights (IPR): patents, copyrights, trademarks, geographical indications, Consumer Protection Act, 2019 and e-commerce consumer protection rules, Case studies on IPR disputes and consumer litigation							
Module 5	Cyber Laws, Digital Business and Emerging Legal Frameworks					8 hours	
Overview of Information Technology Act, 2000 and its amendments, Digital Personal Data Protection Act, 2023, Cybercrimes, electronic contracts, digital signatures, Legal aspects of AI, fintech, e-commerce and data governance							
Total Lecture Hours						40 hours	
Textbook:							
S.No	Book Title			Author			
1.	Elements of mercantile law (44th ed.). Sultan Chand & Sons.			N D Kapoor			
2.	Business law (9th ed.). Vikas Publishing House.			M C Kuchhal			

Reference Books:

S.No	Book Title	Author
1.	<i>Business law</i> (3rd ed.). McGraw Hill Education.	P C Tulsian
2.	<i>Principles of mercantile law</i> (14th ed.). Eastern Book Company.	A Singh

NPTEL/ Youtube/ Faculty Video Link:

Module 1	https://www.youtube.com/watch?v=-uTp4GizXrI https://www.youtube.com/watch?v=ftQkhz577-U
Module 2	https://www.youtube.com/watch?v=xF-FkvmnXck https://www.youtube.com/watch?v=XqIzTcT7ZKg
Module 3	https://www.youtube.com/watch?v=6Q07EwlyTmM https://www.youtube.com/watch?v=hg1mRGCwPXo
Module 4	https://www.youtube.com/watch?v=WvduZOWof0 https://www.youtube.com/watch?v=TtycZUs9aFo
Module 5	https://www.youtube.com/watch?v=XEFYMnoM5fQ https://www.youtube.com/playlist?list=PLf8YqCm9HoI6fb4LdoY2tFgJfM0PrgInS

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
5			5	5	5	5		
30			20				100	150

Course Code: DMBMF0106		Course Name: Management Concepts and Organization Behaviour				L	T	P	C
Course Offered in: MBA M&F						3	0	0	3
Pre-requisite: Basic understanding of Human behaviour and social sciences									
Course Objectives: The objective of this course is to understand the human behaviour, characteristics of group dynamics and aspects of organizational development.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Demonstrate a comprehensive understanding of the fundamental concepts of management and critically evaluate the evolution of management thought through classical and behavioral theories.					K5			
CO2	Develop a sound understanding of individual behavior and personality and use tools like the Johari Window and Transactional Analysis to improve self-awareness					K3			
CO3	Apply conceptual knowledge of theory and processes relevant to motivation, perception and learning in organizations.					K3			
CO4	Demonstrate the ability to effectively work in teams by applying conflict resolution strategies and Leadership skills.					K3			
CO5	Evaluate the impact of organizational change on culture and climate, and develop strategies to manage change effectively					K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		2	2	3	1	2			
CO3		3	2	2	1	2			
CO4		2	2	3	1	3			
CO5		3	3	2	2	2			
Course Contents / Syllabus									
Module 1		Management Concepts				8 hours			
Definition, nature, and scope of management, Levels and types of managers, Roles and skills of managers (Mintzberg's roles), Management as a Science and Art Scientific Management, Administrative Management, Human relations approach									
Module 2		Fundamentals of Individual and Interpersonal behaviour				8 hours			
Fundamentals of Individual Behavior, Personality, Determinants of Personality, Types of Personality, Big 5 Personality model, Attitude. Transactional Analysis, Johari window									
Module 3		Understanding Organizational Behaviour				8 hours			
Process, Types and Theories, Concept of learning, conditioning, shaping and reinforcement Meaning & Definition, Perceptual process, Errors of Perception, Importance of Perception in OB									
Module 4		Group dynamics and Leadership				8 hours			

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Types of Groups and teams, Team building, Tuckman model of team development, Group decision making, Organizational conflict and resolution techniques Leadership styles, Leadership theories (Trait theory, Managerial grid, Leadership Situational model)

Module 5	Organization Culture, Climate & Change	8 hours
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Concept and importance of organizational change; resistance to change and methods to overcome it; approaches to managing change; change agents; Kurt Lewin Three Step Model of Change; organizational culture and climate – meaning, elements, dimensions and importance; culture-person compatibility; developing favorable organizational culture and climate; contemporary business applications.

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title:	Author:
	Principles of Management (5th ed.).	Bauer, T., Erdogan, B., & Short, J. (2021)
	Organizational behavior (18th ed.)	Robbins, S. P., Judge, T. A., & Vohra, N. (2020)

Reference Books:

S.No	Book Title:	Author:
	Organizational Behaviour	Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai

NPTEL/ Youtube/ Faculty Video Link:

Module 1	https://onlinecourses.nptel.ac.in/noc22_mg78/preview
Module 1	https://www.youtube.com/watch?v=QJAv6674_Sw
Module 1	https://youtu.be/mxFyhsIcANo?si=EHkmmvmb0aETZB6Q
Module 1	https://youtu.be/mjK0YwwT-vs?si=4VeHUy2AalpuXdSG
Module 1	https://youtu.be/M_2wEoufrxQ?si=v7XJEMx17uBcNhAd https://youtu.be/Qfv658CmpXM?si=znhsqtdO_j72dGSL

Mode of Evaluation

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0107	Course Name: Managerial Economics	L	T	P	C
Course Offered in: MBA M&F		3	0	0	3
Pre-requisite: Basic understanding of management principles					
Course Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms, explaining how tools of standard price theory can be employed to formulate a decision problem and evaluate alternative courses of action and finally choose among alternatives.					
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)	
CO1	Understand the concepts of Managerial Economics to make effective business decisions.				(K2)
CO2	Understand the laws of demand & supply & its elasticities.				(K2)
CO3	Analyze production concepts, cost concepts and their impact on business decisions.				(K4)
CO4	Analyze pricing decisions under the different market structures.				(K4)
CO5	Evaluate various theories of the firm and how they affect the business decisions.				(K5)
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)					
CO -PO mapping	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	3	1	1	2
CO4	3	3	1	1	2
CO5	3	3	2	2	2
Course Contents / Syllabus					
Module 1	Basic Concepts and Principles			8 hours	
Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions.					
Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis & its types.					
Module 2	Demand and Supply Analysis			8 hours	
Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand					
Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its types. Uses of Elasticity of Demand for managerial decision making, Demand forecasting- meaning, significance and methods.					
Supply Analysis; Law of Supply, Elasticity of supply; Analysis and its uses for managerial decision making.					
Module 3	Production and cost Analysis			8 hours	

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Production concepts & analysis; Production function, Types of production function, Law of variable proportion, Law of increasing, constant & diminishing returns, Laws of return to scale, Iso-quant curve.

Cost concept and analysis: Cost, Types of costs, cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.

Module 4	Market structures	8 hours
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Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition.

Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

Module 5	Economic Theory	8 hours
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The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm.

Profit concepts & analysis – Game Theory and Asymmetric Information.

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title	Author
1	Micro Economics (7e)	Pindyck, Rubinfeld, Mehta (2021)
2	Managerial Economics: Principle and Worldwide Applications	Salvatore, D. (2022),

Reference Books:

S.No.	Book Title	Author
1.	Managerial Economics and Business Strategy	Baye, M., & Prince, J.
2.	Managerial Economics (7e)	Dwivedi, D.N (2021)

NPTEL/ YouTube/ Faculty Video Link:

1.	https://www.youtube.com/watch?v=Q_3ZJU8wqeg&list=PLaAhQ2ofZZRC1OFxHoa8qGyFHDgk7PyUN
2.	https://www.youtube.com/watch?v=qpkUhFyneRg
3.	https://www.youtube.com/watch?v=pEcE5kifrzE
4.	https://www.youtube.com/watch?v=y1x_PtmBJGg
5.	https://www.youtube.com/watch?v=Fob0Mpqh6qk&list=PLEuzmtv9IuT8c_ZZ21kg_iQmOD6tljwKl

Mode of Evaluation

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0108		Course Name: Marketing Management			L	T	P	C
Course Offered in: MBA M&F					3	0	0	3
Pre-requisite: Fundamentals of Management, Business Economics, Quantitative Methods								
Course Objectives: This course provides a fundamental understanding of marketing concepts, consumer behaviour, market segmentation, targeting, positioning, and the marketing mix (4Ps). It also equips students with contemporary marketing skills, including digital marketing and CRM, to evaluate performance and develop effective strategies in dynamic business environments.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Recall and explain core marketing concepts, philosophies, the marketing environment, and the consumer decision-making process.				K1			
CO2	Apply STP frameworks – market segmentation, targeting, and positioning strategies – to develop competitive marketing plans.				K3			
CO3	Analyze product, pricing, and distribution decisions using appropriate marketing mix tools and channel management frameworks.				K4			
CO4	Design integrated marketing communication strategies incorporating advertising, digital marketing, and promotional tools.				K6			
CO5	Evaluate services marketing strategies, CRM approaches, marketing metrics, and ethical and global marketing practices.				K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	1	2	2		
CO2		3	3	2	2	3		
CO3		3	3	2	2	2		
CO4		2	2	1	3	3		
CO5		3	2	3	3	2		
Course Contents / Syllabus								
Module 1		Introduction to Marketing and Consumer Behaviour					8 hours	
Introduction to Marketing: Definition, scope, and importance of marketing; core marketing concepts, marketing philosophies, marketing management process; marketing in the digital age. Marketing Environment: Micro & macro-environment. Consumer Behavior: Definition and importance; consumer buying decision; types of buying decision behavior; factors influencing consumer behavior – cultural, social, personal, and psychological factors; organizational buying behavior – characteristics, buying situations, and buying centre concept.								
Module 2		Market Segmentation, Targeting and Positioning					8 hours	
Market Segmentation: Concept, need, and benefits; variables for segmentation. Buyer Persona Creation. Market Targeting: Concept & Strategies. Hyper local Targeting. Market Positioning: POD POP and Perceptual maps. USP, Value proposition. Repositioning Success and Disasters. Brand Elements and Brand Equity								
Module 3		Product and Price					8 hours	
Product Decisions: Product levels, product classification and levels; Product Mix and Product Line decisions; new product development (NPD) process; product life cycle (PLC); Pricing Strategies. Pricing Methods and steps of setting up the price. Adaptations of Pricing.								
Module 4		Place & Promotion mix					8 hours	
Distribution (Place) Decisions: Steps of setting up Channel-Marketing Systems- vertical, horizontal, and multichannel marketing systems; Retailing – types, trends, and retailer marketing decisions, E commerce and Quick Commerce, Wholesaling – Functions. Inventory and logistics Management								

Integrated Marketing Communications (IMC): Concept, Steps in designing IMC, Advertising, Sales Promotion, Personal Selling and Sales, Publicity and Public Relations.

Module 5	Contemporary Marketing Issues	8 hours
Services Marketing- 7Ps. Customer Relationship Management (CRM): Concept & importance. Customer lifetime value (CLV); Loyalty programmes; Customer satisfaction measurement – Net Promoter Score (NPS), Contemporary issues in marketing- Green marketing, Greenwashing, Cause related marketing, Viral marketing, Experiential marketing & Neuro Marketing.		
Total Lecture Hours		40 hours

Textbook:

S.No	Book Title	Author
1	Marketing management (16th ed.).	Kotler, P., & Keller, K. L. (2022). Pearson Education.
2	Marketing: An introduction (14th ed.).	Armstrong, G., Kotler, P., Opresnik, M. O. (2023). Pearson Education.
3	Marketing — 2024 Edition	Dhruv Grewal & Michael Levy <i>McGraw-Hill</i>

Reference Books:

S.No	Book Title	Author
1	MKTG: Principles of marketing (14th ed.).	Lamb, C. W., Hair, J. F., & McDaniel, C. (2021). Cengage Learning.
2	Marketing management: Knowledge and skills (13th ed.).	Peter, J. P., & Donnelly, J. H. (2019). McGraw-Hill Education.

NPTEL/ Youtube/ Faculty Video Link:

	Shekhar Mishra IIT Kanpur Covers: Marketing principles, buyer behaviour, market research, STP ³ https://nptel.ac.in/courses/110104068
	Marketing Management – II Prof. Jayanta Chatterjee & Prof. Shashi Shekhar Mishra IIT Kanpur Covers: Services marketing, brand management, pricing strategies, marketing channels, and integrated marketing communication. ³ https://nptel.ac.in/courses/110104070

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: DMBMF0151		Course Name: AI Enabling Business				L	T	P	C
Course Offered in: MBA M&F						0	0	4	2
Pre-requisite: Students should have a basic understanding of business and management concepts, familiarity with computers and digital technologies, basic knowledge of data handling and internet applications, analytical and problem-solving skills, and an interest in AI and emerging business technologies.									
Course Objectives: The course aims to provide students with an understanding of Artificial Intelligence technologies and their applications in modern business environments. It focuses on developing knowledge of AI-driven decision-making, digital transformation, and business innovation across functional areas such as marketing, finance, HR, and operations, while emphasizing ethical, responsible, and strategic use of AI in organizations.									
Course Outcome: After completion of the course, the student will be able to								Bloom's Knowledge Level (KL)	
CO1	Understand the basic concepts, history, evolution, and emerging technologies of Artificial Intelligence.					K2			
CO2	Explain the applications of AI in different business areas such as finance, marketing, CRM, and HRM.					K2			
CO3	Analyze how AI supports business strategy, innovation, competitive advantage, and customer experience.					K4			
CO4	Evaluate ethical, legal, governance, privacy, and responsible AI issues in business decision-making.					K5			
CO5	Apply AI tools for research, documentation, and presentations.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
COs -PO Mapping		PO1	PO2	PO3	PO4	PO5	PO6		
CO1		3	2	1	2	1	1		
CO2		3	3	1	2	2	1		
CO3		2	3	1	2	1	2		
CO4		2	3	2	3	1	2		
CO5		2	2	3	2	1	1		
Course Contents / Syllabus									
Module 1		Introduction to Artificial Intelligence and Emerging AI Technologies						08 hours	
History and Evolution of AI, AI-driven Business Transformation, AI Ecosystem and Business Applications, Machine Learning Concepts and Applications, Deep Learning, Natural Language Processing (NLP), Computer Vision, Robotics and Automation, Generative AI and Business Innovation, AI Tools and Platforms, Industry Case Studies on AI Adoption									
Module 2		AI Application in Business						08 hours	
AI in Finance: Algorithmic Trading, Credit Scoring, Fraud Detection; AI in Marketing and CRM: Personalization, Recommendation Systems, Customer Segmentation, Predictive Customer Analytics, Chatbots and Virtual Assistants; AI in HRM: Recruitment and Selection, Employee Performance Analytics, Workforce Planning and Talent Management.									
Module 2		AI in Strategy & Innovation						08 hours	
AI Transforming Business- Competitive advantage, innovation and strategy, AI based market trend analysis, hyper personalization for enhanced customer experience, Case Studies of Successful AI Integration									
Module 4		Ethics, Governance and Responsible AI						08 hours	
Ethical Issues in AI, Bias and Fairness in AI Systems, Transparency and Explainability, Responsible AI Practices, AI Governance Frameworks, Privacy and Data Protection, Legal and Regulatory Aspects of AI, Societal Impact of AI, Risk Management in AI/ML Deployment, Sustainable and Inclusive AI Practices.									
Module 5		AI Tools Kit* (Tools may vary as per industry requirements)						08 hours	
Introduction to Google AI Studio, Notebook LM, OpenAI and Perplexity. AI supported Research: Research Rabbit. Use of AI in Documentation & Presentations- Gamma and Grok.									
Total Lecture Hours								40 hours	
Textbook:									

S.No	Artificial Intelligence: A Modern Approach	Stuart Russell & Peter Norvig	
Reference Books:			
S.No	Artificial Intelligence in Business: From Research and Innovation to Market Deployment	Raj V. Mahto & Raj V. Kozhevnikov	
NPTEL/ Youtube/ Faculty Video Link:			
1	https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_me88 NPTEL Introductory AI concepts, ML, reasoning, and AI applications		
2	https://youtu.be/UkbVu3fjfpI?si=0M--VRlaLb8z9kvv AI for Business: Course Introduction By Omar Mehar		
3	https://youtu.be/QPG5SyNaWBo?si=84b-3KtfqHGzsLFp AI in Business by Gresham College		
Mode of Evaluation			
PS		PE	Total
50		50	100

Course Code: DMBMF0152			Course Name: Applied Foundations of Analytics using MS Excel			L	T	P	C
Course Offered in: MBA M&F						0	0	6	3
Pre-requisite: Basic Computer Proficiency (Windows OS, file management); Fundamental Mathematics (arithmetic, percentages, ratios); No prior knowledge of MS Excel required.									
Course Objectives: This course provides students with a strong foundation in MS Excel for data management and business analytics, enabling them to organize, analyze, and summarize data effectively. It also develops skills in statistical analysis, dashboard creation, data visualization, and the use of advanced Excel tools such as PivotTables, Power Query, and What-If Analysis for data-driven decision-making.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Recall and explain the Excel interface, workbook structure, and core data entry and formatting capabilities for business use.					K2			
CO2	Apply Excel functions (logical, lookup, statistical, text, date) to manipulate and transform business datasets.					K3			
CO3	Analyze and summarize large datasets using PivotTables, Pivot Charts, and data visualization techniques.					K4			
CO4	Design professional business dashboards, reports, and dynamic charts communicating insights to stakeholders.					K5			
CO5	Apply advanced tools such as Power Query, What-If Analysis, Solver, and Macros to solve complex business problems.					K6			
CO / PO		PO1	PO2	PO3	PO4	PO5			
CO1		2	1	2	1	2			
CO2		3	3	2	2	3			
CO3		3	3	3	2	3			
CO4		3	2	3	3	3			
CO5		3	3	3	3	3			
Course Contents / Syllabus									
Module 1		Excel Essentials: Interface, Data Entry, and Formatting				08 hours			
Introduction to MS Excel: Versions, Interface Components (Ribbon, Quick Access Toolbar, Formula Bar, Name Box, Sheet Tabs); Workbook vs. Worksheet; Navigating and Selecting Cells, Ranges, Rows, and Columns; Data Types: Text, Numbers, Dates, Logical Values; Data Entry Techniques: AutoFill, Flash Fill, Custom Lists; Cell Referencing: Relative, Absolute (\$), and Mixed References; Formatting: Number Formats (Currency, Percentage, Date), Cell Styles, Conditional Formatting (Highlight Rules, Data Bars, Color Scales, Icon Sets); Data Validation: Drop-down Lists, Input Messages, Error Alerts; Protecting Worksheets and Workbooks; Sorting and Filtering Data; Introduction to Tables (Excel Table Objects, Structured References).									
Module 2		Excel Functions for Business Data Analysis				8 hours			
Mathematical Functions: SUM, SUMIF, SUMIFS, SUMPRODUCT, ROUND, INT, MOD; Statistical Functions: AVERAGE, AVERAGEIF, AVERAGEIFS, COUNT, COUNTA, COUNTIF, COUNTIFS, MAX, MIN, LARGE, SMALL, MEDIAN, MODE, STDEV, VAR; Logical Functions: IF, Nested IF, IFS, AND, OR, NOT, IFERROR, IFNA; Lookup and Reference Functions:									

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VLOOKUP, HLOOKUP, INDEX, MATCH, INDEX-MATCH combination, Text Functions: CONCATENATE, CONCAT, TEXTJOIN, LEFT, RIGHT, MID, LEN, TRIM, UPPER, LOWER, PROPER, FIND, SUBSTITUTE, TEXT

Module 3	Data Visualization and Charting for Business Reporting	8 hours
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Principles of Data Visualization for Business Communication; Chart Types and Applications: Column, Bar, Line, Pie, Doughnut, Area, Scatter, Bubble, Waterfall, Funnel, Histogram, Box and Whisker, Treemap, Sunburst; Formatting Charts: Titles, Legends, Data Labels, Axes, Gridlines, Trendlines; Combination Charts (Dual Axis); Sparklines: Line, Column, Win/Loss; PivotTables: Creating, Grouping, Filtering, Slicers, Timelines, Calculated Fields and Items; PivotCharts: Linking with PivotTables, Dynamic Filtering; Dashboard Design Principles: Layout, Color Theory, KPI Indicators, Interactive Elements using Slicers and Form Controls (Drop-down, Scroll Bar, Check Box)

Module 4	Statistical Analysis and Business Decision Tools	8 hours
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Descriptive Statistics using Data Analysis ToolPak: Mean, Median, Mode, Standard Deviation, Variance, Skewness, Kurtosis, Frequency Distribution; Correlation and Regression Analysis: Simple Linear Regression, Interpreting R-Squared, Regression Output; Hypothesis Testing Concepts (t-Test, z-Test) using ToolPak; What-If Analysis: Goal Seek, Scenario Manager, Data Tables (One-variable and Two-variable); Solver Add-in: Linear Programming and Optimization for business problems (e.g., resource allocation, profit maximization)

Module 5	Advanced Excel: Power Tools and Automation	8 hours
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Power Query (Get and Transform): Importing Data from Multiple Sources (CSV, Web, Databases), Transforming and Cleaning Data (Remove Duplicates, Split Columns, Unpivot, Merge Queries), Refreshing Data Connections; Introduction to Power Pivot and Data Models: Relationships between Tables, DAX Basics (CALCULATE, SUMX, RELATED); Introduction to Macros and VBA: Recording Macros, Editing Basic VBA Code, Automating Repetitive Tasks; Data Cleaning Techniques: Handling Duplicates (Remove Duplicates, COUNTIF), Handling Blanks, Text-to-Columns, Find and Replace; Working with Large Datasets: Freeze Panes, Split, Multiple Windows, XLOOKUP vs. VLOOKUP performance

Total Lecture Hours	40 hours
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Textbooks:

S.No	Book Title	Author
1	Microsoft Excel 2019 Bible	Michael Alexander and Richard Kusleika
2	Excel Data Analysis: Modelling and Simulation	Hector Guerrero
3	Business Analysis with Microsoft Excel (5th Ed.)	Conrad Carlberg, Que Publishing

Reference Books:

S.No	Book Title	Author
1	Excel for Data Analysis (O'Reilly)	Michael Hartley
2	Pivot Table Data Crunching (Excel 2019 Ed.)	Bill Jelen and Michael Alexander
3	Analyzing Data with Power BI and Power Pivot for Excel	Alberto Ferrari and Marco Russo
4	Excel VBA Programming for Dummies (5th Ed.)	Michael Alexander and John Walkenbach

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5	Financial Modelling in Practice using Excel and VBA	Michael Rees, Wiley Finance
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NPTEL / YouTube / Faculty Video Links:		
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1. NPTEL - Business Analytics and Data Mining using Excel by IIT Roorkee: https://nptel.ac.in/courses/110107092		
2. NPTEL - Introduction to Data Analytics by IIT Madras: https://nptel.ac.in/courses/106106197		
3. Excel for Beginners to Advanced - Leila Gharani (YouTube): https://www.youtube.com/c/LeilaGharani		
4. Microsoft Excel Tutorial - Full Course - freeCodeCamp (YouTube): https://www.youtube.com/watch?v=Vl0H-qTclOg		
5. Coursera - Excel Skills for Business Specialization (Macquarie University): https://www.coursera.org/specializations/excel		

Mode of Evaluation		
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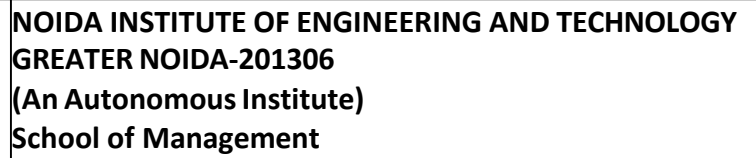
PS	ESE	Total
50	100	150

* Best of ST1, ST2, ST3 scaled to 15 marks; TA1+TA2+TA3 = 15 marks; Attendance = 5 marks; CIE = 30 marks; ESE = 70 marks; Grand Total = 100 marks.		
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SEMESTER II

Course Code: DMBMF0201		Course Name: Business Research Methods			L	T	P	C
Course Offered in: MBA M&F					3	0	0	3
Pre-requisite of Subject: Basic knowledge of statistics, business concepts, and familiarity with MS Excel								
Course Objective: To equip students with the knowledge and skills to systematically conduct business research, including formulating research problems, reviewing literature, designing research, applying sampling methods, collecting and analyzing data using statistical tools, and preparing professional research reports.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand research fundamentals and problem formulation.				(K2)			
CO2	Conduct a thorough review of literature and identify research gaps.				(K4)			
CO3	Design sampling methods and develop appropriate data collection instruments.				(K6)			
CO4	Apply statistical analysis and hypothesis testing to research data.				(K3)			
CO5	Prepare and present comprehensive research reports with ethical considerations.				(K6)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO mapping		PO1	PO2	PO3	PO4	PO5		
CO1		2	2	1	1	1		
CO2		2	3	1	2	1		
CO3		3	3	1	1	1		
CO4		3	3	1	1	1		
CO5		2	2	2	3	2		
Course Contents / Syllabus								
Module 1		Research: An overview				8 hours		
Meaning, Objectives, Importance of Research; Types of Research; Characteristics of Good Research; Research Process, Application of Research in Business								
Purpose and Process of Literature Review; Sources of Literature; Organizing Literature; Writing the Review; Identifying Research Gaps								
Module 2		Research proposal				8 hours		
Defining and Refining Research Problems; Research Objectives and Questions; Research Proposal Preparation								
Types of Research Design (Exploratory, Descriptive, Causal); Identification of Variables; Conceptual and Theoretical Frameworks								
Module 3		Data Preparation				8 hours		
Probability and Non-Probability Sampling; Sampling Error; Sample Size Determination								
Primary and Secondary Data; Data Collection Methods (Survey, Interview, Observation); Instrument Design; Scaling and Measurement Techniques								
Module 4		Data analysis & Interpretation				8 hours		
Formulation of Hypotheses; Null and Alternative Hypotheses; Type I and II Errors;								
One-tailed and Two-tailed Tests, t-test, z-test; Interpretation of Results;								
Data Preparation (Editing, Coding, Tabulation); Descriptive Statistics; Correlation and Regression; ANOVA; Chi-Square Tests.								
Module 5		Research report writing				8 hours		
Structure and Components of a Report; Writing Style; Citations and References; Guidelines for presenting tabular data, Annexures								
Ethical Issues in Research, COPE guidelines, plagiarism issues								
Total Lecture Hours						40 hours		
Textbook:								
S.No	Book Title			Author				
1	Research methodology: Methods and techniques (5th ed.).			Kothari, C. R., & Garg, G. (2024)				
2	Business research methods (13th ed.).			Cooper, D. R., & Schindler, P. S. (2018).				
Reference Books:								
S.No.	Book Title			Author				
1.	Business Research Methods			Sharma, F.C, (2022),				
2.	Business research methods (6th ed.)			Bell, E., Harley, B., & Bryman, A. (2022)				



1.	https://youtu.be/pkdRzGTTY_s?si=KeV7Bi8h33mHHe_T
2.	https://youtu.be/iaGpj8ViH1w?si=f4g0ssAFLLwlhHsa
3.	https://youtu.be/XPh7TjVTCso?si=JNhPUik2aglAHfJx
4.	https://youtu.be/XPh7TjVTCso?si=JNhPUik2aglAHfJx
5.	https://youtu.be/25SIYhVCA-M?si=1W5qV9F8prNbyxBV

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0202	Course Name: Business Intelligence and Data Warehousing		L	T	P	C
Course Offered in: MBA M&F			2	0	0	2
Pre-requisite: Understanding of information technology and its application in business management						
Course Objectives: The objective of this course is to help students understand the fundamentals of data warehousing and business Intelligence, enabling them to create dimensional models.						
Course Outcome: After completion of the course, the student will be able to			Bloom’s Knowledge Level (KL)			
CO1	Understand the basic concepts of Business Intelligence and Data Warehousing.		K2			
CO2	Analyzing the various forms of digital data.		K4			
CO3	Apply the OLTP and OLAP-related concepts.		K3			
CO4	Apply the data integration approaches in decision-making.		K3			
CO5	Designing the multi-dimensional model using Excel.		K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)						
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5
CO1		3	2	1	1	1
CO2		2	3	1	2	1
CO3		2	3	1	1	2
CO4		2	3	1	1	2
CO5		2	2	1	1	3
Course Contents / Syllabus						
Module 1		Introduction to BI and Data Warehousing			8 hours	
Introduction and Evolution of Business Intelligence: (BI)Definition of Business Intelligence (BI), Evolution of BI, Drivers for BI and DW, BI component Framework and Architectures. Concepts of Data Warehouse: Data Warehousing (DW) and Corporate Performance Management (CPM), Need for Warehouse, Role of DSS, EIS, MIS and dashboards						
Module 2		Digital Data			8 hours	
Structured and Unstructured Data: Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi – structured data: Sources of Semi-Structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.						
Module 3		OLAP and OLTP			8 hours	
OLTP Advantages, challenges, and Shortcomings of OLTP OLAP: OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three-Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP OLAP and OLTP models: OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through						
Module 4		Data Integration			8 hours	
Approaches to Data Warehousing: Data Mart, ODS, Kimball’s approach versus Inmon’s approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data Integration: Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.						
Module 5		Multi-Dimensional Data Modelling			8 hours	
Data Modelling Basics: Entity, Attribute, Cardinality Types of Data: Models Conceptual data model, Logical data model, Physical model Data Modelling: Normalization modelling, Dimensional Modelling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model: MS Excel 2010 Based Activity, Performance Management & Enterprise Reporting – Measures, Metrics, KPIs						
Total Lecture Hours					40 hours	

Textbook:

1	Agile analytics: A value-driven approach to business intelligence and data warehousing. Addison-Wesley.	Collier, K. (2012)
2	Business intelligence and big data: Drivers of organizational success. CRC press.	Olszak, C. M. (2020)

Reference Books:

1	Business intelligence: Practices, technologies, and management. John Wiley & Sons.	Sabherwal, R., & Becerra-Fernandez, I. (2013).
2	Analytics across the enterprise: How IBM realizes business value from big data and analytics. IBM Press.	Dietrich, B. L., Plachy, E. C., & Norton, M. F. (2014).

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=NphMcU8ymU
2	https://www.youtube.com/watch?v=yRerKDM1h74
3	https://www.youtube.com/watch?v=l98-BcB3UIE

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				50	100

Course Code: DMBMF0203		Course Name: Financial Management		L	T	P	C
Course Offered in: MBA M&F				3	0	0	3
Pre-requisite: Financial Accounting, Managerial Economics and Principal Practice of Management							
Course Objectives: Corporate finance is the branch of finance that deals with financial decisions of a company to maximize shareholder wealth. It focuses on investment, financing, and dividend decisions for the smooth functioning and growth of the business							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	Understand the basic concepts, objectives, and functions of financial management and Time value of Money			K2			
CO2	Understand the concepts, theories, and determinants of capitalization and capital structure for effective financing decisions.			K3			
CO3	Apply the concepts of cost of capital and leverage in analyzing financing decisions and business risk.			K4			
CO4	Analyze capital budgeting and dividend policy decisions using various appraisal techniques and financial theories.			K4			
CO5	Understand the concepts and management of working capital, cash, inventory, and debtors for efficient business operations.			K2			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	1	1	
CO2		3	3	1	2	1	
CO3		3	3	1	2	2	
CO4		3	3	2	2	2	
CO5		3	2	1	2	2	
Course Contents / Syllabus							
Module 1		Financial Management & Time Value of Money				08 hours	
Financial Management: Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization; Investment, Financing and Dividend decisions - Finance functions – organization structure – functions of finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers – Sources of long-term finance. Value and Return – time preference for money – Future value – single cash flow – annuity – annuity of a future sum(sinking fund) Present value – single cash flow – annuity – uneven cash flow – growing annuity							
Module 2		Capital Structure & Capitalization				08 hours	
Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems							
Module 3		Cost of Capital, Leverages				08 hours	
Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.							
Module 4		Capital Budgeting and Dividend policy				08 hours	
Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution							
Module 5		Managing Working Capital				08 hours	

Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors, working capital policy Numerical.

Total Lecture Hours **48 hours**

Textbook:

S.No	Book Title	Author
1	Financial Management. Tata Mc Graw Hill	Khan, M, Y, & Jain, P, K
2	Financial Management. New Delhi, India	Chandra, P
3	Financial Management. New Delhi, India. Vikas Publishing House.	Pandey, I.M.

Reference Books:

1. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.
2. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

S.No	Book Title	Author
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NPTEL/ Youtube/ Faculty Video Link:

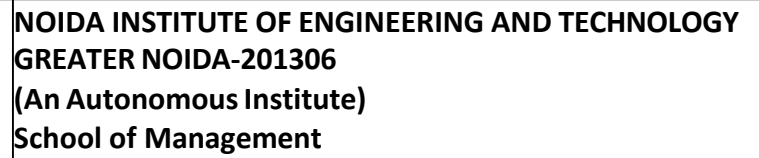
1	https://www.youtube.com/watch?v=_N5IFEnRO4g
2	https://www.youtube.com/watch?v=LwlN4nBs_Fg
3	https://www.youtube.com/watch?v=VGN_IonxroE
4	https://youtu.be/zaiCxAixUMM
5	https://www.youtube.com/watch?v=P9u5HIQFS8Q

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: DMBMF0204		Course Name: Human Resource Management			L	T	P	C
Course Offered in: MBAMF					3	0	0	3
Pre-requisite of Subject: Basic understanding of business management, organizational behavior, and communication skills.								
Course Objective: To equip students with the knowledge and skills to effectively manage human resources and enhance organizational performance.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand the concept of human resource management in a global context.				(K2)			
CO2	Analyze and forecast the need for Human Resource Planning				(K4)			
CO3	Develop and implement effective recruitment and selection processes and training programs.				(K3)			
CO4	Design and implement performance management systems and compensation.				(K6)			
CO5	Analyze key aspects of industrial relations, modern HR practices				(K4)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	3	1		
CO2		3	3	2	2	2		
CO3		3	3	2	2	3		
CO4		3	3	3	2	3		
CO5		3	3	2	3	2		
Course Contents / Syllabus								
Module 1		An Introduction to HRM					8 hours	
Meaning, definition, importance, scope, and objectives of HRM, Major functions and principles of HRM, Evolution of HRM, Personnel Management, Human Resource Development, Human Capital Management								
Definition, Nature, and Objectives, HRM as a strategic partner, HRM vs. Strategic HRM, Introduction to IHRM, HR Audit, HRIS,								
Module 2		HR Planning					8 hours	
Meaning and process of job analysis, Methods of job analysis, Job description and specification, Job design approaches and techniques								

Workforce planning and forecasting, Meaning and Importance of HRP, Objectives and process of HRP, Factors affecting HRP, Techniques of HRP, HR Planning as a strategic process		
Module 3	HR Procurement & its development	8 hours
Definition and objectives of recruitment, Sources and methods of recruitment, challenges in recruitment, new approaches to recruitment, Definition and process of selection, Selection tools and techniques, Interviewing methods and skills, Placement, induction processes and socialization Concept, importance, Training needs assessment, Training Methods (On the job training, Off job training) and Evaluation, Difference between training and development, Management development, Career Development and Succession planning		
Module 4	Performance management & Compensation	8 hours
Performance appraisal meaning, objectives, need and Importance, Appraisal process, Methods of performance appraisal methods for evaluating performance, problems & challenges in appraisal, Current trends in performance management. Job Evaluation: concept and methods, Concepts and components of compensation, Wage and salary administration, Incentives and benefits, Legal aspects of compensation		
Module 5	Emerging Trends in HRM	8 hours
Industrial relations- Concept, Meaning and importance of industrial relations, trade unions, collective bargaining and workers' participation in management, Industrial disputes, Grievance handling and Discipline HR Analytics and metrics, Green HRM, Diversity and inclusion, Work from home and hybrid work modules, HRM in global context, Ethical issues in HRM, Employee branding		
Total Lecture Hours		40 hours
Textbook:		
S.No	Book Title	Author
1	Human resource management	Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021)
2	Human capital management standards A complete guide	Wong, W., Anderson, V., & Bond, H. (2019)
Reference Books:		
S.No.	Book Title	Author
1.	Human resource management	Stone, R. J., Cox, A., & Gavin, M.
2.	The Basic of Human Resource Management	Widarni, E. L., & Bawono, S.
NPTEL/ Youtube/ Faculty Video Link:		
1.	https://youtu.be/zAy6xT8Rvag?si=-QBMK-srbINLgiFG	
2.	https://youtu.be/bI9RZjF-538?si=1LvBX6_RQFftbpP-	
3.	https://youtu.be/c8_avX9miag?si=JezfTQLo2b1cSJzc	
4.	https://youtu.be/IGgOO2ZGpf0?si=R4xUWknVnuLb0wUn	



5.		https://youtu.be/mhMorNa1uB8?si=OdKVwov04euIzFLj						
Mode of Evaluation								
CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: DMBMF0205		Course Name: Management Information System			L	T	P	C
Course Offered in: MBA M&F					2	0	0	2
Pre-requisite: Basic knowledge of computers, business processes, data management, and communication skills								
Course Objectives: To equip students with the knowledge and skills to leverage information systems for effective decision-making, problem-solving, and optimizing business operations.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Explain the fundamentals of Information Systems and Management Information Systems (MIS), including the role of MIS in organizational management functions and decision-making.				K2			
CO2	Analyze the various types of Information Systems such as TPS, DSS, ESS, and functional information systems including MKIS, MFIS, FIS, and HRIS used in organizations.				K4			
CO3	Describe the concepts of Database Management Systems (DBMS), data models, database architecture, and their applications in Management Information Systems.				K2..			
CO4	Discuss the fundamentals of computer networks, communication technologies, network topologies, and the applications of Internet, Intranet, and Extranet in business organizations.				K.2.			
CO5	Evaluate the concepts of E-Commerce and E-Business models, electronic payment systems, E-CRM, E-Governance, and security and ethical issues in digital business environments.				K5..			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	1	-		
CO2		3	3	1	1	1		
CO3		2	3	-	-	-		
CO4		2	2	1	2	1		
CO5		3	3	3	2	1		
Course Contents / Syllabus								
Unit 1		Fundamentals of Information Systems and MIS					08 hours	
Definition of Data and Information , Differences between Data and Information, Characteristics of Information, Definition and Characteristics of System ,Definition of Information System , Role of Information Systems at different levels and strategic level , Definition of MIS ,Role of MIS in an Organization ,Processes of Management ,Role of MIS in Planning, Organizing, Staffing, Directing and Controlling.								
Unit 2		Major Information Systems and Functional Information Systems					08 hours	
Major Information Systems of an Organization, TPS (Transaction Processing System), MIS (Management Information System), DSS (Decision Support System), ESS (Executive Support System), Definition, Functions, Characteristics and Benefits of Information Systems, Distinction between MIS and DSS, Marketing Information System (MKIS), Manufacturing Information System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS).								
Unit 3		Database Management System (DBMS)					08 hours	
Introduction to Database Management System, Definition of Database, Problems with Traditional File System, Concept of DBMS, Advantages and Limitations of DBMS, Applications of DBMS in MIS, Introduction to Data Models and Database Architecture.								
Unit 4		Computer Networks and Communication					08 hours	
Introduction to Computer Networks, Definition, Benefits and Competitive Advantage, Technological Foundation of Computer Networks, Data Transmission Rate, Transmission Technology, Network Topology, Types of Networks such as LAN, WAN and MAN, Features and Benefits of Networks, Internet, Intranet and Extranet Concepts.								
Unit 5		E-Commerce and E-Business					08 hours	
Introduction to E-Business, Models of E-Business such as B2B, B2C, C2B and C2C, E-Commerce – Definition, Features, Benefits and Limitations, Electronic Data Interchange (EDI), Electronic Payment System, E-CRM, E-Governance, Security and Ethical Issues in E-Commerce.								
Total Lecture Hours							40 hours	

Textbook:

S. No	Book Title	Author
1	Management Information System	Mahadeo Jaiswal & Monika Mital , 2004
2	Management Information System	W.S. Jawadekar, Tata McGraw Hill Publishing , 2015

Reference Books:

S. No	Book Title	Author
1	Management Information System	Dharminder Kumar & Sangeeta Gupta, 2005
2	Management Information System	Kenneth C. Laudon & Jane P. Laudon , 2025

NPTEL/ Youtube/ Faculty Video Link:

1	https://nptel.ac.in/courses/106105183
2	https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg59
3	management/?srsltid=AfmBOoreweHuyOFACYmyi2GgmmFE24TE8sAZZAYLqUwLvkgTlorknTP
4	https://www.udemy.com/course/online-income-business-course-shopify-amazon-marketing/
5	https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg60

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				50	100

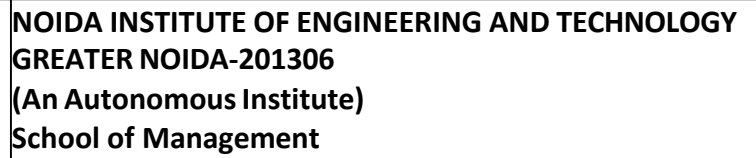
Course Code: DMBMF0206		Course Name: Production & Operation Management				L	T	P	C
Course Offered in: MBA M&F						3	0	0	3
Pre-requisite: Logistics and Supply Chain Management, Supply Chain Planning and Forecasting									
Course Objective: To understand the fundamental concepts of operations and supply chain management so that students could design solutions for various problems faced by operations managers.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Understand the concepts of operations management and productivity.					(K2)			
CO2	Apply the concepts of operations management in service as well as manufacturing firms.					(K3)			
CO3	Apply material and inventory management concepts in a manufacturing organization.					(K3)			
CO4	Understand and analyze challenges in managing the supply chain					(K4)			
CO5	Apply the total quality management concept to produce good quality products and services at competitive prices.					(K3)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		3	2	1	1	1			
CO3		3	2	1	1	1			
CO4		3	2	1	3	1			
CO5		3	2	1	1	3			
Course Contents / Syllabus									
Module 1		Production Concepts				8 hours			
Introduction to Operations Management: introduction, meaning, nature and scope of production and operations management. Difference between production and Operations management Productivity Measurement: Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement Plant location and types of plant layout.									
Module 2		Operations Concepts				8 hours			
Operations Concepts: Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design Service Designing: service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies									
Module 3		Material and Inventory management				8 hours			
Production Planning and Control: Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Inventory Control Techniques: Types of inventories, inventory control techniques- EOQ, ABC, VED and HML (Simple numerical problems on Inventory control techniques). Just-intime (JIT) and KANBAN. Case Studies									
Module 4		Supply Chain Management				8 hours			
Supply Chain Drivers: Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics Role of Information Technology in Supply Chain Management: Bullwhip effect in SCM, push and pull systems, lean manufacturing agile manufacturing, role of IT in SCM. Demand forecasting in supply chain— Simple moving average method, weighted moving average method, linear regression and exponential smoothing method.									
Module 5		Total Quality Management				8 hours			
Introduction to Total Quality Management : Concept of TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools International Standard Organization: ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S. Case Studies									

						Total Lecture Hours	40 hours
Textbook:							
S.No	Book Title					Author	
1	Operations Management					William J Stevenson	
2	Operations Management					Jay Heizer and Barry Render	
Reference Books:							
S.No	Book Title					Author	
1	Production and Operations Management					Chary, S.N	
2	Total Quality Management					Charantimath, P.M	
3	Production and Operations Management					Bedi, Kanishka	
NPTEL/ Youtube/ Faculty Video Link:							
Module 1	https://mitraweb.in/blogs/the-causes-and-solutions-for-low-agricultural-productivity-in-india/						
Module 2	https://www.ibef.org/industry/services#:~:text=The%20services%20sector%20grew%20at,grow%20at%209.1%25%20in%20FY23.						
Module 3	https://www.clear.in/s/inventory-control						
Module 4	https://www.siemens.com/global/en/products/services/digital-enterprise-services/analytics-artificial-intelligence-services/trusted-traceability.html?gclid=CjwKCAjw-vmkBhBMEiwAlrMeF0AyWdTqKx9YkHF0viDxrg9Ok6c59255loZ_-MjNrY10gK_xFbp1ZhoCUwcQAvD_BwE&acw=1						
Module 5	https://www.researchgate.net/publication/312054032 TOTAL QUALITY MANAGEMENT						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: DMBMF0211		Course Name: Digital Marketing			L	T	P	C
Course Offered in: MBA M&F					3	0	0	3
Pre-requisite: Understanding of Basics of marketing concepts and social media platforms								
Course Objectives: Students will focus on understanding the digital marketing landscape and how firms can build value-enhancing strategies that leverage digital and social media channels to acquire and engage customers. Using digital analytic dashboards and software, students will learn to analyze marketing/customer data to make meaningful decisions.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Develop an understanding of digital and social media marketing practices.				K2			
CO2	Apply knowledge of social media platforms for marketing				K3			
CO3	Acquire the skills for customer acquisition and online engagement.				K3			
CO4	Develop an understanding of building organizational competency through digital marketing practices and cost considerations.				K2			
CO5	Analyze digital marketing efforts to gain valuable insights into campaign performance and strengthen marketing plans.				K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	2	1		
CO2		3	2	1	2	2		
CO3		2	3	2	1	3		
CO4		3	2	2	3	2		
CO5		2	3	1	2	2		
Course Contents / Syllabus								
Module 1		Introduction to Digital Marketing				8 hours		
Introduction to Digital Marketing: The new digital world - trends driving shifts from traditional marketing practices to digital marketing practices, the modern consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices. Internet Marketing Mix (7Ps), Integrated Internet Marketing communication.								
Module 2		Social Media Marketing				8 hours		
Social Media Marketing: Meaning, Purpose, types of social media websites. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram, and Pinterest, as well as their channel advertising and campaigns. Introduction to Blogging: Create a blog post for your project. Include a headline, imagery, links and post, Content Planning and writing.								
Module 3		Acquiring & Engaging Users through Digital Channels				8 hours		
Acquiring & Engaging Users through Digital Channels: Search engine marketing, mobile marketing, video marketing, email marketing, affiliate marketing, influencer marketing, viral marketing, content marketing and social media marketing, Overview of SEO and Marketing gamification.								
Module 4		Designing Organization for Digital Success				8 hours		
Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to the business, and evaluating the cost- effectiveness of digital strategies.								
Module 5		Digital marketing analytics				8 hours		
Web Analytics, Google Analytics, Social Media Analytics, Google Ads details- Conversion tracking, Conversion Rate Optimization, Emerging technologies- Metaverse, IOT, AR/VR, Future of Analytics.								
Total Lecture Hours						40 hours		
Textbook:								
S. No	Book Title			Author				
1.	Internet Marketing, Oxford University Press India			Moutsy Maiti				

2.	Digital Marketing, Oxford University Press India (November, 2015)					Vandana, Ahuja	
Reference Books:							
S.No	Book Title					Author	
1.	Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).					Ryan, Damian	
2.	Social Media Marketing (Sage Publication)					Tracy L. Tuten & Michael R. Solomon	
NPTEL/ Youtube/ Faculty Video Link:							
1.	https://www.youtube.com/watch?v=MRkUEc9w3m8&list=PLw7s9XqIzCGR5fjOAJqt3IQCcZb6WQ1_K&index=3						
2.	https://www.youtube.com/watch?v=i1R9sRQZlj&list=PLw7s9XqIzCGR5fjOAJqt3IQCcZb6WQ1_K&index=5						
3.	https://www.youtube.com/watch?v=qYOfD3Tjw5U&list=PLw7s9XqIzCGR5fjOAJqt3IQCcZb6WQ1_K&index=9						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5		
30			20			100	150

Course Code: DMBMF0212		Course Name: Consumer Behavior		L	T	P	C
To provide understanding of consumer decision making process, consumer motivation, perception learning, attitude formation, group influences, and emerging trends in digital consumer behavior.		3	0	0	3		
Pre-requisite: Basic knowledge of Marketing Management, Consumer Psychology, and Fundamentals of Management.							
Course Objectives:							
To develop understanding of consumer behaviour concepts, decision-making processes, and factors influencing buying behaviour; enable application of psychological, social, cultural, and personal determinants in marketing strategies; and familiarize students with emerging trends in digital consumer behaviour and their impact on business practices.							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	To understand the concepts, importance, and applications of consumer behavior.			K2			
CO2	To analyze the consumer decision-making process and factors influencing buying behavior.			K4			
CO3	To study psychological, social, and cultural influences on consumers.			K2			
CO4	To develop strategies for effective marketing decisions based on consumer insights.			K6			
CO5	To understand emerging trends in digital and online consumer behavior.			K2			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		1	1	2	2	2	
CO2		1	2	3	2	2	
CO3		2	2	3	2	2	
CO4		2	2	3	3	1	
CO5		2	2	3	3	1	
Course Contents / Syllabus							
Module 1	Introduction to Consumer Behavior					8 hours	
Meaning, nature and scope of consumer behavior; importance of studying consumer behavior, consumer decision making process, models of consumer behavior, market segmentation and consumer research.							
Module 2	Consumer Motivation and Personality					8 hours	
Consumer needs and motivation, Maslow's hierarchy of needs, personality theories, self-concept and lifestyle, psychographics and VALS framework.							
Module 3	Consumer Perception, Learning and Attitude					8 hours	
Perception process, selective perception, learning theories, classical and operant conditioning, attitude formation and change, communication and persuasion strategies.							
Module 4	Social and Cultural Influences on Consumer Behavior					8 hours	
Reference groups, family and household influences, social class, culture and subculture, cross-cultural consumer behavior, opinion leadership and diffusion of innovation.							
Module 5	Consumer Behavior in Digital Era					8 hours	
Online consumer behavior, e-commerce buying process, social media influence, digital marketing ethics, consumer satisfaction and loyalty, emerging trends and green consumerism.							
Total Lecture Hours						40 hours	
Textbook:							

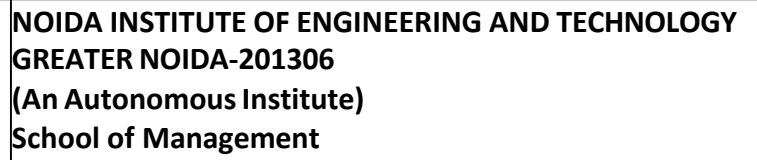


S.No	Book Title Consumer Behavior						Author Leon G. Schiffman & Joseph Wisenblit	
Reference Books:								
S.No	Book Title Consumer Behaviour						Author Suja R. Nair	
NPTEL/ Youtube/ Faculty Video Link:								
1	https://www.youtube.com/watch?v=jSrC-EWYIJQ							
2	https://www.youtube.com/watch?v=caJIGi1CvvI							
Mode of Evaluation								
CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: DMBMF0213		Course Name: Security Analysis & Portfolio Management			L	T	P	C
Course Offered in: MBA M&F					3	0	0	3
Pre-requisite: Basic Financial Management, Statistics & Quantitative Techniques								
Course Objectives: This course equips students to analyse securities, evaluate risk-return trade-offs, and build optimized portfolios using data-driven, technology-enabled, ESG-aware, and behaviourally informed investment practices.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.				K2			
CO2	Apply the knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates.				K3			
CO3	Analyse companies for investment purposes.				K4			
CO4	Evaluate fixed income securities, stocks, and different derivative securities to manage investment risks.				K5			
CO5	Develop investment strategies based upon portfolio performance measures.				K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	2	2		
CO2		3	3	1	2	2		
CO3		2	3	2	2	2		
CO4		3	3	2	3	2		
CO5		2	3	3	3	3		
Course Contents / Syllabus								
Module 1		Investment Environment & Financial Markets					8 hours	
Meaning and Objectives of Investment; Investment vs. Speculation; Types of Investors; Financial Markets (Capital Market, Money Market, and Derivatives Market); Overview of Modern Investment Avenues (ETF – Exchange Traded Fund, REIT – Real Estate Investment Trust, InvIT – Infrastructure Investment Trust); Regulatory Framework of SEBI; Role of FinTech Platforms in Investing.								
Module 2		Risk–Return Framework & Asset Pricing Models					8 hours	
Risk types; expected return; risk measurement; diversification; CAPM and limitations; Arbitrage Pricing Theory; multi-factor and smart beta models; introduction to factor investing (value, momentum, size)								
Module 3		Security Analysis: Fundamental, Technical & Behavioural					8 hours	
Fundamental analysis (E–I–C approach, financial ratios); intrinsic valuation (DCF basics); technical analysis tools (trends, indicators, patterns); behavioural finance concepts (biases, heuristics); EMH revisited								
Module 4		Portfolio Construction & Optimization					8 hours	
Markowitz portfolio theory; efficient frontier; portfolio diversification; Sharpe model; algorithmic and robo-advisory based portfolio construction (overview only); ESG and sustainable investing integration								
Module 5		Performance Evaluation & Contemporary Portfolio Strategies					8 hours	
Portfolio performance measures (Sharpe, Treynor, Jensen); portfolio revision strategies; ESG performance metrics; passive vs active strategies; Introduction to AI & data analytics in portfolio management								
Total Lecture Hours							40 hours	
Textbook								
1	Security analysis and portfolio management (2nd ed.). Vikas Publishing House			Pandian, P. (2023)				

2	<i>Investment analysis and portfolio management</i> (7th ed.). McGraw Hill Education	Chandra, P. (2025)					
Reference Books							
1	<i>Security analysis and portfolio management</i> (7th ed.). Pearson.	Fischer, D. E., & Jordan, R. J. (2019).					
2	Investments (13th ed.). McGraw Hill Education.	Bodie, Z., Kane, A., & Marcus, A. J. (2024).					
3	<i>Investment analysis and portfolio management</i> (12th ed.). Cengage Learning.	Reilly, F. K., Brown, K. C., & Leeds, S. J. (2024).					
NPTEL/ Youtube/ Faculty Video Link:							
1	https://www.nseindia.com/static/invest/investors-awareness-programs [nseindia.com]						
2	https://www.bseindia.com/static/investors/Education.aspx						
3	https://www.bseipf.com/investors_education.html						
4	https://www.morningstar.com/business/insights/research						
5	https://www.youtube.com/c/fainstitute						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5		
30			20			100	150

Course Code: DMBMF0214		Course Name: FinTech & Insure Tech		L	T	P	C
Course Offered in: MBA M&F				3	0	0	3
Pre-requisite: Basic understanding of Financial Systems, Banking, Insurance, and Digital Technologies.							
Course Objectives: The objective of this course is to provide students with comprehensive knowledge of emerging financial technologies including FinTech, Insurtech, Bank Tech, and RegTech. The course aims to familiarize students with digital financial ecosystems, AI-driven financial services, risk analytics, regulatory technologies, digital lending, smart regulation, and innovations transforming banking and insurance industries globally.							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	Understand FinTech and Insurtech concepts and ecosystem.			K2			
CO2	Explain working mechanisms of Insurtech platforms.			K2			
CO3	Analyze business model disruptions and aggregator models.			K4			
CO4	Evaluate AI, IoT, and risk modeling in insurance.			K5			
CO5	Assess innovations, fraud detection, and emerging unicorns.			K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	1	2	
CO2		2	3	2	1	2	
CO3		3	3	3	2	2	
CO4		3	3	3	2	2	
CO5		2	3	3	3	3	
Course Contents / Syllabus							
Module 1		Introduction to FinTech				8 hours	
Concept of FinTech, Evolution of FinTech, Traditional vs Digital Finance, Overview of FinTech Ecosystem, FinTech and Society, Digital Payments, Blockchain Basics, Cryptocurrency, Financial Inclusion through FinTech, Emerging Trends in FinTech							
Module 2		Insurtech and Insurance Innovation				8 hours	
How Insurtech Works, Business Model Disruption, Insurance Aggregators, AI in Insurtech, IoT and Insurtech, Risk Modeling, Fraud Detection, Processing Claims and Underwriting, Innovations in Insurance Services, Insurtech Unicorns and Business Models							
Module 3		Bank Tech and Digital Lending				8 hours	
Regulatory Framework for Product Pricing, Loan Origination and Servicing, Social Media-Based Profiling, Comparison Tools and Aggregators, Dynamic Credit Rating, Risk Management & Underwriting, Credit Counsellor Robo/Bot for Faster Approvals & Funding, Hybrid Lending Products, Digital Banking Ecosystem							
Module 4		RegTech and Compliance Technologies				8 hours	
Evolution of RegTech, RegTech Ecosystem: Financial Institutions, RegTech Ecosystem: Startups, RegTech Startups: Challenges, RegTech Ecosystem: Regulators, Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes							
Module 5		Smart Regulation and Emerging Financial Technologies				8 hours	
AI-Based Compliance Monitoring, AML and KYC Technologies, Cybersecurity in Financial Services, Ethical Issues in FinTech, Future of Financial Technologies, Open Banking, Embedded Finance, Sustainable FinTech, Global FinTech Trends and Challenges							
Total Lecture Hours						40 hours	
Textbook:							
1.	FinTech: The New DNA of Financial Services			Pranay Gupta			
2.	Risk Management and Financial Institutions			John C. Hull			
NPTEL/ Youtube/ Faculty Video Link:							
1.	https://youtu.be/EoNirfYYd8M?si=8-8Jnik4q-TUyXDY						
2.	https://youtu.be/skblueN6P4E?si=y3qUFwh1m2HoDDoL						



3.	https://youtu.be/GDQF4ea6FBs?si=y_itcmdPCz8KjdHZ									
Mode of Evaluation										
CIE							ESE	Total		
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5				
30			20				100	150		