ATLAS
SKILLTECH
UNIVERSITY

PROGRAMME PROJECT REPORT (PPR)

MASTER OF
BUSINESS ADMINISTRATION (MBA)

ATLAS
SKILLTECH
UNIVERSITY

Centre for Distance
& Online Education

🌐 www.atlasonline.edu.in

Programme Project Report

Master of Business Administration

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Master of Business Administration (MBA)

Programme Project Report

1. Programme's Mission and Objectives

Atlas Skilltech University, Mumbai, established in 2021 under the ATLAS SKILLTECH UNIVERSITY, Mumbai Act, 2021 (Mah. Act No. XV of 2021), is a leading Private Skilltech University based in the Business district of Mumbai. It offers courses in the field of Entrepreneurship & Management, Design, Technology and Law. In a very short span of about three and half years, the University has gained a reputation for its innovative and multidisciplinary approach as well as devising a curriculum that is contemporary and futuristic.

ATLAS is committed to promote quality education, training, research, consultancy, and enhance employability and entrepreneurial skills of its students. Integrating industry with academics, providing hands on and immersive learning experiences, encouraging and promoting entrepreneurial skills as well as nurturing students' physical, mental, emotional, and spiritual faculties are cornerstones of our approach.

The mission of the Online Master of Business Administration (MBA) program at Atlas SkillTech University is "to empower aspiring business leaders with future-ready management skills, transdisciplinary knowledge, and digital competencies that align with the evolving demands of Industry".

The programme aims to achieve the following objectives:

1. To equip students with essential management competencies through a diverse range of domain electives in areas such as Marketing, Finance, Business Analytics; and other such value-added elective buckets aligned with industry trends would be introduced in future.
2. To develop the skills which makes efficient future managers ready to work in versatile business environment
3. To create the environment in which students learn the alignment of business goals across the borders
4. To give a platform where the students experience all around development in various managerial disciplines through the courses which are well aligned with New Education Policy

2. Relevance of Program with Atlas Skilltech University Mission and Goals

Atlas SkillTech University was established in 2021 with a vision "To create leaders of the future, equipped with the skills of tomorrow". This is highly relevant to the Atlas SkillTech University's

mission i.e. "To empower learners with 21st Century skills and transdisciplinary knowledge to excel in industry 4.0"

Atlas SkillTech University aims to provide quality education to those aspiring candidates who are deprived of higher education due to various reasons including affordability, limited intake, location, proximity, etc. in the conventional mode of education in the Universities.

The Online Master of Business Administration (MBA) programme is a direct manifestation of this vision and mission, as it seeks to provide accessible, flexible, and industry-relevant management education to a diverse pool of learners across geographical and socio-economic boundaries. The programme embodies the University's commitment to democratizing quality higher education through technology-enabled platforms while ensuring academic excellence and practical relevance.

The Online MBA programme aligns with the University's goals in the following ways:

- Develop future-ready managers and entrepreneurs with digital, analytical, and strategic competencies for Industry.

- Integrate management, technology, data analytics, and entrepreneurship to foster holistic and innovative thinking.

- Provide flexible online learning opportunities to promote access, inclusion, and equitable education.

- Blend academic learning with real-world practice through cases, projects, and technology-enabled experiences.

Cultivate ethical, sustainable, and socially responsible leaders prepared for global challenges.

Commitment to Holistic Development and Ethical Leadership

The programme encourages the development of leadership qualities grounded in ethics, sustainability, and social responsibility. It nurtures learners' intellectual, emotional, and professional growth—reflecting the University's focus on creating well-rounded individuals prepared for global leadership roles.

3.   Nature of Prospective Target Group of Learners

The curriculum of MBA is designed to develop managers and leaders with contemporary and futuristic knowledge, Skills and Attitude. The proposed Centre for Distance and Online Education at Atlas SkillTech University aims to cater to a diverse group of learners, including:

- **Working professionals** seeking career advancement through flexible, industry-aligned online programmes.

- **Entrepreneurs and business owners** looking to strengthen their managerial, digital, and analytical capabilities.

- **Graduates and freshers** aspiring to enhance their employability and gain multidisciplinary exposure.

- **Learners from geographically remote areas** who are unable to access full-time, campus-based programmes.

- **Individuals with personal constraints** requiring flexible learning opportunities.

- **Lifelong learners and career changers** aiming to upskill or reskill in emerging areas aligned with Industry.

Delivery through the online mode enhances inclusivity and accessibility, thereby contributing to the Gross Enrolment Ratio (GER) target of 50% by 2035, as envisaged by the Government of India.

4. **Appropriateness of programmes to be conducted in Online mode to acquire specific skills and competence**

The learning during the course duration will involve inculcating the skills in the field of business management and entrepreneurship. The degree will provide value to the learners in the field of Marketing, Finance, Business Analytics and also introduce new electives in various domains as per dynamic market requirements.

The degree would also provide value to students for employment as a professional in industry, business house, finance or the civil service, but it is also valued by employers for other occupations where a demonstrated ability for logical and quantitative reasoning is desired.

A Learning Management System that keeps track of execution of e-Learning material, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms with much ease for the student. Hence the MBA programme is suited for Online mode of learning.

5. **Instructional Design**

5.1   **Curriculum Design**

The curriculum is designed by experts in the field of management and includes relevant topics that are contemporary and futuristic. It is approved by the Board of Studies, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

The curriculum comprises of four types of courses:

1. Core Course- It is a compulsory component for award of degree. It provides the foundational knowledge and skills needed to be successful in a specific subject or field.

2. Multidisciplinary Elective Courses – It allows students to choose courses that are specifically tailored to their interests and goals.

3. Domain Specific Elective Courses – Courses focused to make students competent and improve their professional skills.

4. Project & Dissertation – It is a mandatory component of learning experience at ATLAS- CDOE Online. It is designed to be based on their area of study. It involves preparation of a dissertation that enhances the student's understanding of a topic.

Online Course delivery would be done as per UGC guidelines mentioned below;

1. Quadrant-I is e-Tutorial; which shall contain: Video and Audio Content in an organized form, Animation, Virtual Labs if any etc., along with the transcription of the video.

2. Quadrant-II is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, case studies, presentations etc., and also contain Web Resources such as further references, Related Links etc.

3. Quadrant-III is the Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinator

4. Quadrant-IV is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple-Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions. Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

5.2 Programme structure and detailed syllabus

5.2.1 Programme Structure

SEMESTER - I

Course Code	Core Compulsory	Credits
OLMBALA101	Geopolitics and International Business	3
OLMBAFIN101	Financial Statement Analysis	3
OLMBAMKT119	The 21st Century Marketing	3
OLMBAENT115	Entrepreneurship and Family Business 101	3
OLMBABA127	Driving Decisions by Excel And Modern Age AI Tools	3
OLMBA DMA 101	Introduction to Digital Marketing	3
OLMBAMGT117	Professional Communication and Presentation Skills- Career and Leadership Development - I	3

Total Credits - 21

SEMESTER - II

Course Code	Core Compulsory	Credits
OLMBAMGT110	CSR, SDGs, Business Research	3
OLMBAMGT120	Managing Self and People Skills with Human Centered Design Thinking- Career and Leadership Development- II	3

Select any one from the following six areas of Studies
(Once selected, the selection will remain same for all subsequent semesters)

Group I - Business Analytics

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBABA108	Business analytics using R	3
OLMBABA215	Data Storytelling	3

Group II - Finance

OLMBAFIN108	Securities Analysis & Portfolio Management	3
OLMBAFIN103	Financial Management	3
OL MBA FIN 211	Taxation in Business Decision-Making	3
OL MBA FIN 102	Cost and Management Accounting	3

Group III – Marketing

OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3
OLMBAMKT120	Media Strategy	3
OLMBAMKT114	Retail & E-commerce Strategy	3

Group IV - Business Analytics + Finance

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBAFIN108	Securities Analysis & Portfolio Management	3
OLMBAFIN103	Financial Management	3

Group V - Business Analytics + Marketing

OLMBABA111	Statistics for Business Managers	3
OLMBABA106	Decision making through predictive modelling	3
OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3

Group VI - Finance + Marketing

OLMBAFIN108	Securities Analysis & Portfolio Management	3
OLMBAFIN103	Financial Management	3
OLMBAMKT110	Behaviour based Selling & Negotiation (BBSN)	3
OLMBAMKT216	Product & Brand Management	3

Multidisciplinary Compulsory Course (Select Any 1)

OLMBAMKT118	Marketing for Global Markets	3
OLMBABA110	Ethics in Artificial Intelligence	3
OLMBABA112	Introduction to Power BI	3

Total Credits = 21

SEMESTER – III

Course Code	Core Compulsory	Credits
OLMBAMGT205	Organizational Behaviour & Human Values – Career and Leadership Development III	3
OLMBAMGT207	Economics and Cyber Governance	3
OLMBARES201	Internship Dissertation	3

Group I - Business Analytics

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3

OLMBABA227	Analytics for Sustainability management	3
OLMBABA239	SQL for Managers	3

Group II – Finance

OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3
OLMBAFIN111	Investment Banking	3
OLMBAFIN113	Derivatives and Risk Management	3

Group III - Marketing

OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3
OLMBAMKT217	Sales and Distribution Management	3
OLMBAMKT205	B2B Marketing	3

Group IV - Business Analytics + Finance

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3
OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3

Group V - Business Analytics + Marketing

OLMBABA223	Machine Learning for Managers	3
OLMBABA237	Vibe coding for Managers	3
OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3

Group VI - Finance + Marketing

OLMBAFIN203	Financial Modelling	3
OLMBAFIN202	Corporate Finance and Valuation	3
OLMBAMKT213	Marketing Analytics for Managers	3
OLMBAMKT215	Legal and Ethical Aspects of Marketing	3

Multidisciplinary Compulsory Course (Select Any 1)

OLMBABA235	Data Analytics and Visualisations for Businesses	3
OLMBAENT223	Entrepreneurial Marketing & Growth Hacking	3
OLMBAFIN215	Stock Markets & Technical Analysis	3

Total Credits = 24
SEMESTER – IV

Course Code	Core Compulsory	Credits
OLMBAMGT220	Corporate Governance, Professional Ethics & Law - Career and Leadership Development – IV	3

OLMBAMGT222	Corporate Strategy & Supply Chain Analytics	3

Group I - Business Analytics

OLMBABA244	Tableau for Business Professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBABA246	Python Programming for Managers	3
OLMBABA248	Responsible AI for Managers	3

Group II – Finance

OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3
OLMBAFIN224	Banking, NBFC and Insurance/BFSI	3
OLMBAFIN206	Financial Analytics	3

Group III – Marketing

OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3
OLMBAMKT240	Content & Performance Marketing	3
OLMBAMKT204	Services Marketing	3

Group IV - Business Analytics + Finance

OLMBABA244	Tableau for business professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3

Group V - Business Analytics + Marketing

OLMBABA244	Tableau for business professionals	3
OLMBABA226	Text and Social Media Analytics	3
OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3

Group VI - Finance + Marketing

OLMBAFIN220	Corporate Valuation	3
OLMBAFIN 222	FinTech Ventures and Innovation	3
OLMBAMKT210	International Marketing	3
OLMBAMKT238	Strategies in Rural and Luxury Marketing	3

Multidisciplinary Compulsory Course (Select Any 1)

OLMBABA229	Cyber Security for Managers	3
OLMBAENT232	IPR, Startup Laws & Ecosystems	3
OLMBAMKT234	Creator Economy	3

Total Credits = 21

5.2.2 Detailed Syllabus of MBA

Detailed syllabus of MBA is attached in Annexure- 1.

5.3 Duration of the Programme

Programme	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years	4 Year is the Validity Period for Program completion from the date of enrolment.	87 Credits

5.4 Faculty and Support Staff requirements

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 for each Program
Course Coordinator	1 for each Course
Course Mentor	One per batch of 250 students

Refer Annexure 2 for Staff members

5.5 Instructional delivery mechanisms

Atlas Skilltech University has a fully dedicated team of faculty members and staff who are well versed in delivering online lectures under the Centre for Distance and Online Education (CDOE - ATLAS), Mumbai.

Academic calendar will be provided to students at the beginning of each session through LMS. Self-learning material, audio and video content will be shared with the students through LMS through following delivery channels:

Quadrant	Quadrant Type	Learning Resource Type	Delivery Format
1	E – Tutorial	Tutorials: Recorded Videos, OER	MP4 (Audio Video Content)

		Animation / Gamified Module	SCORM File
2	e-Content	E-book	PDF/ Notes
		Study Guide	PPT / Bullet Notes
		Web Resources/OER	Articles and Reference Videos from Swayam, NPTEL and other platforms
3	Discussion Forum	Discussion Forum	Real Time Technology
		Synchronous Interactive Sessions – Live Sessions	Real Time Technology
4	Assessment	FAQ	Excel Based System Upload for Objective Assessment and Document Upload for Subjective questions in assessment in form of Assignments
		Misconception	
		Practice Assignment	

5.6 **Identification of media-print, audio, or video, online, computer aided**

LMS provision for all audio video content which consists of e- learning material, faculty video lectures, discussion forums and other audio-visual learning material.

Online Courseware

The LMS have semester / year wise buckets for subjects and area of study of the respective programs as enrolled.
The students would get access to the following course material through LMS:

- e-Books (SLM) for each module of a course

- Study Guide (PPT) for each module of a course

- Tutorials Videos for each module of a course

- Live Interactive Online Sessions for each module of a course

- Frequently Asked Questions (FAQ) and Misconceptions for each module of a course

- Web Resources for Research Purpose for each module of a course

- Practice Assignments for each module of a course

- Online Discussion Forums for each course

- Gamified Assessment and Case Study

Dashboard will give the progress of their learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seek answers to the same by course mentors and faculty.

5.7 Student Support Services

Students would have the access to connect with university team for support services in case of any queries during the learning process. A ticketing system integrated on the university website would help the learner to connect with the university team for support services. A help desk for students would help the students to call / email and connect with our support team or communicate through ticketing system.

6. Procedure for Admission, Curriculum Transaction and Evaluation

Admissions to Online Degree Program offered by Atlas Skilltech University would be processed by Atlas Skilltech University Admission Department. The eligibility criteria, course structure, detailed curriculum, programme duration, and evaluation framework shall be approved by the Academic Council of Atlas Skilltech University, Mumbai. All such programmes will adhere to the UGC guidelines governing the conduct and award of degrees under the online mode.

Details of Procedure for admission in which eligibility criteria for admission and fee structure of the course, Curriculum includes Program delivery, norms for delivery of courses in online mode, Learning management system to support online mode of course delivery, course design and academic calendar and Evaluation which includes Question Paper Pattern, Distribution of Marks in Continuous internal assessments, Minimum Passing criteria and system of declaration of result i.e. Marks and Grades formats are given in detail as under.

6.1 Procedure for Admission

Students who are seeking admission in online programs offered by **Atlas SkillTech University - Centre for Distance and Online Education (ATLAS- CDOE)**, Mumbai needs to apply through the admissions portal - https://atlasonline.edu.in/

6.1.1 Minimum Eligibility Criteria for Admission

The minimum eligibility criteria for admission in Online MBA program is Bachelor's degree of minimum 3 years duration from a recognized University in any stream as per UGC and AICTE norms and a minimum of 50% aggregate marks. The learner should also meet all the required documentation criteria as mentioned on the website for admission in the program. Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by ATLAS- CDOE. Candidates are expected to read all instructions given in the Program prospectus before filling of application form.

The Atlas SkillTech University - Centre for Distance and Online Education (ATLAS- CDOE), Mumbai has the right to make necessary changes from time to time as deemed fit in eligibility criteria, course structure curriculum, duration, fee structure and programme announcement dates. All changes will be notified on website. Candidates should carefully read all instructions given in Programme prospectus before filling of application form.

6.1.2 Online Admission Process and Instructions: Learner Communication

The online admission process for the students is provided below:

Step	Process	Particulars
Step 1	**Counselling**	Prospective students would be counselled for the chosen program by designated and authorised counsellors
Step 2	**Registration on admission portal to get access to My Account.**	Prospective student registers by paying Rs. 1000/- as registration fee. Fill all the details in the application form and upload all the mandatory documents.
Step 3	**Details of Document upload**	Student Uploads document as follows- **Personal Documents** • Passport-size Photograph • Student's Signature • Passport (For International Student) **Student Authentication:** • Aadhar Card Number with Photo id of Back Side & Front Side of Card • DEB ID for Admission to Online Programs **Academic Documents** • 10th Marksheet • 12th Marksheet • Semester Wise Marksheet / Consolidated Marksheet of UG

		• Passing Certificate / Degree Certificate or Undertaking for Submission of Pending Degree Certificate
Step 4	**Scholarship Details**	Student will be eligible for below categories- • Merit Based • Atlas Skilltech University Alumni • Extra Curriculum Excellence • University Employee
Step 5	**Verification of documents by University Admission Team**	University Admission Team verify all the documents uploaded by the prospective student on the admission portal and approve/disapprove within 48 hours the eligibility for the chosen program.
Step 6	**Undertaking**	Student will submit Undertaking in case of pending documents for timely submission
Step 7	**Payment of fees**	For Duly approved applications by the Admission Team, the said students will get fees payment link activated in their My Account for payment. The Fee is payable through any of the following means: (a) UPI (b) Credit/Debit Card (c) Net-banking Note: Cash, bank demand draft and Cheques are not accepted
Step 8	**Enrolment**	Auto-Generated Enrolment Number batch wise with Deb Id is pushed to UGC Portal through API as per UGC norms.
Step 9	**Access to Learning Management System (LMS)**	After the payment of program fee, the eligible student will get the Enrolment number and access to the LMS within 48 hours.

General Instructions:

1. All students should carefully read and understand the eligibility conditions given in student handbook document and mentioned on the university website before applying for the online programs.

2. The prospective learner has to ensure that their education/qualifying degree has been issued from a recognized university/board only. For learners from an Indian higher education institution, it should be recognized by the regulatory authority of Government of India. For recognized Board of Education to check www.cobse.org.in/ while for Polytechnic Diploma check the respective State Board of Technical Education. To verify degrees from www.ugc.ac.in for recognized universities. For foreign prospective learners they may

verify their institutions from www.aiu.ac.in; equivalence certificate from AIU would be required for admission purposes.

3. Prospective learner to check their eligibility on the date of admission and should have passed the qualifying exams before the start of admission batch.

4. Registration fees of Rs.1000/- is non-refundable.

Students after enrolment must be registered with ABC (Academic Bank of Credits) a central scheme for depositing credit formulated by Ministry of Education, Govt. of India. Academic Bank of Credits (ABC) ID creation is mandatory for all the students.

6.1.2   Programme Fee and Financial Assistance Policy

Program fees for students for pursuing MBA in various electives offered by ATLAS- CDOE Mumbai is as mentioned below:

Course Fee for Online Program:

Online Program	Duration	Registration Fees	Program Fees
Online MBA	2 Years	1,000	3,00,000

(*Program fee is inclusive of Exam fees for first attempt for each Course / Subject)

*The program fee is subject to revision based on market dynamics and approvals from appropriate authorities.

Other Fees			
	Particulars	**For Indian Students fees**	**For Foreign /NRI Students Fees**
1.	Bonafide Letter (On Demand)	300	$10
2.	Transcripts (On Demand)	1500	$50
3.	Fees for Change of area of study	1000	$40
4.	Course Change Fees	1000	$40
5.	Validation Extension Fees (1 Year)	5000	$200
6.	Degree Application / Convocation Fees	1500	$50
7.	Duplicate Mark Sheet/Grade Card	400	$25
8.	Duplicate Degree Certificate	1500	$50
9.	Online Exam Re-Appearing fees	500	$10
10	Project evaluation	500	$10

Program fees for overseas students for pursuing MBA in various streams offered by ATLAS-CDOE Mumbai is 1.75 times fees paid by Indian Student to be paid in equivalent amount in USD as per conversion rate at the time of payment of fees.

The fees will be paid by the student through the online mode provided on the website. NBFC based finance / loan options / No cost EMI to needy students would also be provided. The fees structure with all above plan would be displayed on university website.

6.2 **Curriculum Transactions**

6.2.1 *Programme Delivery*

The curriculum is delivered through the Self Learning Materials (SLMs) supported by various learning resources including audio-video aids through learning management system (as per four quadrant approach) along with the online contact hours with discussion forums and synchronous live interactive sessions conducted through LMS as per the UGC norms for course delivery.

6.2.2 **Norms for Delivery of Courses in Online Mode (As per UGC Guidelines)**

S. N o.	Credit Value of the Course	No. of Weeks	Synchronous Online Interactive Live Lectures (1 hour per week)	Discussion Forum/Asynchronous Mentoring (2hours per week)	Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (Based on 30 hours per credit)
					e-Tutorial in hours	e-Content hours		
1	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2	3 Credits	9 weeks	9 hours	18 hours	15	15	33	90
3	4 Credits	12weeks	12 hours	24 hours	20	20	44	120

Detailed four quadrant structure

No. of Credits	Duration	Quadrant – I e-Tutorial	Quadrant – II e-Content	Quadrant – III		Quadrant – IV Assessment
		Video Tutorial / Recorded Lectures	e-Content (SLM, PPT)	Live Online Sessions (1 hr / Week)	Discussion Forum (2 hrs/week)	
2	6 weeks	Recorded by University Faculty / Adjunct faculty or	Self-Learning Material as per UGC Norms Developed by University Faculty /	6 (1 /week) + 1 hr revision	Forum Topics – For raising of doubts and	Multiple Choice Questions, Fill in the blanks,

		OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)	Adjunct faculty or OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)		clarifying the same on real time basis by the Course Coordinator or his team	Practice Test: Short Answer Questions, Long Answer Questions
Total Hours= 60		10 Hrs	10 Hrs	6 hrs	12 hrs	22 Hrs
3	9 weeks	Recorded by University Faculty / Adjunct faculty or OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)	Self-Learning Material as per UGC Norms. Developed by University Faculty / Adjunct faculty or OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)	9 (1 session/week) + 1 hr revision	-same-	-same-
Total Hours = 90		15 Hrs	15 Hours	9 Hrs	18 hrs	33 Hrs
4	12 weeks	Recorded by University Faculty / Adjunct faculty or OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)	Self-Learning Material as per UGC Norms. Developed by University Faculty / Adjunct faculty or OER Video (Refer UGC norms for Content - 60% Internal and 40% External from any OER)	12 (1 session/week) + 1 hr revision	-same-	-same-
Total Hours = 120		20 Hrs	20 Hours	12 Hrs	24 hrs	44 Hrs

*revision of 1 hour for each course extra

6.2.3 Learning Management System to support online mode of Course delivery

The Learning Management System (LMS) is designed to facilitate the students to have a Global learning experience. LMS has user friendly approach through which the learning is made simple, interesting and truly meeting the global standards of learning. The audio-visual mode of teaching, the self-learning materials, discussion forums and evaluation patterns are unique and meeting the requirements of the industry and in sync with the UGC Guidelines of four quadrant approach.

The students will experience uninterrupted learning 24*7 through web and mobile at the pace chosen by them. The user interface will be simple and easy to navigate through the e-learning modules, the LMS will provide seamless accessibility with all the learning tools designed as per standard norms for a perfect learning experience.

6.2.4 Course Design

The Course content is designed as per the 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

Quadrant-I i.e., e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs

Quadrant-II i.e., e-Content that contains - Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.

Quadrant-III i.e., Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.

Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

6.2.5 Academic Calendar (Tentative)

S.No.	Particulars	Batch	Tentative Date
1	Commencement of Admission Batch	January	As per UGC Guidelines for Batch Start and End Dates
		July	As per UGC Guidelines for Batch Start and End Dates
2	Access to Learning Management System for Accessing the Online Courseware	January	Within 48 working hours of Enrolment
		July	
3	Commencement of Online Interactive Live Lectures and Discussion Forum	January	February to May
		July	August to November
4	Online Assignment Submission	January	Assignment 1 by 30th April Assignment 2 by 31st May
		July	Assignment 1 by 30th Oct Assignment 2 by 30th Nov
5	Project Work Submission	January	30th May
		July	30th Nov
6	Term End Examination	January	June
		July	Dec
7		January	By end of July

	Result Declaration of End Term Examination	July	By end of January
8	Commencement of Next Semester	January	August
		July	February

*In case of any changes in schedule, the same would be informed to students in advance

6.3 **Evaluation**

Learning of the students would be evaluated through internal assignments, quizzes, student response sheets, and semester-end examinations. University adopts rigorous process in development of question papers, question / quiz banks, assignments and their moderation, conduct of examinations, analysis of answer scripts by qualified academics, and declaration of result. The Centre shall frame the question papers so as to ensure that complete syllabus is covered.

The evaluation shall include two types of assessments-

Examination Name	Marks Division
Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (Refer **Annexure 3** for guidelines and pre-requisites for Proctored Examination)	70%

Guidelines issued by the Regulatory bolides from time-to-time about conduct of examinations shall also be considered and new guidelines will be implemented. The examinations shall be conducted to assess the knowledge acquired during the study.

For theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment by assignments preparation and quizzes. The internal assessment shall comprise of maximum of 30 marks for each course. The end semester examination shall be of two hours duration for each course at the end of each semester.

As a flexibility and convenience for the students; the Students would have choice for Online Exam Slot Booking Process for each subject on each day of exam dates as declared by the COE of the University.

Annexure 3 - Guidelines for Online Assessments

Refer annexure 5- End-term Examination Pattern

6.3.2   Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for internal marks for theory courses –

a. Assignments (Continuous Internal Assessments- CIA)

- Continuous Internal Assessment (CIA) marks are considered in Final Score Card for respective Course / Subjects

- Each subject has 2 assignments which is part of Internal Continuous Evaluation (CIA)

- Each Assignment would have Objective Type of questions (MCQ Type Questions).

- Students should submit each assignment within a semester before appearing for their exams.

- Weightage for Internal Continuous Evaluation (CIA) is 30%

- Each Assignment would be of 15 MCQ Type Questions of 1 marks each = 15 Marks each Assignment.

- For 2 Assignments - Total 30 Marks.

- Passing criteria for CIA Component is 12 marks out of 30 marks (that is 40%)

Particular	Assignment 1	Assignment 2
Weightage %	15%	15%

- The MCQ based assignments would be auto evaluated by the system.
- If student fails to pass in Assignment; no re-appear fees will be charged for internal Assignments, student needs to complete all assignments successfully before last date for assignment submission as notified by the University.

Refer Annexure 4 – Continuous Internal Assessment Pattern

6.3.3 Distribution of Marks in End-term Examination

Max. Marks: 70

1. Part A comprising of 49 Multiple-Choice Questions (1 Mark Each) – 49 Marks

2. Part B comprising of 3 Essay Type Question Answers (7 Marks Each) – 21 Marks

Duration for Online Remote Proctored Exam Time: 2 Hours

Refer Annexure 5 – End-term Examination Pattern

6.3.4 Online Remote Proctored Examinations
- Examinations will be conducted tentatively in the month of December and June every year for respective batches. This is subject to UGC notification on every admission batch last date for enrollment. The final dates would be communicated to students well in advance.
- Students would be filling in the online exam form for the Slot Booking Process through the University website. The student selects the date, slot time and subject while filling in the online exam form.
- The Controller of Examination would publish the exam notification with the date for each Subject. The student can select the slot within the 3 online exam time slots each day to complete the said exams. Time mentioned below is Indian Standard Time (IST).
  - ➢ 10 am to 12 pm
  - ➢ 12.30 pm to 2.30 pm
  - ➢ 3 pm to 5 pm
- Remote Proctored Online Exams would be for 2 hours each subject, and it would be a mix of questions.
  - ➢ Objective Type Question – 49 MCQ with 1 mark each – Total 49 marks
  - ➢ Subjective Type 3 Questions x 7 marks each – Total 21 marks
  - ➢ Total Exam Scores - 70 Marks.

- Passing criteria for each course/subject is 40%.
- To appear for the examination student needs to complete all assignments as per last date provided by the university.
- The student can give backlog examination for previous semester/year if any, in the next exam cycle along with the fresh subjects of the subsequent semester/year.
- Exam Fees for First Attempt is included / paid during admission by the students.
- For Second Attempt Examination (Including for Absenteeism; if any) or Re-appearing for Examination; the applicable Online Exam Fees (Per Subject) would be required to be paid by students.
- Examination Fees are non-transferable and non-refundable and there would be no exceptions for the said examinations
- Students who have past due fees payments will not be allowed to give their examinations
- The results are declared within 30 days from date of last examination date of respective exam cycle.

- Mock examinations shall be conducted for fresh students giving their exams for the first time.

Pre - Examination Process timelines	
Notification for Online Exams	45 days before exam starts
Exam form live on website/examination portal	30 Days before exam starts the Exam Form is Live on website. (Form is live for 15 Days)
Readiness of Proctors and Evaluators	15 Days before exam starts
Last date for online exam form filling by the students	7 days before exam starts

6.3.5   Passing Minimum

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (Internal Assessment) and end-semester Examinations (External Assessment).

6.3.6   Marks and Grades

6.3.6.1 Grades & Grade Points

a. At the end of the Semester / Year every student is assigned a 'Letter Grade' based on his/her performance over the semester in all courses for which he/she had registered.

b. The letter grade and grade point indicate the results of quantitative and qualitative assessment of the student's performance in a course.

- Relative grading for classes
- Conversion: CGPA × 9.5 = Percentage

Grades and Grade Points			
Letter	Performance	Grade Point	Percentage of Marks
O	(Outstanding)	10	94.5-100
A+	(Excellent)	9	89.5-94.49
A	(Very Good)	8	79.5-89-49
B+	(Good)	7	69.50-79.49
B	(Above Average)	6	59.50-69.49
C	(Average)	5	49.50-59-49
P	(Pass)	4	39.50-49.49
F	(Fail)	0	0-39.49
Ab	(Absent)	0	
UFM	(Unfair Means)	0	

6.3.6.1.1   Grade card

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The

various grades and reports would be appropriately used to tally the grade card with the original registration. The grade card also contains the Cumulative Grade Point Average (CGPA).

6.3.6.1.2 *Transcript*

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is which is issued at the time the student leaves the University or at an intermediate point on transcript request.

7 Requirement of the Laboratory Support and Library Resources

7.3 Laboratory Support

Online MBA Programme does not require any Laboratory Support

7.4 Library Resources

Centre for Distance and Online Education-Atlas Skilltech University, Mumbai has an excellent library with all the books required for the course learning and reference books for the course of MBA. Adequate online learning links and e-learning materials will also be provided to students which will be support students in their learning in the form of e-library provided through LMS.

Below is the list of online resources which ATLAS library provides to the students

1] EBSCO online database – Collection of journals, magazines, research articles

2] EBSCO E-Books collection – Total 13000 E-books pertaining to management subjects and topics

3] DELNET- Access to Networked library resources

4] EPWRF – Time series database

5] Perlego – 10 lakhs E-Textbooks [Access available only in the library]

8 Cost Estimate of the Programme and the Provisions

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

Sl. No.	Expenditure Heads	Approx. Amount (INR)
1	Programme Development (Single Time Investment)	2.00 Cr
2	Programme Delivery (Per Year)	0.45 Cr
3	Programme Maintenance (Per Year)	0.30 r

9 Quality Assurance Mechanism and expected Programme Outcomes

The quality of the program depends on the course curriculum and syllabus which meets the requirement of the industry and creates the skilful learning in the students. The ultimate aim of MBA program is to enhance skills of the learners as managers, entrepreneurs and seeing them excel in their profession and meeting global standards too by upgrading their career opportunities.

The Atlas SkillTech University- Centre for Distance and Online Education, Mumbai has constituted Centre for Internal Quality Assurance (CIQA). The CIQA will do periodic assessment of the online learning course material and audio video tutorials and will assure that the quality of learning is maintained and changes are made from time to time as per the requirement of the course. The CIQA will also access the quality of assignments, quizzes and end term assessment time to time and required changes will be assured by them to maintain the quality of the learning program. CIQA will assure that the learning is made a truly global experience for the learner along with inculcation of required skills in the learner as expected program outcome with ATLAS- CDOE, Mumbai. Below are the Program Educational Objectives (PEOs) and year-wise program outcomes of the online MBA program.

Programme Educational Objectives (PEOs)

- PEO1: (Leadership and Management) exhibit leadership qualities and the ability to manage teams and projects, with an emphasis on ethical decision-making, communication skills, and adaptability.
- PEO2: (Ethical and Social Responsibility) embrace ethical values and social responsibility to make responsible business decisions that benefit both organizations and society.
- PEO3: (Global Perspective) will understand the global business environment, its cross-cultural challenges, and opportunities, and develop competencies to operate in an international context.

Program Outcomes (POs)

FYMBA

- PO1: Apply knowledge of management theories and practice to solve business problems.

- PO2: Foster analytical and critical thinking abilities for data based decision making.

- PO3: Ability to develop value based leadership ability by promoting social responsibility and sustainable business practices.

- PO4: Ability to understand, analyze and communicate global economic, legal & ethical concepts of business.

SYMBA

- PO1: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

- PO2: Utilize technology tools and software for data analysis, business communication, and decision support.

- PO3: Enhance communication and presentation skills to prepare graduates for a diverse career landscape in the 21st century.

- PO4: Acquire competencies to engage in life -long learning and demonstrate effort to continuously innovate and create breakthrough management practices.

The university will work continuously for the betterment of processes, assessments, teaching methodology, e-learning material improvisation as per four quadrant approach and implementation of the same as per National Education Policy. The University is committed to deliver the best education in all the learning modes with adherence to NEP, UGC and other regulatory guidelines in truly global sense.

Annexures

Annexure 1 Detailed Syllabus of MBA Program

SEMESTER 1

Course Name: The 21st Century Marketing

Course Code: OL MBA MKT 119

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive understanding of marketing concepts and practices in the contemporary 21st-century landscape. Students will be introduced to core marketing concepts such as needs, wants, and demand, value definition, and the marketing planning process. The curriculum delves into the marketing environment, covering both micro- and macro-environmental factors and strategies for responding to them. A significant focus is placed on consumer and competitor research, including consumer behavior models, the market research process, and the consumer decision journey. Key strategic elements like Segmentation, Targeting, and Positioning (STP) are covered. Furthermore, the course extensively explores the marketing mix: Product and New Product Development, Pricing Strategies, Marketing Channels (Place), and the Promotion Mix, including advertising, public relations, personal selling, sales promotion, and direct/digital marketing. Finally, the course examines marketing mix strategies, the marketing process, emerging trends, and the role of Artificial Intelligence (AI) in the future of marketing.

Course Objectives:

1. To introduce the fundamental concepts of marketing management, including needs, wants, demand, value, exchanges, and relationships in the context of the 21st century.

2. To analyze the forces and actors within the marketing environment, including the microenvironment and macroenvironment, and evaluate appropriate organizational responses.
3. To develop an understanding of consumer and competitor behavior, covering consumer research, consumer decision journeys, consumer persona development, and market research processes.
4. To teach the strategic process of Segmentation, Targeting, and Positioning (STP) for creating and delivering superior customer value.
5. To explain the four elements of the marketing mix—Product, Price, Place, and Promotion—in depth, including new product development, pricing strategies, marketing channels, logistics, and the full promotion mix.
6. To explore the integration of marketing mix strategies, the overall marketing process, emerging trends in marketing, and the disruptive role of AI in shaping the future of the discipline.

Course Outcomes:

- CO1 (Remember): Define core marketing concepts such as wants, needs, demand, and value, and recall the components of the marketing mix (4Ps).
- CO2 (Understand): Explain the structure of the marketing environment, distinguishing between the microenvironment and macroenvironment and summarizing the various pricing strategies available to a firm.
- CO3 (Apply): Apply the Segmentation, Targeting, and Positioning (STP) framework to develop a basic market strategy for a given product or service, utilizing the concept of a Consumer Persona.
- CO4 (Analyze): Break down the stages of the Marketing Research Process and the Consumer Decision Journey to analyze consumer behavior and market opportunities.
- CO5 (Evaluate): Justify the selection of appropriate Marketing Channels (Place) and Promotion Mix elements (Advertising, Digital Marketing) for a new product, assessing their impact on the marketing logistics and supply chain.
- CO6 (Create): Formulate a comprehensive marketing plan and marketing mix strategies for a business, incorporating emerging trends and discussing the potential role of AI in its implementation.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Kotler, P., & Keller, K. L. (2022). *Marketing Management* (16th ed.). Pearson Education.
2. Kerin, R. A., Hartley, S. W., & Rudelius, W. (2020). *Marketing* (15th ed.). McGraw-Hill Education.
3. Solomons, D., Kliphuis, T., & Wadley, M. (2022). *eMarketing: The Essential Guide to Marketing in a Digital World* (7th ed.). Red & Yellow.

Course Details:

Unit No.	Unit Description
1	Marketing in the 21st Century (Introductory Caselet, Introduction to Marketing Management, What is in the 21st Century?, Core of Marketing ans Wants, Needs and Demand, Exchanges and Relationships, Defining Value, Marketing Planning Process.)
2	Marketing Environment (Introductory Caselet, Introduction to Marketing Environment, The Microenvironment and Macroenvironment, Responding to the Marketing Environment.)
3	Marketing, Consumer & Competitor Research (Introductory Caselet, Consumer Behaviour, Models of Consumer Behaviour, Market Research, Marketing Research Process, Consumer Research and Consumer Decision Journey, Consumer Persona, Competitor Research.)
4	Segmentation, Targeting, and Positioning (Introductory Caselet, Segmenting, Targeting, Positioning.)
5	Marketing Mix: Product & New Product Development (Introductory Caselet, Introduction to Marketing Mix, Understanding Products and Their Classifications, Product Strategy and Development.)
6	Pricing Strategies (Introductory Caselet, Understanding Price and Factors Influencing Pricing Decisions, Major Pricing Strategies, Additional Pricing Strategies.)
7	Marketing Channels: Place (Introductory Caselet, The Nature and Importance of Marketing Channels, Types of Marketing Channels, Marketing Logistics and Supply Chain Management.)

8	Promotion Mix (Introductory Caselet, The Promotion Mix, Advertising and Public Relations, Personal Selling and Sales Promotion, Direct and Digital Marketing.)
9	Marketing Mix Strategies (Introductory Caselet, Marketing Mix Strategies, The Marketing Process, Emerging Trends in Marketing, AI in Marketing and the Future of Marketing.)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	1	-	1
CO3	3	2	-	-
CO4	2	3	-	-
CO5	2	3	-	1
CO6	3	3	1	1

Course Name: Professional Communication and Presentation Skills - Career and Leadership Development– I

Course Code: OL MBA MGT 117

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course is designed to enhance professional communication, presentation, and leadership skills, focusing on career development. It begins with the basics of professional communication, covering the theory of persuasion, principles of communication, and foundations of interpersonal communication. The curriculum explores the concepts of Self-Concept and Perception, including the impact of cultural diversity and gender, and perceptual barriers in communication. A significant module is dedicated to Business Storytelling and Leadership Communication, featuring the Story Theater Method, Pillars of Storytelling, and case studies (P&G, Volvo, Dove). The importance of Listening and Interpersonal Communication is highlighted, covering verbal and non-verbal messages, emotional and conversational messages. Furthermore, the course addresses Power and Influence, and conflict management using Thomas-Kilmann's Conflict Resolution Styles. Students will learn about landmark theories relevant to professional communication, such as the Pareto Principle, Goleman's Emotional Intelligence, McLuhan's theory, and the Albert Mehrabian's 7-38-55 Rule. The course culminates in modules on Visual Communication (creating effective presentation decks, Canva, data storytelling, and infographics), Strategic Networking & Relationship Building (leveraging LinkedIn, approaching networking events, and personal development planning), and a Goal Setting Workshop focused on aligning personal and professional aspirations and job role mapping.

Course Objectives:

1. To introduce the foundational theories and principles of professional communication and persuasion.
2. To analyze the role of self-concept and perception in interpersonal communication, including the influence of cultural diversity and gender.
3. To develop proficiency in Business Storytelling for leadership communication and presenting compelling narratives using various models and case studies.
4. To enhance listening skills and manage interpersonal conflict using established frameworks like the Thomas-Kilmann's Conflict Resolution Styles.
5. To comprehend and apply landmark theories of professional communication, such as the Pareto Principle and Goleman's Principles of Emotional Intelligence.
6. To equip students with practical skills in visual communication (presentation decks, Canva, data storytelling) and strategic networking for career success (LinkedIn, networking events, goal setting).

Course Outcomes:

- CO1 (Remember): Define the core principles of communication and recall the elements of the Story Theater Method and Pillars of Storytelling.
- CO2 (Understand): Explain the impact of self-concept, cultural diversity, and perceptual barriers on interpersonal communication and summarize various conflict management styles.
- CO3 (Apply): Apply the principles of persuasive communication and landmark theories (e.g., Albert Mehrabian's 7-38-55 Rule) to analyze and structure professional messages.
- CO4 (Analyze): Differentiate and analyze the components of effective visual communication, including the role of infographics and data storytelling in business presentations.
- CO5 (Evaluate): Assess and critique own and others' interpersonal communication, listening skills, and professional networking strategies to identify areas for personal development.
- CO6 (Create): Design and deliver an effective business presentation deck using tools like Canva, and formulate a Strategic Networking and Personal Development Plan aligned with career aspirations and job role mapping.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Beebe, S. A., Beebe, S. J., & Ivy, D. K. (2020). *Communication: Principles for a Lifetime* (7th ed.). Pearson.
2. Goleman, D. (2020). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.

3. Locker, K. O., Kaczmarek, S. K., & Skrzypkowski, E. (2019). *Business Communication: Developing Leaders for a Changing World* (5th ed.). McGraw Hill.

Course Details:

Unit No.	Unit Description
1	Basics of Professional Communication (Introductory Caselet, Introduction to Basics of Professional Communication, Theory of Persuasion, Principles of Communication, Foundations of Interpersonal Communication.)
2	Self Concept (Introductory Caselet, Impact of Self-Concept, Influence of Cultural Diversity and Gender on Self-Concept.)
3	Perception (Introductory Caselet, Perception of the Self and Others, Perceptual Barriers in Interpersonal Communication, Case Study.)
4	Module 4 - Business Storytelling and Leadership Communication (Introductory Caselet, Business Storytelling, Story Theater Method, Pillars of Storytelling, P&G Case Study, Volvo Case Study, Dove Case Study.)
5	Module 5: Listening and Interpersonal Communication (Introductory Caselet, Introduction to Listening and Interpersonal Communication, Interpersonal Communication, Verbal and Non-Verbal Messages, Listening in Interpersonal Communication, Emotional and Conversational Messages.)
6	Power and Influence (Introductory Caselet, Power and Influence, Interpersonal Conflict, Conflict Management through Thomas-Kilmann's Conflict Resolution Styles.)
7	Landmark Theories to Professional Communication (Introductory Caselet, Theories to Professional Communication, Pareto Principle (80/20 rule), Goleman's Principles of Emotional Intelligence, McLuhan's theory "the medium is the message", Albert Mehrabian's 7-38-55 Rule.)
8	Visual Communication (Introductory Caselet, Introduction to Visual Communication, Creating Effective Presentation Decks, Effective Use of Canva, Data Storytelling, Infographics.)

9	Strategic Networking & Relationship Building for Career Success (Introductory Caselet, Importance of networking and personal development in career success, Leveraging LinkedIn and Professional Networks, Approaching Networking Events Effectively, Building and Maintaining Professional Relationships, Following Up and Staying Connected, Personal Development Planning.)
10	Goal Setting Workshop (Introductory Caselet, Goal Setting: Aligning Personal and Professional Aspirations, Job Role Mapping: Identifying Potential Career Paths.)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	1	-
CO2	1	2	2	2
CO3	2	2	1	1
CO4	2	3	-	-
CO5	2	2	2	-
CO6	3	2	2	-

Course Name: Geo Politics and International Business

Course Code: OL MBA LA 101

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the fundamental concepts of global business dynamics, covering its historical context, key influencing factors, the environment, players, challenges, opportunities, and strategic considerations for success. It critically examines the challenges and politics of globalization, including its criticisms and future trends. A core focus is on the theories of international business and trade, which includes classical models like Adam Smith's Absolute Advantage, Ricardian Comparative Advantage, and Heckscher-Ohlin (H-O) Theory, as well as contemporary theories like National Competitiveness Theory, Porter's Diamond Model, New Trade Theory (NTT), Gravity Model, Product Life Cycle Theory, and Global Strategic Rivalry Theory. The course also incorporates IR Theories and Geopolitical Theories, explores the impact of technology and AI on global trade, and covers Cross-Cultural Management, Global HR, and Cross-Cultural Communication. Finally, it includes detailed case studies on the Curious Rise of India & China and its impact on the global economy, as well as the emergence of AI and the global economic influence of the U.S..

Course Objectives:

1. To provide an overview of global business dynamics, including its history, environment, key players, and strategic considerations.
2. To analyze the political and economic challenges associated with globalization and its criticisms.

3. To examine and compare the classical and modern theories of international trade and business, such as Absolute/Comparative Advantage, Heckscher-Ohlin, Porter's Diamond, and New Trade Theory.
4. To introduce key International Relations (IR) and Geopolitical Theories and their applications in global business contexts.
5. To understand the complexities of Cross-Cultural Management, Global Human Resource Management (HRM), and Cross-Cultural Communication, including diversity, equity, and inclusion (DEI).
6. To analyze the economic and geopolitical shifts, specifically focusing on the rise of India and China, the impact of AI on the global economy, and the dominance of the U.S..

Course Outcomes:

- CO1 (Remember): Recall and define the major concepts of global business and list the key players in the global business environment.
- CO2 (Understand): Explain the fundamental principles of classical trade theories like Absolute and Comparative Advantage, and summarize the key factors influencing global business.
- CO3 (Apply): Apply Porter's Diamond Model to assess the national competitiveness of a country or industry, and utilize IR/Geopolitical theories to interpret a current international business event.
- CO4 (Analyze): Compare and contrast different theories of international trade (e.g., H-O vs. New Trade Theory) and analyze the role of technology and AI in changing global trade dynamics.
- CO5 (Evaluate): Assess the cultural impact on business practices and evaluate the effectiveness of various Global Human Resource Management (HRM) practices in a global context.
- CO6 (Create): Formulate a strategic recommendation for a multinational company entering a new market, considering the geopolitical landscape, cross-cultural management issues, and the future of global business dynamics.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Daniels, J. D., Radebaugh, L. H., Sullivan, D. P., & Salwan, P. (2022). *International Business: Environments and Operations* (17th ed.). Pearson Education.
2. Hill, C. W. L., Hult, G. T. M., & Jain, A. K. (2023). *International Business: Competing in the Global Marketplace* (14th ed.). McGraw Hill.
3. Cavusgil, S. T., Knight, G., Riesenberger, J. R., & Sreenivasulu, K. (2021). *International Business: The New Realities* (5th ed.). Pearson Education.

Course Details:

Unit No.	Unit Description
1	Introduction to Global Business Dynamics (Introductory Caselet, Overview of Global Business Dynamics, Historical Context of Global Business, Key Factors Influencing Global Business, Global Business Environment, Key Players in Global Business, Challenges and Opportunities in Global Business, Strategic Considerations for Global Business Success, Future of Global Business Dynamics.)
2	Challenges and Politics in Globalisation (Introductory Caselet, Challenges of Globalization, Politics of Globalization, Criticisms of Globalization, The Future of Globalization, Key Terms, Descriptive Questions, References, Case Study)
3	Theories of International Business and Trade (Introduction to International Trade Theories, Adam Smith's Absolute Advantage Model, Ricardian Model of Comparative Advantage, Heckscher-Ohlin (H-O) Theory, Comparative Analysis of the Three Theories, Future trends in international trade theories, Summary, Keywords, Self Assessment Questions, References, Case Study)
4	Theories of International Business and Trade II (National Competitiveness Theory, Porter's Diamond Model, New Trade Theory (NTT), Gravity Model of Trade, Comparative Analysis of Trade Theories, How Technology and AI Are Changing Global Trade.)
5	IR Theories and Geopolitical Theories (Introductory Caselet, Classical Theories of International Relations, Contemporary Theories of International Relations, Geopolitical Theories, Applications and Case Studies.)

6	Theories of International Business and Trade III (Introductory Caselet, Introduction, Product Life Cycle Theory, Global Strategic Rivalry Theory, Comparison of Both Theories, Criticism and Limitations.)
7	Cross-Cultural Management and Global HR (Introductory Caselet, Introduction to Cross-Cultural Management, Understanding Culture in a Business Context, Cultural Impact on Business Practices, Global Human Resource Management (HRM), Managing Cultural Diversity in Organizations, Future Trends.)
8	Cross-Cultural Communication (Introductory Caselet, Introduction to Cross-Cultural Communication, Global Leadership and Management, Human Resource Management (HRM) Practices in a Global Context, The Role of Diversity, Equity, and Inclusion (DEI) in International HRM, The Importance of Cultural Awareness in Global Business.)
9	Module 9: Case Study: Curious Rise of India & China and Its' Impact on Global Economy (Introductory Caselet, Introduction to the Rise of India and China, Economic Reforms and Growth Phases, Global Trade and Manufacturing Roles, Technology, Innovation, and Digital Leadership, Economic Policy and Global Governance, Demographics and Labor Dynamics, Shaping the Future of Global Trade, Potential to Lead the Global Economy.)
10	Case Studies (Introductory Caselet, Overview of AI's Emergence and Global Economic Influence, Introduction to AI and Its Impact on Global Business, AI's Role in Shaping Global Economic Shifts, Case Studies of AI in Practice, Ethical and Regulatory Considerations in AI, The Domination of the U.S. in the Global Economy, Interconnections Between AI and U.S. Economic Dominance, Future Implications, Summary, Key Terms, Descriptive Questions, References)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	2	1	-	3
CO3	2	2	-	3
CO4	1	3	-	3
CO5	2	2	1	2
CO6	3	3	1	3

Course Name: Financial Statement Analysis

Course Code: OL MBA FIN 101

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces accounting, covering its types and the users of accounting information. It delves into Financial Accounting, including Generally Accepted Accounting Principles (GAAP). A significant portion of the course is dedicated to key accounting mechanics, such as Methods of Depreciation and Inventory Valuation. The curriculum guides students through the complete Process of Accounting and the preparation of a Multi-Step Profit and Loss Statement. A deep understanding of the core financial statements is established, focusing on the Corporate Balance Sheet and Cash Flow Statement. The course then transitions to the core subject of Financial Statement Analysis, introducing Financial Tools for Analysis like the Common-size Financial Statement, and covers the critical topics of Financial Ratios and in-depth Cash Flow Statement Analysis. Finally, the course provides an overview of Key Indian Accounting Standards (IND AS) and International Financial Reporting Standards (IFRS), focusing on the principles and applications of specific standards like Ind AS 1, 2, 8, 16, 38, 40, 109, 115, and 116.

Course Objectives:

1. To introduce the basic concepts, types, and users of accounting information, including the principles of Financial Accounting and GAAP.
2. To teach the methods of calculating Depreciation and Inventory Valuation and understand their impact on the Financial Statement.

3. To explain the complete Process of Accounting and enable students to prepare and understand the Multi-Step Profit and Loss Statement.
4. To develop a thorough understanding of the Corporate Balance Sheet and the Corporate Cash Flow Statement as essential components of financial reporting.
5. To equip students with the Financial Tools for Analysis, including the use of Common-size Financial Statements, and to calculate and interpret various Financial Ratios.
6. To provide an overview of key Indian Accounting Standards (IND AS) and International Financial Reporting Standards (IFRS) and their principles and applications.

Course Outcomes:

- CO1 (Remember): Define the key terms associated with accounting and financial accounting, and recall the purpose of GAAP and the different types of accounting.
- CO2 (Understand): Summarize the process of accounting and explain the difference between various methods of depreciation and inventory valuation.
- CO3 (Apply): Prepare a Multi-Step Profit and Loss Statement and apply the concept of Common-size Financial Statements for preliminary analysis.
- CO4 (Analyze): Break down and analyze a Corporate Balance Sheet and Cash Flow Statement to understand a firm's financial position and cash movements.
- CO5 (Evaluate): Calculate and interpret a comprehensive set of Financial Ratios to evaluate a company's performance, liquidity, and solvency.
- CO6 (Create): Formulate an analytical report on a company's financial health by applying and interpreting key IND AS/IFRS principles and utilizing the taught financial tools and ratios.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Wild, J. J. (2020). *Financial Statement Analysis* (14th ed.). McGraw Hill.
2. Subramanyam, K. R., & Wild, J. J. (2020). *Financial Statement Analysis* (11th ed.). McGraw Hill.
3. Drake, P. P., & Fabozzi, F. J. (Eds.). (2012). *Analysis of Financial Statements*. John Wiley & Sons, Inc.

Course Details:

Unit No.	Unit Description
1	Introduction to Accounting (Introductory Caselet, Introduction to Accounting, Types of Accounting, Users of Accounting Information.)
2	Introduction to Financial Accounting (Introductory Caselet, Introduction to Financial Accounting, GAAP (Generally Accepted Accounting Principles).)
3	Methods of Depreciation and Inventory Valuation (Introductory Caselet, Introduction to Depreciation, Inventory Valuation, Accounting Mechanics, Financial Statement.)
4	Process of Accounting and Preparation of Multi-Step Profit and Loss Statement (Introductory Caselet, Process of Accounting, Multi-step profit and loss statement.)
5	Understanding a Corporate Balance Sheet & Cash Flow Statement (Introductory Caselet, Corporate balance sheet, Corporate cash flow statement.)
6	Financial Tools for Analysis (Introductory Caselet, Financial Statement Analysis, Common-size Financial Statement.)
7	Financial Ratios and Cashflow Statement Analysis (Introductory Caselet, Financial Ratios, Cash Flow Statement.)
8	Key IND AS Standards: Principles and Applications (Introductory Caselet, Accounting Standards, Indian Accounting Standards, International Financial Reporting Standards.)
9	Key IND AS Standards: Principles and Applications (Introductory Caselet, Ind AS 1, Ind AS 2, Ind AS 16, Ind AS 8, Ind AS 38, Ind AS 115, Ind AS 109, Ind AS 116, Ind AS 40.)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	1	-	1
CO3	2	2	-	-
CO4	1	3	-	-
CO5	2	3	-	-
CO6	2	3	-	3

Course Name: Entrepreneurship and Family Business

Course Code: OL MBA ENT 115

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)

Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive foundation in entrepreneurship and the unique dynamics of family businesses. It begins by focusing on the Entrepreneurial Mindset and the significance of Problem Identification, including techniques for identifying market problems. Students will learn Ideation and Brainstorming Techniques and the critical concepts of Product, Founder, Channel, and Market Fit. The curriculum covers Market Sizing and Opportunity Assessment, teaching the understanding and estimation of Total Available Market (TAM), Serviceable Available Market (SAM), and Serviceable Obtainable Market (SOM). Key strategic topics include building Ideal Customer Personas, Competition Analysis Techniques, Developing a Competitive Advantage (Building the MOAT), and Minimum Viable Product (MVP) Strategy. Furthermore, the course delves into Understanding Consumer Behavior for Market Validation, distinguishing between Needs, Wants, and Desires, and crafting a Compelling Brand Story. Finally, students will be prepared for Pitching and Fundraising, covering the components of a Pitch Deck, basics of fundraising, and types of early-stage investments, and it concludes with an Introduction to Family-Managed Business.

Course Objectives:

1. To cultivate an entrepreneurial mindset and teach systematic techniques for identifying significant problems and opportunities in the market.

2. To master ideation and brainstorming techniques and understand the crucial concept of Product, Founder, Channel, and Market Fit.
3. To enable students to conduct Market Sizing and Opportunity Assessment, including calculating TAM, SAM, and SOM.
4. To develop strategic skills in building Ideal Customer Personas, conducting Competition Analysis, and formulating a robust Competitive Advantage (MOAT) and Minimum Viable Product (MVP) strategy.
5. To understand consumer behavior by differentiating Needs, Wants, and Desires and to craft a compelling and resonant Brand Story for market validation.
6. To prepare students for the practical aspects of Pitching and Fundraising, covering the Pitch Deck, fundraising process, and types of early-stage investments, along with an introduction to Family-Managed Business.

Course Outcomes:

- CO1 (Remember): Define the concepts of Total Available Market (TAM), Minimum Viable Product (MVP), and the basic components of a Pitch Deck.
- CO2 (Understand): Explain the significance of the entrepreneurial mindset and summarize techniques for effective problem identification and ideation.
- CO3 (Apply): Calculate Serviceable Available Market (SAM) and Serviceable Obtainable Market (SOM) for a business idea and apply a Competitive Analysis Technique to assess rivals.
- CO4 (Analyze): Differentiate between consumer Needs, Wants, and Desires and analyze their role in identifying viable business opportunities for market validation.
- CO5 (Evaluate): Assess the strengths of a competitive advantage (MOAT) and critique the effectiveness of a brand story in appealing to a defined Ideal Customer Persona.
- CO6 (Create): Develop an Ideal Customer Persona and a draft Pitch Deck, articulating a clear MVP strategy and presenting an initial business pitch incorporating brand story elements.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Blank, S. (2020). *The Four Steps to the Epiphany: Successful Strategies for Products That Win*. K&S Ranch.
2. Ries, E. (2017). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
3. Nordqvist, M., & Melin, L. (Eds.). (2010). *Entrepreneurial Family Businesses*. Edward Elgar Publishing.

Course Details:

Unit No.	Unit Description
1	Entrepreneurial Mindset and Problem Identification (Introductory Caselet, Understanding the Entrepreneurial Mindset, The Significance of Problem Identification, Techniques for Identifying Problems in the Market.)
2	Ideation and Brainstorming Techniques (Introductory Caselet, Ideation and Brainstorming Techniques, Introduction to Product, Founder, and Channel, Market Fit.)
3	Market Sizing and Opportunity Assessment (Introductory Caselet, Understanding Total Available Market (TAM), Understanding Serviceable Available Market (SAM), Understanding Serviceable Obtainable Market (SOM), Techniques for Estimating Market Size.)
4	Ideal Customer Personas and Competition Analysis (Introductory Caselet, Building Ideal Customer Personas, Competition Analysis Techniques, Summary, Keywords, Self-Assessment Questions, References, Case Study)
5	Developing a Competitive Advantage and MVP Strategy (Introductory Caselet, Building the MOAT, Building an MVP.)
6	Understanding Consumer Behavior for Market Validation (Introductory Caselet, Distinguishing between Needs, Wants, and Desires, The Role of Needs, Wants, and Desires in Identifying Business Opportunities.)
7	Crafting a Compelling Brand Story (Introductory Caselet, Techniques for Uncovering Consumer Needs, Wants, and Desires, Creating and Communicating a Brand Story.)
8	Pitching / Fundraising (Introductory Caselet, Introduction to Pitching, Components of a Pitch Deck, Basics of Fundraising, Types of Early-Stage Investments, The Fundraising Process, Hands-On Activity / Assignment.)
9	Introduction to Family-Managed Business (Introductory Caselet, Introduction to Family-Managed Business, Preparing and Delivering An Effective Business Pitch.)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	2	1	-
CO3	2	3	-	-
CO4	2	3	-	-
CO5	2	3	-	-
CO6	3	3	-	-

Course Name: Driving Decisions by Excel and Modern Age AI Tools

Course Code: OL MBA BA 127

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course focuses on utilizing Microsoft Excel and modern AI tools for data analysis and driving strategic business decisions. It begins with an Introduction to Excel, covering business analytics, data types/formats, importing/reviewing data, and key functionalities. Students will learn Essential Excel Functions, including basic, text, arithmetic, statistical, time, and date functions, along with Absolute Referencing. Core data management skills covered are Data Proofing and Formatting (conditional formatting, preparing for presentation) and Advanced Data Cleaning (Paste Special, Data Validation, creating dynamic dropdown lists). The course includes Logical Analysis Tools (IF, Nested IF, AND, OR functions, filtering, sorting), and essential Lookup Functions (VLOOKUP, HLOOKUP, Index, Match). A significant module is dedicated to Data Visualization, focusing on PivotTables, Pivot Charts, Calculated Items/Fields, Slicers, and Dashboards. The application of data for forecasting and sensitivity analysis is taught through What-If Analysis tools like Goal Seek, Data Tables, and Scenario Manager. The course concludes by integrating these skills with modern AI tools for Strategic Business Decisions, introducing Power Query and Power Pivot for Advanced Analytics.

Course Objectives:

1. To introduce the fundamentals of business analytics and the essential functionalities of Excel for data types, formats, importing, and reviewing data.
2. To master a range of essential and advanced Excel functions, including logical (IF, AND, OR), basic, statistical, and text functions.
3. To acquire proficiency in data cleaning and integrity techniques using advanced tools like Data Validation and Paste Special.

4. To develop expertise in data retrieval and integration using Lookup Functions such as VLOOKUP, HLOOKUP, Index, and Match.
5. To effectively utilize PivotTables, PivotCharts, Slicers, and Dashboards for Data Visualization and deriving insights from large datasets.
6. To apply advanced analytical tools like What-If Analysis (Goal Seek, Data Tables, Scenario Manager) and modern AI tools (Power Query, Power Pivot) to drive strategic business decisions.

Course Outcomes:

- CO1 (Remember): Recall and define the purpose of basic Excel functions and the three components of What-If Analysis tools (Goal Seek, Data Tables, Scenario Manager).
- CO2 (Understand): Explain the concept of Absolute Referencing and summarize the importance of data proofing and formatting for presentation.
- CO3 (Apply): Use logical functions (IF, AND, OR) and advanced sorting/filtering options to organize and extract specific data for decision insights.
- CO4 (Analyze): Break down a business problem and analyze data from multiple sources by creating and utilizing VLOOKUP, HLOOKUP, Index, and Match functions.
- CO5 (Evaluate): Assess the effectiveness of PivotCharts and Dashboards created using PivotTables and Slicers to derive and present key business insights and trends.
- CO6 (Create): Develop a comprehensive business scenario model using Scenario Manager and apply Power Query/Power Pivot for advanced analytics to formulate strategic business recommendations.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Jelen, B. (2020). *Excel 2019 for Dummies*. Wiley.
2. Albright, S. C., & Winston, W. L. (2022). *Business Analytics: Data Analysis & Decision Making* (8th ed.). Cengage Learning.
3. Pendse, C., & Jelen, B. (2022). *Power Pivot and Power BI: The Excel Pro's Guide to DAX, Power Query, Power BI & Power Pivot in Excel 2010-2016*. Holy Macro! Books.

Course Details:

Unit No.	Unit Description
1	Introduction to Excel (Introductory Caselet, Introduction to Business Analytics and the Importance of Excel, Data Types and Formats in Excel, Methods of

	Importing and Reviewing Data in Excel, Key Functionalities of Excel for Data Analysis.)
2	Essential Excel Functions (Introductory Caselet, Introduction to Essential Excel Functions, Basic Excel Functions for Analysis, Text Functions in Excel, Arithmetic and Statistical Functions, Time and Date Functions, Understanding Absolute Referencing.)
3	Data Proofing and Formatting (Introductory Caselet, Introduction to Data Proofing and Formatting, Formatting Cells: Number Formats, Font Styles, and Alignment, Conditional Formatting for Data Insights, Preparing Data for Presentation: Headers, Footers, and Print Areas.)
4	Advanced Data Cleaning (Introductory Caselet, Introduction to Data Cleaning in Excel, Using Paste Special for Efficient Data Cleaning, Data Validation Tools for Ensuring Data Integrity, Creating Dynamic Dropdown Lists, Date and Time Validation Techniques.)
5	Logical Analysis Tools (Introductory Caselet, Applying Logical Functions (IF, Nested IF, AND, OR), Filtering and Sorting Data for Decision Insights, Using Advanced Sorting Options.)
6	Lookup Functions (Introductory Caselet, Understanding VLOOKUP and HLOOKUP Functions, Advanced Lookup with Helper Columns, Introduction to Index and Match Functions for Flexible Lookups.)
7	Data Visualization (Introductory Caselet, Introduction to PivotTables and PivotCharts, Creating and Analyzing PivotTables and PivotCharts, Building Calculated Items and Fields in PivotTables, Using Slicers and Dashboards to Derive Insights.)
8	What-If Analysis (Introductory Caselet, Introduction to What-If Analysis, Using Goal Seek for Forecasting and Target Setting, Data Tables for Sensitivity Analysis, Scenario Manager for Comparing Different Business Outcomes.)
9	Module 9: Strategic Business Decisions using AI (Introductory Caselet, Introduction to AI, Introduction to Strategic Business Decisions, Using Power Query and Power Pivot for Advanced Analytics, Hands-On Activity / Assignment.)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	1	1	-	-
CO3	2	2	-	-
CO4	2	3	-	-
CO5	2	3	-	-
CO6	3	3	-	-

Course Name: Introduction to Digital Marketing

Course Code: OL MBA DMA 101

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This foundational course, Introduction to Digital Marketing 101, traces the origin of Digital Marketing, contrasts it with Traditional Marketing, and examines the digital advertising market and internet usage in India. A core component is Search Engine Optimization (SEO) and Search Engine Advertising, covering search engine introduction, on-page/off-page SEO, keyword usage, Search Engine Marketing (SEM), and Google Ads. The course extensively covers Social Media Marketing, including its benefits, the importance of brand community, goal setting, and key trends like Influencer Marketing, Meme Marketing, and Moment Marketing. Further modules focus on Online Reputation Management (ORM) and Social Listening, including necessary tools, Social Commerce, and Word of Mouth strategies. Key digital channels are explored in detail: Mobile Marketing (advertising, toolkit, features) and E-mail Marketing. The curriculum also covers E-Commerce (benefits, business models, popular platforms) and the emerging technologies of Chatbots and Voice Search. The final unit provides an introduction to cutting-edge technologies like Artificial Intelligence (AI), Augmented Reality (AR), and Virtual Reality (VR) in a marketing context.

Course Objectives:

1. To introduce the evolution and foundational concepts of Digital Marketing, distinguishing it from Traditional Marketing and understanding the Indian digital market landscape.

2. To teach the principles and techniques of Search Engine Optimization (SEO), Search Engine Marketing (SEM), and the application of Google Ads.
3. To develop a strategic understanding of Social Media Marketing, including goal setting, brand community development, and emerging trends like Influencer, Meme, and Moment Marketing.
4. To explain the concepts and tools for effective Online Reputation Management (ORM) and Social Listening, including their link to Social Commerce and Word of Mouth.
5. To explore the key digital channels of Mobile Marketing and E-mail Marketing, including their respective toolkits and features.
6. To provide an overview of E-Commerce business models and popular platforms, along with an introduction to future trends like Chatbots, Voice Search, Artificial Intelligence (AI), Augmented Reality (AR), and Virtual Reality (VR).

Course Outcomes:

- CO1 (Remember): Recall the difference between Traditional and Digital Marketing and define key terms like SEO, SEM, and Brand Community.
- CO2 (Understand): Explain the benefits of Social Media Marketing and summarize the purpose of on-page vs. off-page SEO and the use of keywords.
- CO3 (Apply): Use the principles of E-mail marketing and Mobile Marketing features to suggest a basic campaign for a product and identify suitable E-commerce business models.
- CO4 (Analyze): Differentiate and analyze the strategies behind Influencer Marketing, Meme Marketing, and Moment Marketing as key social media trends.
- CO5 (Evaluate): Assess the need for Online Reputation Management (ORM) in a given business scenario and evaluate appropriate tools for Social Listening.
- CO6 (Create): Formulate a foundational Digital Marketing Plan for a business, integrating the use of Google Ads, relevant social media goals, and discussing the potential role of Chatbots or Voice Search.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Solomons, D., Kliphuis, T., & Wadley, M. (2022). *eMarketing: The Essential Guide to Marketing in a Digital World* (7th ed.). Red & Yellow.
2. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing: Strategy, Implementation and Practice* (8th ed.). Pearson Education.
3. Kingsnorth, S. (2023). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (4th ed.). Kogan Page.

Course Details:

Unit No.	Unit Description
1	Introduction to Digital Marketing 101 (Introductory Caselet, Origin of Digital Marketing, Traditional vs. Digital Marketing, Internet usage and Digital Advertising Market in India, Digital Marketing Plan.)
2	SEO and Search Engine Advertising (Introductory Caselet, Introduction to Search Engines, On-page and off-page SEO, Keywords in SEO, Search Engine Marketing and Search Engine Advertising, Google Ads.)
3	Social Media Marketing (Introductory Caselet, Introduction and Benefits of Social Media Marketing, Brand Community and why it matters, Goal setting for Social Media Marketing.)
4	Key Trends in Social Media Marketing (Introductory Caselet, Influencer Marketing, Meme Marketing, Moment Marketing.)
5	Online Reputation Management and Social Listening (Introductory Caselet, Understanding ORM and Social Listening, Tools to Implement ORM and Social Listening, Social Commerce, Word of Mouth.)
6	Mobile Marketing and E-mail Marketing (Introductory Caselet, Mobile Marketing and Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Email Marketing.)
7	E-Commerce (Introductory Caselet, Benefits of E-commerce, E-commerce Business Models, Overview of popular platforms.)
8	Chatbots and Voice Search (Introductory Caselet, Chatbots, Voice Search.)
9	Artificial Intelligence (AI), Augmented Reality (AR) and Virtual Reality (VR) (Introductory Caselet, Artificial Intelligence (AI), Augmented Reality (AR), Virtual Reality (VR).)

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	1	-	-
CO3	3	1	-	-
CO4	2	2	-	1
CO5	2	2	1	2
CO6	3	2	-	-

SEMESTER 2

Course Name: Taxation in Business Decision-Making

Course Code: OL MBA FIN 211

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive understanding of direct and indirect taxation, focusing on the concepts, principles, and practical applications within the context of business decision-making, particularly concerning the Indian taxation system. It covers the foundational concepts of direct tax, key definitions under the Income Tax Act, 1961, scope of income, residential status, and the computation of income under various heads like Salary, House Property, Profits and Gains of Business/Profession, Capital Gains, and Other Sources. Furthermore, it introduces indirect tax concepts, specifically Goods and Services Tax (GST), including its basic principles and registration procedures, enabling students to analyze and incorporate tax implications into corporate financial planning and strategy.

Course Objectives:

1. To introduce students to the fundamental concepts and the economic role of direct taxation in India.
2. To explain key definitions, the basis of charge, and the scope of total income under the Income Tax Act, 1961.
3. To enable students to determine residential status for different persons and understand the tax incidence based on that status.
4. To detail the computation of income under the specific heads of Salary, House Property, and Profits and Gains of Business/Profession, and Capital Gains.

5. To cover the provisions for deductions under Chapter VI-A and the overall process of computing total income, tax rebates, and exemptions.
6. To introduce the concepts of indirect tax and GST, including its basic principles, comparative analysis, and registration requirements.

Course Outcomes:

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

- CO1: Remember the fundamental concepts of direct tax, including its historical background and importance in the economy.
- CO2: Understand the key definitions, the distinction between previous year and assessment year, and the basis of charge under the Income Tax Act, 1961.
- CO3: Apply the rules for determining the residential status of individuals and other persons and calculate tax incidence accordingly.
- CO4: Analyze and compute income accurately under various heads like Salary, House Property, Capital Gains, and Business/Profession, incorporating allowances, perquisites, and deductions.
- CO5: Evaluate the benefits of deductions under Chapter VI-A and apply tax slabs and regimes to compute the total taxable income and final tax liability.
- CO6: Create an informed view on the implications of indirect tax and GST registration in business operations, utilizing the basic principles and comparative analysis with the previous tax system.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Ahuja, G., & Gupta, R. (2023). *Systematic approach to income tax & GST* (42nd ed.). Bharat Law House.
2. Singhania, V. K., & Singhania, M. (2023). *Direct taxes planning and management* (40th ed.). Taxmann Publications.
3. Datey, V. S. (2023). *Indirect taxes: GST and customs* (10th ed.). Taxmann Publications.

Course Details:

Unit No.	Unit Description
1	Introduction to Direct Tax: Introductory Caselet, Concept of Direct Tax, Historical Background of Direct Taxation in India, Importance and Role in the Economy.

2	Key Definitions under Income Tax Act, 1961: Introductory Caselet, Definitions under the Act, Previous Year and Assessment Year, Basis of Charge and Scope of Total Income, Capital and Revenue Receipts.
3	Scope of Income & Residential Status: Introductory Caselet, Total Income and Its Classification, Determination of Residential Status (Individuals), Residential Status for Other Persons, Tax Incidence Based on Residential Status.
4	Income from Salary: Introductory Caselet, Meaning and Features of Salary, Allowances, Perquisites, Deductions from Salary.
5	Income from House Property: Introductory Caselet, Basis of Chargeability, Annual Value Calculation, Valuation of Various Property Types, Deductions Allowed under this Head.
6	Profits and Gains of Business/Profession, Capital Gains & Other Heads: Introductory Caselet, Profits and Gains from Business or Profession, Capital Gains, Income from Other Sources.
7	Deductions under Chapter VI-A & Computation of Total Income: Introductory Caselet, Gross Total Income and Taxable Income, Deductions under Chapter VI-A (Sec 80C to 80U), Tax Rebates and Exemptions, Tax Slabs and Regimes for Individuals.
8	Introduction to Indirect Tax & GST Concepts: Introductory Caselet, Concept of Indirect Tax, Basic Principles of GST, Comparative Analysis with Previous Tax System.
9	Registration under GST & Types: Introductory Caselet, Eligibility Criteria for GST Registration, Types of GST Registrations, Registration Procedure and Compliance.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	1	-	2
CO3	2	2	-	2
CO4	2	3	-	2
CO5	2	3	-	2

CO6	3	2	-	3

Course Name: Statistics for Business Managers

Course Code: OL MBA BA 111

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	Internal		Term End Examination	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the fundamental statistical concepts and analytical tools necessary for effective business decision-making. It covers the role of statistics, types of data, and essential descriptive measures like central tendency (mean, median, mode, quartiles) and dispersion (range, variance, standard deviation, skewness, kurtosis). The course then progresses to inferential statistics, including correlation, regression analysis, and the foundational concepts of probability, random variables, and discrete and continuous probability distributions (Binomial, Poisson, and Normal). Finally, it covers the principles and procedures of hypothesis testing (Z-Test, t-Test) and their practical applications in a business context.

Course Objectives:

1. To introduce the role of statistics in business decision-making and explain the types of data and measures of central tendency.
2. To explain and calculate various measures of dispersion, including range, variance, standard deviation, coefficient of variation, skewness, and kurtosis.
3. To enable students to apply and interpret correlation techniques such as Karl Pearson's and Spearman's rank correlation, relating them to business applications.
4. To introduce simple linear regression, explain its equation and interpretation, and describe its application in business, highlighting its relationship with correlation.
5. To cover the fundamentals of probability, random variables, and probability distributions (Binomial, Poisson, and Normal), including density and mass functions, expectation, and variance.
6. To detail the rationale, procedure, and types of errors in hypothesis testing and apply various tests like the Z-Test and t-Test to practical business problems.

Course Outcomes:

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

- CO1: Remember the role of statistics in business, different types of data, and the basic formulas for measures of central tendency.
- CO2: Understand the purpose and meaning of various measures of dispersion, including standard deviation, coefficient of variation, skewness, and kurtosis.
- CO3: Apply and calculate correlation coefficients (Pearson's and Spearman's) and interpret the strength and direction of relationships between variables.
- CO4: Analyze business data using simple linear regression models, interpret the equation parameters, and evaluate the relationship with correlation.
- CO5: Evaluate the likelihood of business events using concepts of probability and discrete/continuous probability distributions, such as Binomial, Poisson, and Normal distributions.
- CO6: Create and execute a sound procedure for hypothesis testing (Z-Test, t-Test) to draw conclusions and make data-driven decisions for practical business applications.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Levine, D. M., Stephan, D., Szabat, K. A., & Viswanathan, P. K. (2017). *Business statistics: A first course* (7th ed.). Pearson.
2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Statistics for business and economics* (14th ed.). Cengage Learning.
3. Aczel, A. D., Sounderpandian, J., Sarma, J., & Patil, S. (2023). *Complete business statistics* (8th ed.). McGraw Hill Education.

Course Details:

Unit No.	Unit Description
1	Data & Measures of Central Tendency: Introductory Caselet, Role of Statistics in Business Decision Making, Types of Data and Scales of Measurement, Arithmetic Mean, Median, Mode, Quartiles & Percentiles.
2	Measures of Dispersion: Introductory Caselet, Range, Variance & Standard Deviation, Coefficient of Variation, Skewness, Kurtosis.
3	Correlation & Association: Introductory Caselet, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation, Interpretation & Business Applications.

4	Regression Analysis: Introductory Caselet, Introduction to Regression, Simple Linear Regression (Equation & Interpretation), Relationship between Correlation & Regression, Applications in Business.
5	Fundamentals of Probability: Introductory Caselet, Concepts of Probability, Rules of Probability, Conditional Probability & Independence.
6	Random Variables & Probability Distributions: Introductory Caselet, Random Variables, Probability Mass Function (PMF), Cumulative Distribution Function (CDF), Expectation & Variance.
7	Discrete Probability Distributions: Introductory Caselet, Binomial Distribution, Poisson Distribution.
8	Continuous Probability Distribution: Introductory Caselet, Normal Distribution, Standard Normal Curve (Z-Scores), Applications in Business Decisions.
9	Hypothesis Testing: Introductory Caselet, Rationale & Procedure for Hypothesis Testing, Errors in Hypothesis Testing, Z-Test, t-Test, Practical Business Applications.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	1	2	-	-
CO3	2	3	-	-
CO4	2	3	-	-
CO5	2	3	-	-
CO6	3	3	-	-

Course Name: Securities Analysis & Portfolio Management

Course Code: OL MBA FIN 108

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
	Internal			

Assessment Pattern:	Assessment I	Assessment II	Term End Examination
Marks	15	15	70
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)

Course Description:

This course is designed to equip students with the core concepts of savings, investments, and the management of a portfolio of securities. It begins by establishing the fundamentals of investment, including different avenues and their classification. The central theme revolves around portfolio construction, focusing on risk and return. The course delves into different types of risks (systematic and unsystematic), the risk-return trade-off, and various measurement tools such as Holding Period Return (HPR), Expected Return, and Standard Deviation. Finally, it explores advanced measures and modern portfolio theories like the Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Beta, and the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT), providing a framework for portfolio performance evaluation and strategic management.

Course Objectives:

1. To introduce the fundamentals of savings and investments, highlighting their nature, definitions, differences, and role in wealth creation and economic growth.
2. To classify and characterize various investment avenues, including traditional instruments and alternative investments like Private Equity.
3. To explain the relevance, types, objectives, and benefits of constructing an investment portfolio, including risk pooling and mitigation.
4. To detail the types of risk in investments (systematic, unsystematic, diversifiable, non-diversifiable) and the steps in portfolio design and management, including the duties of portfolio managers.
5. To cover the risk-return trade-off principle, including risk premium, factors affecting the relationship, and various risk-return measurement tools like HPR and Standard Deviation.
6. To introduce and explain advanced portfolio performance measures (Sharpe, Treynor, Jensen's Alpha, Sortino Ratio) and modern portfolio theories (CAPM, APT).

Course Outcomes:

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

- CO1: Remember the fundamental definitions and key differences between saving and investing and recall their importance in wealth creation.

- CO2: Understand the classification, characteristics of traditional instruments, and the overview of alternative investment avenues, including private equity.
- CO3: Apply the principles of portfolio construction, identifying its types, objectives, and methods for risk pooling and mitigation.
- CO4: Analyze investment risks by distinguishing between systematic and unsystematic risks and apply the steps involved in designing and managing an investment portfolio.
- CO5: Evaluate the risk-return trade-off using traditional measurement tools like Holding Period Return (HPR) and Standard Deviation to assess investment decisions.
- CO6: Create an optimal portfolio strategy and assess its performance using advanced metrics such as the Sharpe Ratio, Treynor Ratio, Jensen's Alpha, and the principles of Modern Portfolio Theory (CAPM, APT).

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Fischer, D. E., Jordan, R. J., & Pradhan, A. K. (2018). *Security analysis and portfolio management* (7th ed.). Pearson.
2. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2020). *Investments* (11th ed.). McGraw Hill Education.
3. Chandra, P. (2023). *Investment analysis and portfolio management* (6th ed.). McGraw Hill Education.

Course Details:

Unit No.	Unit Description
1	Fundamentals of Savings and Investments: Nature and Definitions, Key Differences Between Saving and Investing, Importance of Investments in Wealth Creation, Role of Investments in Economic Growth.

2	Investment Avenues and Classification: Classification of Investment Avenues, Characteristics of Traditional Instruments, Overview of Alternative Investments, Introduction to Private Equity.
3	Understanding Investment Portfolios: Introductory Caselet, Relevance of Portfolio Construction, Types of Investment Portfolios, Risk Pooling and Mitigation through Portfolios, Objectives and Benefits of Forming a Portfolio.
4	Portfolio Designing and Management: Introductory Caselet, Steps in Constructing an Investment Portfolio, Active vs Passive Portfolio Management, Responsibilities of Portfolio Managers, Fiduciary Duties in Portfolio Management.
5	Types of Risk in Investments: Introductory Caselet, Systematic Risk, Unsystematic Risk, Diversifiable vs. Non-diversifiable Risks, Importance of Risk Identification and Management.
6	The Risk–Return Trade-Off: Introductory Caselet, Principle of Risk Premium & Investment Decisions, Factors Affecting the Risk–Return Relationship, Efficient vs Speculative Risk, Practical Examples of Risk–Return Combinations.
7	Risk–Return Measurement Tools: Introductory Caselet, Holding Period Return (HPR), Expected Return on Investment, Standard Deviation as a Risk Measure, Limitations of Traditional Metrics.
8	Advanced Measures and Portfolio Performance: Introductory Caselet, Sharpe Ratio and Its Application, Treynor Ratio and Comparison with Sharpe, Jensen's Alpha and Sortino Ratio, Beta and Its Use in Portfolio Performance.
9	Modern Portfolio Theories and Applications: Introductory Caselet, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT) & Multi-Factor Models, Efficient Market Frontier & MPT, Portfolio Risk Measurement.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	1	-	1
CO3	3	2	-	-
CO4	3	3	-	-
CO5	2	3	-	-
CO6	3	3	-	1

Course Name: Retail & E-Commerce Strategy

Course Code: OL MBA MKT 114

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course offers a comprehensive look at the strategic management of both traditional retail and the rapidly evolving e-commerce sector. It covers the fundamentals of strategic retail, including industry overview, consumer behavior, retail formats, location strategy, merchandising, and the impact of digital transformation. The course delves into customer experience through service, technology, visual merchandising, and personalization. It also examines retail analytics, global retailing strategies, and the emergence of e-commerce, omnichannel, and quick commerce trends in the Indian market, along with their business and revenue models. A significant portion is dedicated to building e-commerce infrastructure, covering capacity planning, inventory management, payment gateways, cybersecurity, and performance measurement using key analytics.

Course Objectives:

1. To introduce the fundamentals of strategic retail management, including industry overview, trends, challenges, consumer behavior, and the impact of digital transformation.
2. To explain retail strategy elements such as retail formats, store design, location/site selection, merchandising, and ethical/sustainable business models.
3. To detail the use of advertising, sales promotion strategies, pricing objectives, and digital promotion techniques in the retail context.

4. To cover the aspects of enhancing customer experience through customer service, retail technology, in-store visual merchandising, inventory management, and personalization.
5. To introduce the concepts of retail analytics and performance indicators, along with the strategies and challenges involved in international and global retailing.
6. To explain e-commerce, omnichannel, and quick commerce trends, their business/revenue models, and the infrastructure needed, including analytics and performance metrics.

Course Outcomes:

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

- CO1: Remember the overview of the retail industry, key trends, and the fundamental aspects of consumer behavior and digital transformation.
- CO2: Understand the strategic options for retail formats, store design, location selection, and the role of ethical and sustainable business models.
- CO3: Apply various advertising, promotion, and pricing strategies, including digital promotion techniques, in a retail environment.
- CO4: Analyze the drivers of customer experience, including retail technology, visual merchandising, and personalization, to enhance customer satisfaction.
- CO5: Evaluate retail performance using key metrics and formulate appropriate strategies for international and global retailing, considering cultural differences.
- CO6: Create a comprehensive strategy for an e-commerce, omnichannel, or quick commerce venture, encompassing business models, infrastructure planning (like payment gateways and cybersecurity), and performance monitoring.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Levy, M., Weitz, B. A., & Grewal, D. (2023). *Retailing management* (11th ed.). McGraw Hill Education.
2. Berman, B. R., & Evans, J. R. (2023). *Retail management: A strategic approach* (14th ed.). Pearson.
3. Kotler, P., & Armstrong, G. (2020). *Principles of marketing* (18th ed.). Pearson.

Course Details:

Unit No.	Unit Description

1	Strategic Retail Management: Introductory Caselet, Overview of the Retail Industry, Key Trends and Challenges in Retail Marketing, Consumer Behavior and Buying Habits, Impact of Digital Transformation on Retail.
2	Retail Strategy: Introductory Caselet, Retail Formats and Store Design, Location and Site Selection, Merchandising and Product Assortment – Part 1, Ethical, Social, and Sustainable Business Models.
3	Advertising and Promotion: Introductory Caselet, Advertising Techniques for Retail Marketing, Promotions and Sales Promotion Strategies – Part 1, Pricing Objectives and Strategies – Part 1, Digital Promotion Techniques in Retail.
4	Customer Experience: Introductory caselet, Customer Service and Satisfaction, Retail Technology and Innovation, In-store Experience and Visual Merchandising – Part 1, Inventory Availability – Offline & Online, Personalization in Customer Experience.
5	Retail Analytics: Introductory Caselet, Retail Metrics and Performance Indicators, Data Collection and Analysis Techniques – Part 1, Cultural Differences and Challenges – Part 3, Global Retailing Strategies.
6	International Retailing: Introductory Caselet, Overview of International Retailing, Cultural Differences and Challenges – Part 3, Global Retailing Strategies.
7	Introduction to E-commerce, Omnichannel & quick commerce trends in Indian Markets Business & Revenue Models: Introductory Caselet, E-commerce & Omnichannel Trends in Indian Markets, E-commerce Service Models (B2B, B2C, C2C), Quick Commerce in India: A Case-Based Overview, Emerging Business & Revenue Models.
8	Building E-commerce Infrastructure: Introductory caselet, Software & Hardware Infrastructure Planning, Capacity Planning, Inventory Management, Payment Gateways & Cybersecurity Essentials.
9	E-commerce Analytics and Performance: Introductory Caselet, Introduction to E-commerce Analytics, Key Performance Indicators (KPIs) for E-commerce, Data-Driven Decision Making, Customer Retention Metrics.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	1	2	1
CO3	3	2	-	-
CO4	2	2	-	-
CO5	2	3	-	2
CO6	3	3	1	2

Course Name: Product & Brand Management

Course Code: OL MBA MKT 216

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides an in-depth exploration of the strategic concepts and tools used in product and brand management. It covers the fundamentals of product management, product mix decisions, and the evolution and importance of branding. A major focus is placed on building strong brands by understanding brand identity (including Kapferer's Brand Identity Prism), image, positioning, and selecting appropriate brand elements (names, logos, taglines). The course details how marketing programs and integrated marketing communications (IMC) contribute to brand building. It then dives into the sources of brand equity, examining models like Keller's CBBE Pyramid and Aaker's model. Finally, it explores strategic decisions such as brand architecture, portfolio management, brand extensions, leveraging secondary associations, and the processes for managing, measuring, reinforcing, and revitalizing brands in a global and digital context, incorporating contemporary issues like ethical branding and sustainability.

Course Objectives:

1. To introduce the foundational concepts of product and brand management, covering product mix decisions, the evolution of branding, and the importance of brands.
2. To explain how to define, understand, and apply concepts of brand identity, image, and positioning, including Kapferer's Brand Identity Prism and Points of Parity vs. Points of Difference.

3. To detail the criteria for choosing and the strategic role of various brand elements (names, logos, taglines, characters) in building brand equity.
4. To cover how to design marketing programs, including the role of the marketing mix and the Integrated Marketing Communications (IMC) framework, to strategically build brands.
5. To introduce and explain the sources and outcomes of customer-based brand equity (CBBE) and popular brand equity models like Keller's CBBE Pyramid and Aaker's model.
6. To detail strategic decisions in brand architecture, portfolio management, brand extensions, managing and measuring brands, including reinforcement, revitalization, and global branding issues.

Course Outcomes:

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

- CO1: Remember the basic concepts of product management, product mix, and the evolution and importance of brands in the competitive market.
- CO2: Understand the nuances of brand identity, brand image, and brand positioning, utilizing frameworks like Kapferer's Brand Identity Prism.
- CO3: Apply the criteria for selecting and strategically using various brand elements (e.g., brand names, logos, taglines) to contribute to brand equity.
- CO4: Analyze the role of the marketing mix and Integrated Marketing Communications (IMC) to design effective marketing programs for strategic brand building.
- CO5: Evaluate the strength and value of a brand using customer-based brand equity (CBBE) sources and outcomes, applying models like Keller's and Aaker's.
- CO6: Create a cohesive brand architecture strategy, including portfolio guidelines and managing brand extensions, and formulate plans for reinforcing, revitalizing, and measuring brands in a global environment.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Keller, K. L. (2020). *Strategic brand management* (5th ed.). Pearson.
2. Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson.
3. Aaker, D. A. (2014). *Aaker on branding: 20 principles that drive success*. John Wiley & Sons.

Course Details:

Unit No.	Unit Description
1	Introduction to Product and Branding: Introductory Caselet, Introduction to Product and Product Management, Product Mix Decisions, Introduction to Branding, Evolution of Branding, Importance of Brands.
2	Brand Identity, Image, and Positioning: Introductory Caselet, Understanding Brand Identity and Image, Kapferer's Brand Identity Prism, Points of Parity vs. Points of Difference, Brand Positioning, Brand Mantras and Value Proposition.
3	Brand Elements: Introductory Caselet, Brand Names: Criteria for Selection, Logos, Symbols, and Packaging, Taglines, Slogans, Jingles, and URLs, Characters, Mascots, and Visual Identity Systems, Criteria for Choosing Brand Elements, Strategic Role of Brand Elements in Equity Building.
4	Designing Marketing Programs to Build Brands: Introductory Caselet, Role of Marketing Mix in Branding, Designing Brand Strategy through Marketing Programs, Integrated Marketing Communications (IMC) and 6M Framework, Evaluating Communication Options.
5	Sources of Brand Equity: Introductory Caselet, Customer-Based Brand Equity (CBBE), Sources and Outcomes of Brand Equity, Keller's Customer-Based Brand Equity Pyramid, Aaker's Brand Equity Model.
6	Brand Architecture and Portfolio Management: Introductory Caselet, Defining Brand Architecture Strategy, Brand Hierarchy and Brand Portfolio Guidelines, Corporate Branding vs. Individual Branding, Brand Extensions and Brand-Product Mix.
7	Leveraging Secondary Brand Associations and Building Resonance: Introductory Caselet, Leveraging Secondary Brand Associations, Understanding Brand Resonance, Brand Value Chain.
8	Managing & Measuring Brands: Introductory Caselet, Reinforcing Brands and Maintaining Relevance, Revitalizing Declining Brands, Global Branding:

	Standardization vs. Adaptation, Case Examples of Brand Management across Markets.
9	Contemporary Issues and Future of Branding: Introductory caselet, Ethical Branding and Sustainability, Cause-Related Branding & CSR Initiatives, Employer Branding & Internal Branding, Branding in the Digital Age, Summary of Strategic Brand Management, Introduction to Brand Measurement.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	1	-	-
CO3	3	1	-	-
CO4	3	2	-	-
CO5	2	3	-	-
CO6	3	2	1	2

Course Name: Media Strategy

Course Code: OL BBA MGT 101

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a strategic and practical understanding of advertising, media planning, and its integration within the broader framework of Integrated Marketing Communications (IMC). It starts with the fundamentals of advertising, its role in IMC, and the process of gathering consumer insights through market segmentation, targeting, and positioning. The core of the course focuses on strategic planning, covering strategic research, key decisions, account planning, and writing a creative brief. It then delves into message strategy and creativity, including creative approaches, copywriting, and visual communication. A significant portion covers media planning and buying, explaining media basics (Paid, Owned, Earned), mix decisions, scheduling, budgeting, and evaluation metrics. The course concludes with the essential role of Public Relations (PR), media management, crisis communication, and the ultimate integration of all IMC tools into cohesive, measurable campaigns.

Course Objectives:

1. To introduce the fundamentals of advertising, its functions, types, key components, and the role of different players and agency types.
2. To explain the concept of Integrated Marketing Communications (IMC) and detail the specific role of advertising within the IMC framework, along with an overview of other IMC tools.

3. To cover the process of gathering consumer insights, including decision-making influences, market segmentation strategies, audience profiling, targeting, and positioning.
4. To detail the steps of strategic planning, covering strategic research, key decisions, consumer insight/account planning, and the process of writing a creative brief.
5. To introduce creative strategies, including message appeals, promotional writing/copywriting challenges, visual communication basics, and methods for evaluating creative effectiveness.
6. To explain the concepts of media planning and buying, covering media types (Paid, Owned, Earned), mix decisions, plan development, budgeting, negotiation, and the integration and evaluation of comprehensive IMC campaigns.

Course Outcomes:

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

- CO1: Remember the basic functions, types, and key components of advertising and the structure of the advertising industry.
- CO2: Understand the concept of Integrated Marketing Communications (IMC) and articulate the strategic role of advertising and other tools within a cohesive IMC plan.
- CO3: Apply market segmentation, targeting, and positioning basics to profile audiences and derive actionable consumer insights for campaign development.
- CO4: Analyze strategic research findings and synthesize them into a clear creative brief, outlining the key strategic decisions for an advertising campaign.
- CO5: Evaluate different creative approaches, message appeals, and visual communication strategies to determine their effectiveness for a promotional campaign.
- CO6: Create a comprehensive media plan, encompassing media mix decisions, budgeting, and scheduling, and design an integrated 360° IMC campaign that includes PR, media management, and crisis communication.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Belch, G. E., & Belch, M. A. (2021). *Advertising and promotion: An integrated marketing communications perspective* (12th ed.). McGraw Hill Education.
2. Shimp, T. A., & Andrews, J. C. (2022). *Advertising, promotion, and other aspects of integrated marketing communications* (11th ed.). Cengage Learning.
3. Yeshin, T. (2006). *Advertising and the media*. Routledge.

Course Details:

Unit No.	Unit Description
1	Introduction to Advertising: Introductory Caselet, Advertising Functions & Key Components, Types of Advertising & Promotional Tools, Key Players & Agency Types.
2	Role of Advertising in IMC: Introductory Caselet, What is IMC, Role of Advertising in IMC, Overview of Other IMC Tools.
3	Consumer Insights: Introductory Caselet, Consumer Decision-Making Influences, Market Segmentation Strategies & Profiling Audiences, Targeting and Positioning Basics.
4	Strategic Planning: Introductory caselet, Strategic Research for IMC, Key Strategic Decisions, Consumer Insight & Account Planning, Writing the Creative Brief.
5	Message Strategy & Creativity: Introductory caselet, Creative Approaches and Message Appeals, Promotional Writing and Copywriting Challenges, Visual Communication Basics, Evaluating Creative Effectiveness.
6	Media Planning & Buying: Introductory caselet, Media Basics: Paid, Owned, Earned, Interactive, Media Mix Decisions, Media Plan Development & Scheduling, Media Buying Process, Budgeting & Negotiations, Implementation and Evaluation Metrics, Summary, Key Terms, Descriptive Questions
7	Public Relations & Media Management: Introductory caselet, Introduction to PR and Its Role in IMC, Media Relations and PR Writing, Leveraging Social and Digital Media for PR Campaigns.
8	Crisis Communication & Reputation Strategy: Introductory caselet, Crisis Communication, Crisis Response Strategies, Online Reputation Management.

9	IMC integration: Introductory caselet, Integrating Advertising, Media, PR & Other IMC Tools, IMC Campaign Planning, Managing 360° Communication Programs and Contact Points, Evaluation of IMC Campaigns, Future Trends in IMC & Media Strategy.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	-
CO2	2	1	-	-
CO3	3	2	-	-
CO4	2	3	-	-
CO5	2	3	-	1
CO6	3	2	1	2

Course Name: Marketing for Global Markets

Course Code: OL MBA MKT 118

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a strategic framework for understanding and operating in global markets. It establishes the fundamentals of global marketing, covering its scope, importance, drivers, challenges, and the need to balance standardization with localization. The course emphasizes cultural and strategic dimensions, including cross-cultural consumer behavior and various market entry strategies. It systematically covers the global marketing mix (Product, Price, Promotion, Distribution), focusing on the standardization vs. adaptation dilemma. Key themes include global branding, the role of international market research and data analytics, the complexities of the global supply chain, and the rise of global e-commerce and digital platforms. The course concludes by addressing contemporary issues of sustainability, ethics, and the critical importance of crisis management and risk in international marketing.

Course Objectives:

1. To introduce the scope, importance, drivers, and challenges of global marketing, emphasizing the balance between standardization and localization.
2. To explain the impact of culture on consumer behavior and detail the various market entry strategies available for global expansion.

3. To cover the strategic decisions for the global marketing mix, including product strategies (standardization vs. adaptation), pricing, promotion, and distribution in international markets.
4. To detail the concepts of global branding, positioning, brand architecture, and the importance of consistency with local relevance.
5. To introduce the process and methods of international market research, highlighting the challenges of cross-cultural research and the role of big data analytics.
6. To explain the role of the global supply chain and logistics in delivering value, the rise of global e-commerce/digital platforms, and the critical issues of ethical practices, sustainability, crisis management, and risk.

Course Outcomes:

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

- CO1: Remember the fundamental concepts, drivers, challenges, and the importance of balancing standardization and localization in global marketing.
- CO2: Understand the nuances of cross-cultural consumer behavior and the strategic implications of various market entry methods for global operations.
- CO3: Apply the principles of the global marketing mix to make strategic decisions regarding product adaptation/standardization, pricing, and global promotion/distribution channels.
- CO4: Analyze and establish a strong global brand identity and brand architecture while ensuring local relevance and positioning.
- CO5: Evaluate the requirements for effective international market research, selecting appropriate methods (secondary data, big data) and addressing cross-cultural research challenges.
- CO6: Create a global marketing plan that incorporates the role of supply chain, leverages global e-commerce and digital platforms, adheres to ethical standards, and includes strategies for crisis and risk management.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2020). *Global marketing*. Routledge.
2. Keegan, W. J., & Green, M. C. (2020). *Global marketing* (10th ed.). Pearson.
3. Hollensen, S. (2021). *Global marketing: A decision-oriented approach* (9th ed.). Pearson.

Course Details:

Unit No.	Unit Description
1	Fundamentals of Global Marketing: Introductory Caselet, Introduction to Global Marketing: Scope and Importance, Drivers and Challenges of Globalization in Marketing, Case Study: Coca-Cola's Globalization Strategy – Balancing Standardization and Localization.
2	Cultural and Strategic Dimensions: Introductory Caselet, Understanding Cross-Cultural Consumer Behavior (Case Study: McDonald's Glocalization), Market Entry Strategies.
3	Global Marketing Mix Strategies: Introductory Caselet, Product Strategies: Standardization vs. Adaptation, Pricing Strategies for International Markets, Promotion and Distribution: Global Channels and Digital Marketing, Case Study: Unilever's Dove Campaign for Real Beauty – Tailoring Messaging Across Markets.
4	Sustainability, Ethics, and Emerging Trends: Introductory Caselet, Ethical Challenges and Corporate Social Responsibility (CSR) in Global Marketing, Sustainability and Green Marketing Practices, Future Trends: AI, Personalization, and Big Data.
5	Global Branding and Positioning: Introductory Caselet, Concept of a Global Brand vs. Local Brand, Standardized Brand Identity vs. Local Adaptation, Brand Architecture in International Markets, Case Study: Starbucks' Global Brand Strategy – Consistency with Local Relevance.
6	Global Consumer Insights and Market Research: Introductory Caselet, Importance of International Market Research, Methods: Secondary Data, Online Tools, and Big Data Analytics, Cross-Cultural Research Challenges.

7	Global Supply Chain and Logistics in Marketing: Introductory Caselet, Role of Supply Chain in Delivering Global Value, Challenges: Tariffs, Customs, Transportation Costs, Technology in Global Logistics.
8	Global E-Commerce and Digital Platforms: Introductory Caselet, Rise of Digital Marketplaces (Amazon, Alibaba, Flipkart), Cross-Border E-Commerce: Payment, Logistics, and Cultural Barriers, Social Media Marketing in Global Context (TikTok, Instagram, WeChat), Case Study: Alibaba's Global E-Commerce Model.
9	Crisis Management and Risk in Global Marketing: Introductory Caselet, Political Risk, Economic Risk, and Cultural Missteps, Crisis Communication in International Markets, Managing Brand Reputation Globally, Case Study: Pepsi's Failed Kendall Jenner Ad – Lessons in Cultural Sensitivity.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	-	2
CO2	2	1	1	3
CO3	3	2	-	3
CO4	3	2	-	2
CO5	2	3	1	2
CO6	3	3	3	3

Course Name: Managing Self and People Skills with Human Centred and Design Thinking - Career and Leadership development

Course Code: OL MBA MGT 120

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course is focused on developing essential self-management and interpersonal skills, integrating the principles of Human-Centered and Design Thinking for career and leadership development. It begins with the foundations of self-management, including Emotional Intelligence (EI), time management techniques like the Eisenhower Matrix and Pomodoro Technique, and goal setting. It progresses to self-awareness using models like the Johari Window, mindfulness, and applying EI in workplace scenarios, including managing emotions and developing empathy. The course also addresses mental health, emotional resilience, and stress management techniques, such as digital detox and guided meditation. Finally, it delves into people skills, covering effective communication, conflict management, negotiation, leadership styles, ethical decision-making, and fostering supportive work environments through diversity, inclusion, and high-performance team building.

Course Objectives:

1. To introduce the foundations of self-management, personal effectiveness, and the role and components of Emotional Intelligence (EI) in professional success.

2. To explain and enable the application of effective time and task management techniques, such as the Eisenhower Matrix, Pomodoro Technique, and SMART goal setting.
3. To cover the methods for building self-awareness and self-reflection, including the Johari Window model and the practice of mindfulness.
4. To detail the practical application of Emotional Intelligence in the workplace, including managing emotions under pressure, developing empathy, and understanding emotional triggers.
5. To introduce concepts of mental health, emotional resilience, and stress management, covering coping mechanisms, digital detox, and guided meditation.
6. To explain and develop interpersonal skills, effective communication, conflict management, negotiation skills, leadership styles, ethical practices, and fostering a positive work environment.

Course Outcomes:

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

- CO1: Remember the definition of self-management and recall the components and role of Emotional Intelligence (EI) in achieving professional success.
- CO2: Understand and explain various time and task management methodologies like the Eisenhower Matrix, Pomodoro Technique, and the principles of SMART goals.
- CO3: Apply the Johari Window model and self-reflection practices to enhance personal self-awareness and leadership growth.
- CO4: Analyze and effectively manage workplace scenarios by applying Emotional Intelligence principles, developing empathy, and managing emotional triggers.
- CO5: Evaluate personal mental health, well-being, and stress levels, and implement coping mechanisms, digital detox, and mindfulness practices for emotional resilience.
- CO6: Create a framework for effective interpersonal interactions, utilizing skills in communication, conflict management, ethical leadership, and contributing to a diverse, inclusive, and high-performance team environment.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Pressman, A. (2018). *Design thinking: A guide to creative problem solving for everyone* (1st ed.). Routledge.
2. Brown, T. (2009). *Change by design: How design thinking transforms organizations and inspires innovation*. Harper Business.
3. Goleman, D. (2020). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.

Course Details:

Unit No.	Unit Description
1	Foundations of Self-Management: Introductory Caselet, Understanding Self-Management and Personal Effectiveness, Role of Emotional Intelligence (EI) in Professional Success, Components of Emotional Intelligence (EI).
2	Time and Task Management: Introductory Caselet, Eisenhower Matrix: Prioritizing Urgent vs Important Tasks, Pomodoro Technique: Enhancing Focus and Productivity, Goal Setting: SMART Goals and Habit Formation, Overcoming Procrastination.
3	Self-Awareness and Reflection: Introductory Caselet, Building Self-Awareness: Johari Window Model, Self-Reflection for Growth and Leadership, Case Study: Steve Jobs' Leadership Style, Mindfulness Practices for Self-Improvement.
4	Emotional Intelligence in Action: Introductory Caselet, Applying EI in Workplace Scenarios, Managing Emotions Under Pressure, Developing Empathy and Social Awareness, Emotional Triggers and Response Strategies.
5	Mental Health and Emotional Resilience: Understanding Mental Health and Well-being, Coping Mechanisms for Stress and Anxiety, Mandala Art Therapy for Relaxation and Focus, Case Study: Deepika Padukone's Mental Health Advocacy.
6	Stress Management and Detox: Introductory Caselet, Identifying Stressors and Burnout Symptoms, Digital Detox and Mental Clarity Techniques, Breathing Exercises and Guided Meditation, Building a Positive Mindset.
7	Interpersonal Skills and Relationship Building: Introductory Caselet, Effective Communication, Conflict Management and Negotiation Skills, Understanding Behavioral Styles and Building Rapport, Case Study: Google's Teamwork and Collaboration Culture.

| 8 | Leadership and Ethical Practices: Introductory Caselet, Leadership Styles and Their Impact on Teams, Ethical Decision-Making and Integrity in Leadership, Leading with Empathy and Emotional Intelligence, Case Study: Oprah Winfrey's Transformational Leadership. |
| 9 | Creating a Supportive Work Environment: Introductory Caselet, Fostering Diversity and Inclusion, Building High-Performance Teams, Employee Well-Being and Engagement Strategies, Continuous Learning and Growth Mindset. |

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	2	-
CO2	2	1	1	-
CO3	2	1	3	-
CO4	3	2	3	1
CO5	1	1	3	-
CO6	3	2	3	2

Course Name: Introduction to Power BI

Course Code: OL MBA BA 112

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a foundational introduction to Business Intelligence (BI) and data analytics, with a practical focus on Microsoft Power BI. It covers the overview, features, and ecosystem of Power BI, along with the process of installing and setting up the desktop environment. The core of the course is on practical data handling, including connecting to diverse data sources, data cleaning, and transformation using Power Query (ETL role). It introduces data modeling basics and the fundamental concepts of Data Analysis Expressions (DAX), covering minimum, maximum, aggregation, and time intelligence functions. Finally, the course details data visualization techniques, including the types of visuals available in Power BI and their formatting. It concludes with an introduction to advanced DAX functions, building interactive dashboards, and the process of collaboration and sharing reports using the Power BI Service.

Course Objectives:

1. To introduce the fundamentals of Business Intelligence and Power BI, covering its features, benefits, ecosystem, and the installation process of Power BI Desktop.
2. To explain the process of data import and transformation, including connecting to various sources and using Power Query for data cleaning (ETL process).

3. To introduce the basics of data modeling in Power BI and the fundamental concepts of Data Analysis Expressions (DAX), including minimum, maximum, and aggregation functions.
4. To detail the process of data visualization, covering the types of visualizations in Power BI and techniques for formatting and editing visuals.
5. To cover advanced DAX functions such as CALCULATE, ALL, ALLEXCEPT, REMOVEFILTERS, and Iterator Functions (SUMX, AVERAGEX, RANKX) for complex calculations.
6. To explain the process of developing interactive dashboards and the methods for collaboration and sharing reports using the Power BI Service.

Course Outcomes:

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

- CO1: Remember the definition of Business Intelligence and the key features and components of the Power BI ecosystem.
- CO2: Understand the process of data connection, cleaning, and transformation using Power Query, including its role in the ETL process.
- CO3: Apply the basics of data modeling and fundamental DAX functions like minimum, maximum, and aggregation to create calculated fields.
- CO4: Analyze data and effectively choose appropriate visualization types in Power BI, applying formatting and editing techniques for clarity.
- CO5: Evaluate and use advanced DAX functions, particularly CALCULATE and Iterator Functions, for complex and context-aware business calculations.
- CO6: Create interactive, visually appealing dashboards and utilize the Power BI Service for effective collaboration and secure sharing of reports.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Fuller, P. (2023). *Beginning Power BI for business users: Learning to turn data into insights*. Wiley.
2. Knight, D., D'souza, A., & Palk, M. (2020). *Microsoft Power BI complete reference guide*. Packt Publishing.
3. Powell, B. (2020). *Mastering Microsoft Power BI*. Packt Publishing.

Course Details:

Unit No.	Unit Description

1	Introduction to Power BI: Introductory Caselet, Overview of Business Intelligence and Analytics, Introduction to Power BI: Features and Benefits, Power BI Ecosystem, Installing and Setting Up Power BI Desktop.
2	Data Import and Transformation: Introductory Caselet, Connecting to Various Data Sources, Data Cleaning and Transformation Using Power Query, Understanding Power Query and its Role in ETL.
3	Introduction to Power BI (Data Modeling and DAX): Introductory Caselet, Basics of Data Modeling in Power BI, Introduction to DAX (Data Analysis Expressions), DAX – Minimum and Maximum, Aggregation Basics, Time Intelligence.
4	Visualization and Editing in Power BI: Introductory Caselet, What is Data Visualization?, Types of Visualizations in Power BI, Formatting and Editing Visuals.
5	Advanced Analytics and Collaboration: Introductory Caselet, Using DAX for Advanced Calculations, CALCULATE – The Most Important DAX Function, ALL, ALLEXCEPT, REMOVEFILTERS, Iterator Functions (SUMX, AVERAGEX, RANKX).
6	Building Dashboards and Collaboration: Introductory Caselet, Developing Interactive Dashboards, Introduction to Power BI Service and Sharing Reports.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	1	2	-	-
CO3	2	2	-	-
CO4	2	3	-	-
CO5	2	3	-	-
CO6	3	3	-	-

Course Name: Financial Management

Course Code: OL MBA FIN 103

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the core principles and decisions of financial management and corporate finance. It establishes the meaning, scope, and goals of corporate finance, contrasting profit maximization with wealth maximization. The course details various sources and types of financing and the importance of an appropriate financing mix. A significant component is the time value of money, covering present and future values for single cash flows and annuities, and the valuation of bonds and shares. It then covers capital budgeting techniques (NPV, IRR, MIRR, Payback Period) for investment decision-making, alongside the concepts of capital structure and the calculation of the Weighted Average Cost of Capital (WACC), incorporating costs of equity, debt, and preferred capital. Finally, the course addresses leverages and the crucial aspects of working capital management, including credit, cash, and inventory management.

Course Objectives:

1. To introduce the meaning, scope, and goals of Corporate Finance and Financial Management, contrasting profit maximization with wealth maximization.
2. To explain different sources and types of financing and the factors influencing the choice of an appropriate financing mix.

3. To cover the core concepts and calculations of the time value of money, including present and future values of single cash flows and annuities, and the valuation of bonds and shares.
4. To detail and apply various capital budgeting techniques, such as NPV, IRR, MIRR, Payback Period, and ARR, for making investment decisions and estimating cash flows.
5. To introduce the concepts of capital structure and explain the calculation of the Weighted Average Cost of Capital (WACC) by determining the cost of equity, debt, and preferred capital.
6. To explain the concept and types of leverages and the principles and techniques of working capital management (credit, cash, and inventory).

Course Outcomes:

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

- CO1: Remember the meaning and scope of Corporate Finance and identify the key goals, particularly the wealth maximization principle.
- CO2: Understand the different sources and types of financing and comprehend the factors that determine the optimal financing mix for a business.
- CO3: Apply the time value of money concepts to calculate the present and future values of single sums and annuities, as well as the valuation of bonds and shares.
- CO4: Analyze and evaluate investment proposals using core capital budgeting techniques like Net Present Value (NPV) and Internal Rate of Return (IRR).
- CO5: Evaluate the components of capital, compute the Cost of Equity and Cost of Debt, and determine the Weighted Average Cost of Capital (WACC).
- CO6: Create an integrated financial strategy by understanding types of leverages and formulating effective policies for working capital, credit, cash, and inventory management.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw Hill Education.
2. Ehrhardt, M. C., & Brigham, E. F. (2020). *Financial management: Theory and practice* (16th ed.). Cengage Learning.
3. Khan, M. Y., & Jain, P. K. (2022). *Financial management: Text, problems and cases* (9th ed.). McGraw Hill Education.

Course Details:

Unit No.	Unit Description
1	Introduction to Corporate Finance: Introductory Caselet, Meaning and Scope of Corporate Finance, Goals of Corporate Finance, Role and Importance of Corporate Finance, Relationship with Other Business Functions.
2	Scope and Objectives of Financial management: Introductory Caselet, Profit Maximization vs Wealth Maximization, Scope of Financial Management, Objectives of Financial Management.
3	Types of Financing: Introductory Caselet, Sources of Financing, Factors Influencing Choice of Financing, Importance of Appropriate Financing Mix.
4	Time Value of Money: Introductory Caselet, Present Value of a Single Cashflow, Present Value of an Annuity, Future Value of a Single Cashflow, Future Value of an Annuity, Present Value of an Infinite Annuity, Present Value of a Growing, Infinite Annuity, Valuation of Bonds and Shares.
5	Capital Budgeting Techniques and Decision-making: Introductory Caselet, Net Present Value (NPV), Benefit-Cost Ratio (BCR), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR), Payback Period and Discounted Payback Period, Accounting Rate of Return (ARR), Estimation of Cashflows and Discounted Cash Flow (DCF).
6	Capital Structure: Introductory Caselet, Capital Structure.
7	Cost of Capital: Introductory Caselet, Cost of Equity, Cost of Debt, Cost of Preferred Capital, Weighted Average Cost of Capital (WACC).

8	Leverages: Introductory Caselet, Types of Leverages.
9	Working Capital Management: Introductory Caselet, Working Capital Policy and Management, Credit Management, Cash Management, Inventory Management.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	1	1
CO2	2	1	-	1
CO3	3	2	-	-
CO4	3	3	-	-
CO5	2	3	-	-
CO6	3	2	-	-

Course Name: Ethics in Artificial Intelligence

Course Code: OL MBA BA 110

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive exploration of the ethical landscape surrounding Artificial Intelligence. It begins by introducing AI, the importance of ethics, and foundational ethical theories (Utilitarianism, Deontological, Virtue Ethics), and ethical AI design principles. The course systematically analyzes AI's profound societal impact across sectors like Healthcare, Finance, and Defense. Key ethical challenges are addressed in depth, including issues of privacy, surveillance, bias (detection and mitigation), fairness, and the critical need for accountability and transparency in AI systems. It examines the ethical implications of AI in the workplace, such as job displacement and automation. Finally, the course connects AI to fundamental human rights and details the principles for ethical AI development, governance frameworks, and landmark AI policy actions and legislative trends worldwide.

Course Objectives:

1. To introduce the concept of AI, the importance of ethics in AI, and foundational ethical theories and design principles.
2. To explain core ethical theories (Utilitarianism, Deontological, Virtue Ethics) and their application in analyzing AI-related dilemmas.
3. To cover the societal impact of AI across major sectors like Healthcare, Finance, Education, Space, and Defense, and their socio-economic implications.

4. To detail the ethical challenges related to data privacy, legal/regulatory frameworks, surveillance technologies, and the impact of AI on fundamental human rights.
5. To explain the concepts of bias in AI (introduction, measurement, detection, mitigation) and the importance of accountability and transparency in AI systems.
6. To cover the ethical implications of AI in the workplace (job displacement), strategies for ethical AI adoption, and the role of governance and worldwide AI policies and frameworks.

Course Outcomes:

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

- CO1: Remember the definition of AI, the critical need for ethics in AI, and the key ethical theories that form the basis for moral reasoning.
- CO2: Understand how ethical theories like Utilitarianism, Deontological Ethics, and Virtue Ethics can be applied to complex AI scenarios.
- CO3: Apply knowledge of AI's societal impact to analyze its effects across various sectors such as healthcare, finance, and defense.
- CO4: Analyze ethical dilemmas concerning data privacy, surveillance, and the impact of AI technologies on fundamental human rights, including legal and regulatory frameworks.
- CO5: Evaluate the presence and implications of bias in AI systems, proposing strategies for its mitigation, and assessing the requirements for accountability and transparency.
- CO6: Create a framework for the ethical development and adoption of AI in the workplace and contribute to discussions on AI governance and emerging worldwide AI policies.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Hagendorff, T. (2020). *The ethics of artificial intelligence: An introduction*. Springer.
2. Bostrom, N., & Yudkowsky, E. (2018). *The ethics of artificial intelligence*. In J. Dowie & G. K. W. J. G. R. E. K. M. A. G. L. M. V. M. S. R. R. L. R. P. E. (Eds.), *The Cambridge handbook of artificial intelligence* (pp. 316-334). Cambridge University Press.
3. Mittelstadt, B. (2019). *Principles for governing artificial intelligence: Ethical, legal and technical considerations*. Emerald Publishing.

Course Details:

Unit No.	Unit Description
1	Introduction to AI and Ethics: Introductory Caselet, Introduction to AI, Importance of Ethics in AI, Key Ethical Theories, Emerging Ethical Challenges in AI, Ethical AI Design Principles.
2	Ethical Theories and AI: Introductory Caselet, Overview of Ethical Theories, Utilitarianism, Deontological Ethics, Virtue Ethics, Other Ethical Frameworks, Applying Ethical Theories to AI, Case Studies on AI Ethics.
3	AI and Society: Introductory Caselet, Understanding AI's Societal Impact, AI in Healthcare, AI in Finance, AI in Education, AI in Space and Defense, AI in Other Sectors, Socio-Economic Implications of AI.
4	Privacy and Surveillance: Introductory Caselet, AI and Data Privacy, Legal and Regulatory Frameworks, Surveillance Technologies, Ethical Issues in Surveillance, Case Studies in Surveillance.
5	Introduction to Indian Mythology & Management (AI Bias): Introductory Caselet, Introduction to Bias in AI, Measuring and Detecting Bias, Addressing and Mitigating Bias, Ensuring Fairness in AI Systems, Case Studies on AI Bias.
6	Accountability and Transparency: Introductory Caselet, Understanding Accountability in AI, Transparency in AI Systems, Strategies for Enhancing Accountability, Strategies for Enhancing Transparency, Challenges and Limitations.

7	AI in the Workplace: Introductory Caselet, Introduction to AI in the Workplace, Job Displacement and Automation, Ethical Concerns in the Workplace, Strategies for Ethical AI Adoption, Future of Work.
8	AI and Human Rights: Introductory Caselet, Introduction to AI and Human Rights, AI's Impact on Fundamental Rights, Ensuring AI Respects Human Rights, Case Studies on AI and Human Rights.
9	Ethical AI Development and Governance, Worldwide AI Policies: Introductory Caselet, Principles for Ethical AI Development, Role of Policymakers and Regulatory Bodies, Frameworks for AI Governance, Landmark AI Policy Actions: US & EU, Global Legislative Trends.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	2	2
CO2	1	2	3	3
CO3	2	2	2	2
CO4	1	3	3	3
CO5	2	3	3	3
CO6	2	3	3	3

Course Name: Decision Making Through Predictive Modelling

Course Code: OL MBA BA 106

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the foundational concepts and practical techniques of data mining and predictive modeling for informed management decision-making. It begins with an overview of data mining, its importance, challenges, and core concepts, including objectives, technologies, and applications across various data types. The course then focuses on data preparation, covering attribute identification, basic statistical descriptions, and hands-on data visualization and preprocessing using tools like SPSS. Practical data handling and exploration are emphasized, including descriptive statistics and relationships among variables. A significant portion is dedicated to model development, covering linear, multiple linear, and logistic regression. Finally, the course details model evaluation and validation using different metrics and introduces the concepts and business applications of time series forecasting.

Course Objectives:

1. To introduce the concepts of data mining, its importance in management, challenges, core objectives, and applications across different types of data.
2. To explain data objects, the identification of attribute types, and the use of basic statistical descriptions for data understanding.
3. To cover the practical techniques of data visualization and preprocessing, including data cleaning and integration using statistical software like SPSS.

4. To detail the processes of practical data handling, exploration, distributions, and computing summary statistics (descriptive statistics) to identify relationships among variables.
5. To introduce practical model development, enabling the identification of the appropriate model based on a problem statement, and covering linear, multiple linear, and logistic regression.
6. To explain the process of assessing model performance, validation using different metrics (for linear and logistic regression), and introducing Time Series Forecasting for business applications.

Course Outcomes:

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

- CO1: Remember the fundamental concepts, objectives, technologies, and applications of data mining in a management context.
- CO2: Understand data objects, the identification of different attribute types, and the value of statistical descriptions for initial data analysis.
- CO3: Apply data visualization and preprocessing techniques, including data cleaning and integration, using tools like SPSS and the Google Colab environment.
- CO4: Analyze data to compute summary (descriptive) statistics and identify relationships among variables to prepare data for predictive modeling.
- CO5: Evaluate problem statements to select and implement appropriate regression (linear, multiple linear, logistic) models for predictive purposes.
- CO6: Create a comprehensive model validation and evaluation report using various performance metrics and apply Time Series Forecasting to solve business and sustainability problems.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Shmueli, G., Patel, N. R., & Bruce, P. C. (2018). *Data mining for business analytics: Concepts, techniques and applications in Python* (2nd ed.). Wiley.
2. Larose, D. T. (2015). *Data mining and predictive analytics* (2nd ed.). Wiley.
3. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2023). *An introduction to statistical learning: with applications in R* (2nd ed.). Springer.

Course Details:

Unit No.	Unit Description
1	Introduction to Data Mining: Introductory Caselet, Data Mining Concepts, Importance of Data Mining in Management, Overview of Challenges in Data Mining.
2	Data Mining Concepts: Introductory Caselet, Objectives of Data Mining and Technologies Used, Mining on Different Kinds of Data, Practical Applications of Data Mining.
3	Introduction to Data Attributes identification: Introductory Caselet, Data Objects, Identification of Attribute Types, Basic Statistical Descriptions of Data.
4	Data Visualization and Preprocessing using SPSS: Introductory Caselet, Data Visualization using SPSS, Data Cleaning and Integration.
5	Data Handling and Exploration: Introductory caselet, Handling Data, Distributions and Summary Statistics (Descriptive Statistics), Relationships Among Variables.
6	Practical Data Handling: Introductory Caselet, Introduction to Google Colab Environment, Methods of Importing Files into Colab, Hands-on Exercises with Datasets, Preparing Data for Modeling in Google Colab.
7	Model Development (Regression and classification Models): Introductory caselet, Identification of Model Based on Problem Statement, Model Development – Linear and Multiple Linear Regression, Logistic Regression.
8	Model Evaluation & Validation: Introductory Caselet, Assessing Model Performance (Linear, Logistic), Validation Using Different Metrics.

9	Time Series Forecasting: Introductory Caselet, Introduction to Time Series Forecasting, Applications in Business and Sustainability, Practical Work with Time Series Data.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	1	2	-	-
CO3	2	2	-	-
CO4	2	3	-	-
CO5	3	3	-	-
CO6	3	3	1	-

Course Name: Data Storytelling

Course Code: OL MBA BA 215

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course focuses on the art and science of translating data analysis into compelling narratives for effective business communication. It emphasizes the importance of context, distinguishing between exploratory and explanatory data analysis, and the critical skill of audience analysis to formulate a "Big Idea" and a "3-Minute Story." The core of the course is mastering effective data visualization, covering various visualization types, guidelines for selection, and avoiding ineffective visuals and pitfalls. It addresses the challenges of cognitive load and visual clutter by applying Gestalt principles and simplification techniques to improve legibility. Finally, the course details how to strategically draw audience attention using pre-attentive attributes and color, culminating in the development of a cohesive data narrative through storyboarding, narrative flow, and presentation skills.

Course Objectives:

1. To introduce the concept of storytelling with data, explaining the importance of context and distinguishing between exploratory and explanatory data analysis.
2. To explain the process of audience analysis and its critical role in formulating the key takeaway, encapsulated by the "3-Minute Story" and "Big Idea" concepts.
3. To cover the basics of data visualization, including an overview of different visualization types and guidelines for choosing appropriate visuals for specific data.

4. To detail techniques for recognizing and avoiding ineffective visuals, and methods for dealing with clutter, cognitive load, and applying Gestalt principles for simplification and improved legibility.
5. To introduce the strategic use of pre-attentive attributes, visual hierarchies, and color to effectively draw and guide the audience's attention.
6. To explain the design principles for effective visualization (accessibility, balance, readability) and the structure and development of a cohesive data narrative through storyboarding and narrative flow for presentation.

Course Outcomes:

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

- CO1: Remember the difference between exploratory and explanatory data analysis and the importance of establishing context for a data story.
- CO2: Understand the process of identifying and tailoring a narrative to the audience and articulating the core message through a "Big Idea".
- CO3: Apply knowledge of visualization types to select the most appropriate visual for a given data set and effectively avoid common visualization pitfalls.
- CO4: Analyze existing visuals to identify clutter and high cognitive load, and apply Gestalt principles and simplification techniques to enhance clarity and legibility.
- CO5: Evaluate the effectiveness of a visual presentation based on the strategic use of pre-attentive attributes, visual hierarchies, and color to focus attention.
- CO6: Create a compelling, well-structured data narrative using storyboarding and narrative flow, and present a cohesive, accessible, and aesthetically balanced data story.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley.
2. Cairo, A. (2016). *The functional art: An introduction to information graphics and visualization*. Pearson Education.
3. Yau, N. (2011). *Visualize this: The flowing data guide to design, visualization, and statistics*. Wiley.

Course Details:

Unit No.	Unit Description

1	Introduction & Importance of Context: Introductory Caselet, Introduction to Storytelling with Data, Importance of Context, Exploratory vs. Explanatory Data Analysis.
2	Audience Analysis: Introductory Caselet, Identifying and Tailoring to the Audience, The "3-Minute Story" and "Big Idea" Concepts, Hands-on Practice.
3	Visualization Basics: Introductory Caselet, Overview of Visualization Types, Guidelines for Choosing Appropriate Visuals for Specific Data Types.
4	Effective Visual Selection: Introductory Caselet, Avoiding Ineffective Visuals and Pitfalls, Hands-on Practice.
5	Clutter & Cognitive Load: Introductory Caselet, Understanding Visual Clutter and Cognitive Load, Applying Gestalt Principles in Data Visualization.
6	Simplifying Visuals: Introductory Caselet, Techniques for Simplifying Visuals, Improving Legibility, Hands-on Practice.
7	Drawing Attention: Introductory Caselet, Using Pre-Attentive Attributes, Creating Visual Hierarchies to Guide Focus, Strategic Use of Color, Hands-on Practice.
8	Design Principles: Introductory Caselet, Design Principles for Effective Data Visualization, Accessibility and Inclusivity, Aesthetics and Design Balance, Readability, Hands-on Practice.
9	Visualization Basics (Data Narrative): Introductory Caselet, Structure of an Effective Data Narrative, Storyboarding, Narrative Flow, and Repetition, Developing and Presenting Cohesive Data Stories, Hands-on Practice.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	-	1	-	-
CO2	2	2	-	-
CO3	1	2	-	-
CO4	1	3	-	-
CO5	1	3	-	-
CO6	2	3	-	-

Course Name: CSR, SDGs, Business Research

Course Code: OL MBA MGT 110

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This integrated course provides a comprehensive study of Corporate Social Responsibility (CSR), the UN Sustainable Development Goals (SDGs), and the fundamentals of Business Research. It establishes the foundations of CSR, contrasting strategic with philanthropic approaches and incorporating the Triple Bottom Line (People, Planet, Profit) and Stakeholder Theory. The course details CSR strategy, its integration into business, and emerging challenges like greenwashing and global frameworks, including the Circular Economy. It then covers the SDGs as a framework for corporate strategy, demonstrating their relevance and embedding into organizational goals, along with tools for measuring and reporting SDG impact. Finally, it introduces the fundamentals of business research, covering problem identification, literature review, research design (Qualitative vs. Quantitative), data collection/sampling techniques, data analysis, interpretation, and ethical report writing.

Course Objectives:

1. To introduce the foundations of CSR, distinguishing between strategic and philanthropic approaches, and explaining the Triple Bottom Line and Stakeholder Theory.
2. To explain how to integrate CSR into business strategy, contrasting it with Creating Shared Value (CSV), and detailing challenges, risks (like greenwashing), and global governance frameworks.
3. To introduce the UN 2030 Agenda for Sustainable Development and cover the 17 SDGs, explaining their relevance and use as a framework for corporate strategy.

4. To detail the process of embedding SDGs into organizational goals, covering the role of partnerships, and the tools and frameworks for measuring and reporting SDG impact.
5. To cover the fundamentals of business research, including the nature, scope, identification of research problems/objectives, and the process of conducting a literature review.
6. To explain different research designs (Qualitative vs. Quantitative), data collection and sampling techniques, and the process of data analysis, interpretation, and ethical research reporting.

Course Outcomes:

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

- CO1: Remember the foundations of CSR, the Triple Bottom Line, and the basic principles of Stakeholder Theory.
- CO2: Understand the strategic integration of CSR, the distinction between CSR and Creating Shared Value (CSV), and the importance of global CSR governance frameworks.
- CO3: Apply the UN Sustainable Development Goals (SDGs) as a strategic framework to evaluate corporate alignment and identify areas for organizational contribution.
- CO4: Analyze and select appropriate tools and frameworks for measuring and reporting the impact of CSR and SDG-aligned corporate activities.
- CO5: Evaluate potential business problems, formulate clear research objectives, and select appropriate research designs (qualitative/quantitative), data collection, and sampling techniques.
- CO6: Create a well-structured business research report, interpreting data analysis findings, adhering to ethical standards, and effectively communicating conclusions.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Burchell, J. (2020). *The corporate social responsibility reader*. Routledge.
2. Das, N., Taneja, S., & Arora, S. (Eds.). (2020). *Corporate social responsibility and sustainable development: Strategies, practices and business models*. Routledge.
3. Uma Sekaran, R. (2020). *Business research methods: A skill-building approach* (8th ed.). Wiley.

Course Details:

Unit No.	Unit Description

1	Foundations of CSR: Introductory Caselet, Introduction, Strategic vs. Philanthropic CSR, Triple Bottom Line (People, Planet, Profit), Stakeholder Theory and Engagement.
2	CSR Strategy and Practices: Introductory Caselet, CSR and Global Challenges, Integrating CSR into Business Strategy, Creating Shared Value (CSV) vs. CSR, Industry-Specific CSR Practices.
3	Challenges, Risks, and Future of CSR: Introductory Caselet, Risks in CSR and Identifying Greenwashing, CSR Governance and Global Frameworks, Role of Technology in CSR, Circular Economy and Sustainable Supply Chain, Public–Private Partnerships and Emerging Trends.
4	Introduction to SDGs: Introductory Caselet, The UN 2030 Agenda for Sustainable Development, Overview of 17 SDGs and Their Relevance to Business, SDGs as a Framework for Corporate Strategy.
5	Business and SDG Integration: Introductory Caselet, Embedding SDGs into Organizational Goals, Case Studies of SDG-Aligned Corporations, Role of Partnerships and Multi-Stakeholder Collaboration.
6	Measuring and Reporting SDG Impact: Introductory Caselet, Tools and Frameworks for Measuring SDG Contributions, SDG Reporting and Disclosure Practices, Critique and Challenges in SDG Implementation, Career Opportunities in CSR & SDG Domains.
7	Fundamentals of Business Research: Introductory Caselet, Nature and Scope of Business Research, Identifying Research Problems and Objectives, Literature Review: Process and Techniques.
8	Research Design and Data Handling: Introductory Caselet, Research Design: Qualitative vs. Quantitative Methods, Data Collection Techniques, Sampling Techniques.
9	Data Analysis and Research Reporting: Introductory Caselet, Data Analysis and Interpretation, Writing Research Reports: Structure and Style, Ethical Issues in Research, Challenges in Research and Future Directions.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	-	2	1

CO2	2	1	3	2
CO3	2	2	3	2
CO4	2	3	3	1
CO5	2	3	1	-
CO6	2	3	2	2

Course Name: Cost and Management Accounting

Course Code: OL MBA FIN 102

Credits: 3

Teaching Scheme	Evaluation Scheme (100 Marks)

Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)

Assessment Pattern:	Internal		Term End Examination
	Assessment I	Assessment II	
Marks	15	15	70
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)

Course Description:

This course provides a comprehensive study of cost and management accounting principles, techniques, and their application in managerial decision-making. It begins with the basic concepts of cost accounting, including cost centers, cost units, and various cost classifications. The course details the preparation of the Cost Sheet and the reconciliation of cost and financial accounts. A significant focus is on planning and control through budgeting, covering functional, cash, fixed, and flexible budgets. The course then delves into managerial decision-making tools such as Marginal Costing and Cost-Volume-Profit (CVP)/Break-Even Analysis, applying them to scenarios like additional orders, new market entry, and make-or-buy/pricing decisions. Finally, it covers the advanced control technique of Standard Costing, detailing the concepts, formulae, and practical problems for calculating Material, Labour, Overhead, and Sales variances.

Course Objectives:

1. To introduce the basic concepts of Cost Accounting, covering cost centers, cost units, and cost classification by nature, function, behavior, and controllability.
2. To explain the structure and components of a Cost Sheet and enable students to prepare and solve basic and advanced problems, as well as reconcile cost and financial accounts.
3. To cover the principles of budgeting, detailing the theory and preparation of Functional Budgets (sales, production, material, etc.) and Cash Budgets.
4. To explain the comparison and application of Fixed and Flexible Budgeting, including the preparation and solving of practical problems.
5. To introduce Marginal Costing (contrasting with Absorption Costing) and detail the application of Cost-Volume-Profit (CVP) Analysis and Break-Even Point (BEP) calculations for managerial decision-making.
6. To cover the concept and significance of Standard Costing and detail the calculation of Material, Labour, Fixed/Variable Overhead, and Sales variances.

Course Outcomes:

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

- CO1: Remember the fundamental concepts of Cost Accounting, including the definitions of cost centers, cost units, and different classifications of cost.
- CO2: Understand the structure of a Cost Sheet, the reasons for differences between cost and financial accounts, and the necessity of a reconciliation statement.
- CO3: Apply the principles of budgeting to prepare comprehensive Functional Budgets, Cash Budgets, and solve practical problems on Fixed and Flexible Budgets.
- CO4: Analyze managerial decision-making scenarios (e.g., make or buy, pricing, acceptance of additional orders) using the techniques of Marginal Costing and Cost-Volume-Profit (CVP) analysis.
- CO5: Evaluate business performance against set standards by calculating and interpreting Material and Labour Cost Variances using appropriate formulae.
- CO6: Create an integrated performance analysis report by calculating and summarizing a full range of variances, including advanced Overhead and Sales Variances.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Bhimani, A., Datar, S. M., Horngren, C. T., & Rajan, M. V. (2019). *Management and cost accounting* (7th ed.). Pearson Education.
2. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2022). *Cost accounting: A managerial emphasis* (17th ed.). Pearson.
3. Arora, M. N. (2020). *A textbook of cost and management accounting* (12th ed.). Himalaya Publishing House.

Course Details:

Unit No.	Unit Description
1	Basic Concepts of Cost Accounting: Introduction to Cost Accounting, Cost Centers and Cost Units, Cost Classification by Nature, Cost Classification by

	Function, Cost Classification by Behaviour, Cost Classification by Controllability.
2	Cost Ascertainment and the Cost Sheet: Introduction to the Cost Sheet, Cost Sheet – Basic Format, Preparation of Cost Sheet – Basic Problems, Preparation of Cost Sheet – Advanced Problems.
3	Reconciliation Statement: Introductory caselet, Reconciliation – Introduction, Reasons for Differences, Reconciliation – Practical Problems.
4	Introduction to Functional Budgeting and Cash Budget: Introductory caselet, Budgeting – Introduction, Functional Budgets – Theory, Functional Budgets – Preparation, Cash Budget – Concept and Preparation.
5	Fixed and Flexible Budgeting: Introductory caselet, Fixed and Flexible Budget – Introduction, Comparison of Fixed and Flexible Budget, Flexible Budget – Practical Problems.
6	Marginal Costing and Break-Even Analysis: Introductory caselet, Absorption Costing vs. Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Break-Even Analysis, Break-Even Calculations, Practical Problems on BEP.
7	Managerial Decision Making: Introductory caselet, Absorption Costing vs. Marginal Costing, Acceptance of Additional Orders, Exporting & Exploring New Markets, Make or Buy Decisions, Make or Buy Decisions – Cases, Pricing Decisions, Pricing Decisions – Cases.
8	Standard Costing: Material and Labour Variances: Introductory caselet, Standard Costing – Introduction, Material Cost Variances – Concepts, Material Cost Variances – Formulae, Material Cost Variances – Problems, Labour Cost Variance – Concepts, Labour Cost Variance – Formulae, Labour Cost Variance – Problems, Sums based in both Material Variance and Labour Variance.
9	Advanced Variance Analysis: Introductory caselet, Concept of Overhead Variance, Concept of Fixed Overheads Variance, Concept of Variable Overheads Variance, Concept of Sales Variance.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	1	2	-	-

CO3	3	2	-	-
CO4	3	3	-	-
CO5	2	3	-	-
CO6	2	3	-	-

Course Name: Business Analytics using R

Course Code: OL MBA BA 108

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination

9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a practical, hands-on introduction to business analytics using the R programming language and RStudio. It begins with the fundamentals of R, covering basic syntax, data types (vectors, lists, data frames), and essential operations. The course then introduces logical reasoning through loops and conditionals and details functions and data input, including importing data from various sources. A major focus is on data manipulation using the tidyverse principles (select, filter, mutate, arrange, summarize), handling missing data, and data cleaning. It extensively covers data visualization using ggplot2 for creating various plots (scatter, line, bar, histograms, faceting). Finally, the course integrates descriptive and inferential statistics (central tendency, dispersion, hypothesis testing, t-tests, correlation) and introduces core machine learning techniques, specifically Simple/Multiple Linear Regression, Decision Trees, KNN, and K-means Clustering, all implemented within the R environment.

Course Objectives:

1. To introduce the fundamentals of Data Analytics, the R programming language, RStudio, and foundational concepts like basic syntax, data types, and structures (vectors, lists, data frames).
2. To explain and apply logical reasoning constructs in R, including loops and conditionals, and detail the creation of user-defined functions and the process of importing data from various sources.
3. To cover data manipulation techniques (select, filter, mutate, arrange, summarize), effective strategies for handling missing data, and data cleaning and preparation processes.
4. To detail the principles of data visualization in R using ggplot2 and enable students to create various basic and multi-panel plots (scatter plots, line plots, bar charts, histograms, faceting).
5. To introduce and apply descriptive statistics (measures of central tendency and dispersion) and inferential statistics techniques in R, including Hypothesis Testing, t-tests, and Correlation Analysis.

6. To cover the principles of Simple and Multiple Linear Regression in R and introduce basic Machine Learning concepts, including Classification (Decision Tree) and Clustering (K-means).

Course Outcomes:

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

- CO1: Remember the basic R syntax and identify the fundamental data types and structures (vectors, lists, data frames) used in R for data storage.
- CO2: Understand the logic and purpose of control flow in R (loops, conditionals) and the procedures for creating functions and importing external data files.
- CO3: Apply data manipulation commands (select, filter, mutate, summarize) to clean, prepare, and transform raw business data in R, effectively managing missing values.
- CO4: Analyze data to select appropriate visualization methods and use the ggplot2 package to create informative, publication-quality plots and multi-panel visualizations.
- CO5: Evaluate business data using descriptive statistics and inferential techniques like hypothesis testing and t-tests to draw valid, data-driven conclusions.
- CO6: Create predictive and classification models using Simple/Multiple Regression, Decision Trees, and apply clustering techniques like K-means to solve practical business problems in R.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2023). *An introduction to statistical learning: with applications in R* (2nd ed.). Springer.
2. Shmueli, G., Patel, N. R., & Bruce, P. C. (2018). *Data mining for business analytics with R*. Wiley.
3. Wickham, H., & Grolemund, G. (2017). *R for data science: Import, tidy, transform, visualize, and model data*. O'Reilly Media.

Course Details:

Unit No.	Unit Description
1	Introduction to Data Analytics and R: Introductory Caselet, Overview of Data Analytics, Introduction to R and RStudio, Basic R Syntax, Data Types and Structures, Vectors, Lists, Data Frames, Basic Operations in R.

2	Logical Reasoning with R: Introductory Caselet, Loops, Conditionals.
3	Functions and Data Input in R: Introductory Caselet, Functions, User Input, Importing Data from Various Sources.
4	Data Manipulation in R: Introductory Caselet, Data Manipulation (select, filter, mutate, arrange, summarize), Handling Missing Data, Data Cleaning and Preparation, Grouping and Summarizing Data.
5	Data Visualization in R: Introductory Caselet, Introduction to ggplot, Creating Basic Plots, Scatter Plots, Line Plots, Bar Charts, Histograms, Faceting for Multi-panel Plots.
6	Descriptive & Inferential Statistics in R: Introductory Caselet, Descriptive Statistics, Measures of Central Tendency, Measures of Dispersion, Inferential Statistics, Hypothesis Testing, t-tests, Correlation Analysis.
7	Regression Analysis in R: Introductory Caselet, Simple Linear Regression, Interpreting Regression Results, Building and Interpreting Multiple Regression Models.
8	Introduction to Machine Learning in R (Part I): Introductory Caselet, Overview of Machine Learning, Supervised vs Unsupervised Learning, Introduction to Classification and Regression Models, Regression Analysis in R (Decision Tree, KNN), Summary, Key Terms, Descriptive Questions
9	Classification and Clustering in R (Part II): Introductory Caselet, Classification in R, Classification using Decision Tree, Introduction to Clustering, K-means Clustering.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	-	1	-	-
CO2	1	2	-	-
CO3	2	3	-	-
CO4	2	3	-	-
CO5	2	3	-	-
CO6	3	3	-	-

Course Name: Behaviour Based Selling & Negotiation

Course Code: OL MBA MKT 110

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides an in-depth study of the psychological and behavioral foundations of effective selling and negotiation. It begins with consumer behavior fundamentals, covering psychological, cultural, social, and situational influences on the buying process, along with consumer attitudes, perception, and the CAGE framework. The core of the course focuses on selling, detailing the psychology of selling, building a sales pitch, the sales process (prospecting, rapport, need diagnosis, B2B vs. B2C), and advanced approaches like consultative, solution-oriented, value-based selling, and storytelling. It then transitions to negotiation, introducing core concepts, frameworks, styles (distributive vs. integrative), and the behavioral aspects of negotiation, including heuristics, decision-making, and power dynamics. The course concludes by addressing ethical dilemmas, the role of technology (AI), and future trends in both selling and negotiation, emphasizing responsible practices.

Course Objectives:

1. To introduce the foundations of consumer behavior, covering psychological, cultural, social, and situational influences on the consumer buying process.
2. To explain the psychological aspects of selling, including consumer attitudes, perception, personality, and the role of the CAGE framework.
3. To detail the fundamentals of the sales process, covering prospecting, lead generation, rapport-building, need diagnosis, and the differences between B2B and B2C selling.

4. To cover advanced selling approaches such as consultative/solution-oriented selling, value-based selling, and the use of storytelling as a persuasion tool.
5. To introduce the fundamentals of negotiation, covering core concepts, frameworks, styles (distributive vs. integrative), and the distinction between Win-Win and Win-Lose approaches.
6. To explain the behavioral aspects of negotiation, including heuristics, decision-making, and power dynamics, and address ethical dilemmas, technology, and future trends in both selling and negotiation.

Course Outcomes:

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

- CO1: Remember the foundations of consumer behavior and recall the key psychological, social, and cultural influences on decision-making.
- CO2: Understand the psychology of selling, including the impact of consumer attitudes and personality on consumption, and the application of models like the CAGE framework.
- CO3: Apply the steps of the sales process, from prospecting and rapport-building to need diagnosis and structuring a persuasive sales pitch for both B2B and B2C environments.
- CO4: Analyze customer needs to select and implement advanced selling approaches such as consultative, solution-oriented, and value-based selling.
- CO5: Evaluate negotiation scenarios and employ appropriate negotiation frameworks and styles, effectively distinguishing between distributive and integrative approaches to achieve Win-Win outcomes.
- CO6: Create a comprehensive selling and negotiation strategy that accounts for behavioral heuristics, power dynamics, ethical considerations, and leverages new technology for future-ready practices.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Chaudhary, P. (2024). *Selling and negotiation skills: A pragmatic approach* (2nd ed.). Routledge India.
2. Cialdini, R. B. (2021). *Influence, new and expanded: The psychology of persuasion*. Harper Business.
3. Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). Penguin Books.

Course Details:

Unit No.	Unit Description
1	Introduction to Consumer Behavior: Introductory Caselet, Foundations of Consumer Behavior, Psychological Influences on Decision-Making, Consumer Buying Process Model, Types of Consumers and Levels of Involvement.
2	Cultural, Social, and Situational Influences: Introductory Caselet, Cultural Influences on Consumer Behavior, Social Influences on Consumer Behavior, Situational Influences on Consumer Behavior.
3	Sales Psychology and Consumer Attitudes: Introductory Caselet, Consumer Attitudes, Personality and Self-Concept in Consumption, Consumer Perception and Brand Image, CAGE Framework in Consumer Behavior.
4	Foundations of Selling and Sales Psychology: Introductory Caselet, Introduction to Selling and Sales Concepts, Psychology of Selling, Building and Structuring a Sales Pitch, Personality Models Applied to Sales.
5	Selling Skills and the Sales Process: Introductory Caselet, Prospecting and Lead Generation, Rapport-Building and Need Diagnosis, The Sales Process, B2B vs. B2C Selling.
6	Advanced Selling Approaches: Introductory caselet, Consultative and Solution-Oriented Selling, From Product Push to Problem-Solving, Value-Based Selling and Co-Creation, Storytelling as a Persuasion Tool.
7	Negotiation Fundamentals: Introductory Caselet, Introduction to Negotiation, Negotiation Frameworks and Styles, Distributive vs. Integrative Negotiation, Win-Win vs. Win-Lose Approaches, Core Negotiation Concepts.
8	Behavioural Aspects of Negotiation: Introductory caselet, Heuristics in Negotiation, Decision-Making in Negotiation, Power Dynamics in Negotiation.
9	Ethics, Technology, and Future of Selling & Negotiation: Introductory caselet, Ethical Dilemmas in Sales and Negotiation, Technology in Sales and Negotiation, Sustainability and Responsible Selling Practices, Future Trends in Sales and Negotiation.

PO-CO Mapping

Course Outcome	PO1	PO2	PO3	PO4
CO1	1	1	-	-
CO2	2	2	-	1
CO3	3	1	-	-
CO4	3	3	-	-
CO5	3	3	1	1
CO6	3	3	2	2

SEMESTER 3

Course Name: Organizational Behaviour and Human Values – Career and Leadership Development III

Course Code: OL MBA MGT 205

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course focuses on developing an understanding of organizational behavior and human values, with a special emphasis on strategic people dynamics and career and leadership development. It covers the foundations of Strategic People Dynamics, including the importance of Human Resource Management (HRM) and aligning HR strategy with organizational goals. The course also delves into stakeholder management, conflict resolution, talent acquisition, workforce planning, competency development, performance management, and effective communication.

Course Objectives:

1. To explain the importance of Human Resource Management and align strategic HR with organizational goals by integrating stakeholder dynamics.
2. To demonstrate how to apply stakeholder mapping tools, such as the Power–Interest Grid, for effective HR strategy formulation.
3. To analyze the sources of conflicting stakeholder interests and evaluate various conflict management and resolution techniques.
4. To develop strategies for talent acquisition, leveraging technology and AI, and to conduct strategic workforce forecasting and planning.
5. To illustrate the process of competency mapping, designing competency frameworks, and linking performance metrics to rewards and development.
6. To examine the principles of effective communication and negotiation strategies for conflict resolution in organizational settings.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the key terms, definitions, and concepts related to Strategic HR Alignment and the fundamentals of talent acquisition and workforce planning.
- CO2: Comprehension (Understand): Students will be able to explain the relationship between a variety of stakeholders in Human Resource Management and the importance of measuring employee performance.
- CO3: Application (Apply): Students will be able to apply the Power-Interest Grid for stakeholder analysis and utilize various recruitment techniques in practical HR contexts.
- CO4: Analysis (Analyze): Students will be able to analyze different types and sources of conflicts in an HR context and distinguish between traditional and modern performance appraisal techniques.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the effectiveness of different conflict resolution models and assess the role of HR in building a culture of open communication.
- CO6: Evaluation (Create): Students will be able to formulate a comprehensive framework for strategic workforce planning and design effective negotiation strategies to achieve win-win outcomes.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Luthans, F. (2017). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). McGraw-Hill Education.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th ed.). Pearson.
3. McShane, S., & Von Glinow, M. (2021). *Organizational Behavior: Emerging Realities for the Workplace* (10th ed.). McGraw-Hill Education.

Course Details:

Unit No.	Unit Description
1	Foundations of Strategic People Dynamics, Importance of Human Resource Management (HRM), Strategic HR Alignment, Understanding Stakeholders in HRM, Internal Stakeholders and HRM, External Stakeholders and HRM, Integrating Stakeholder Alignment into HR Strategy.
2	Stakeholder Mapping and Analysis, Introduction to Stakeholder Mapping, Importance of Stakeholder Analysis in HR Strategy, Tools for Stakeholder Mapping, Understanding the Power–Interest Grid, Applying the Power–Interest Grid in HR Context, Identifying and Prioritizing Stakeholders.
3	Managing Conflicting Interests, Understanding Conflicting Stakeholder Interests, Types and Sources of Conflicts in HR Context, Identifying Potential Areas of Conflict, Techniques for Managing Conflicts, Role of HR in Conflict Resolution, Strategies for Balancing Stakeholder Expectations, Building Consensus and Collaboration.
4	Talent Acquisition and Workforce Planning, Introduction to Talent Acquisition and Workforce Planning, Importance of Strategic Workforce Planning, Recruitment Techniques and Channels, Role of Technology in Recruitment, Leveraging AI and Data Analytics in Hiring, Employer Branding and Talent Attraction, Workforce Forecasting and Planning Models.
5	Workforce Planning Aligned with Strategy, Understanding Strategic Workforce Planning, Aligning Workforce Planning with Organizational Goals, Linking Business Strategy to Talent Strategy, Tools and Techniques for Workforce Forecasting, Succession Planning and Talent Pipeline Development, Role of HR Analytics in Strategic Planning, Monitoring and Evaluating Workforce Plans.
6	Competency Development and Performance Management, Introduction to Competency Development, Concept and Importance of Competency Mapping, Steps in the Competency Mapping Process, Designing Competency Frameworks, Linking Competencies to Organizational Goals, Assessing and Developing Employee Competencies, Role of Competency Mapping in HR Strategy.
7	Performance Metrics and Appraisal Techniques, Introduction to Performance Management Systems, Importance of Measuring Employee Performance, Types of Performance Metrics and Indicators, Designing Effective Performance Appraisal Systems, Traditional vs. Modern Appraisal Techniques, 360-Degree

	Feedback and Continuous Evaluation, Linking Appraisal Outcomes to Rewards and Development.
8	Communication and Conflict Management, Introduction to Communication in Organizations, Principles of Effective Communication, Elements and Process of Communication, Barriers to Effective Communication and Overcoming Them, Role of Communication in Employee Engagement, Building a Culture of Open Communication, HR's Role in Facilitating Effective Communication.
9	Conflict Resolution and Negotiation Strategies, Introduction to Conflict Management, Nature and Types of Conflicts in Organizations, Causes and Impact of Workplace Conflicts, Conflict Resolution Techniques and Models, Role of HR in Conflict Resolution, Fundamentals of Negotiation in HR Context, Strategies for Effective Negotiation, Building Win–Win Negotiation Outcomes.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	-	1	1
CO3	2	1	1	1
CO4	3	-	2	1
CO5	3	-	3	2
CO6	3	1	3	3

Economics and Cyber Governance

Course Name: Economics and Cyber Governance

Course Code: OL MBA MGT 207

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)

Assessment Pattern:	**Internal**		**Term End Examination**
	Assessment I	**Assessment II**	
Marks	15	15	70
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)

Course Description: This course provides a comprehensive understanding of economic principles through the lens of cyber governance, exploring how the digital age impacts traditional economic concepts. It covers the foundations of managerial economics, demand and supply in the digital economy, market structures including digital dominance, game theory applications, and macroeconomics with a focus on digital value and stability in a cyber-enabled world. A significant portion is dedicated to Cyber Governance, focusing on security, ethics, risk management, and regulatory compliance in the digital ecosystem.

Course Objectives:

1. To explain the core principles of managerial economics and its application in digital decision-making, focusing on economic rationality and optimization.
2. To demonstrate how to analyze demand and supply dynamics, price elasticity, and forecasting in the context of the digital and cyber markets.
3. To analyze various market structures, including platform monopolies and oligopolies, and assess the antitrust and regulatory challenges in the digital economy.
4. To apply Game Theory concepts like Nash Equilibrium to understand strategic interdependence and market behavior in competitive digital markets.
5. To illustrate how to measure economic output, including the role of data and intangible assets, and understand monetary policy in the era of digital currencies.

6. To examine the scope and importance of Cyber Governance, including risk management, data protection, and regulatory compliance standards.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the principles of optimization, the types of market structures, and the key concepts in digital security and cyber ethics.
- CO2: Comprehension (Understand): Students will be able to explain the concept of demand and supply in the digital economy and the rationale behind Central Bank policies for digital currencies.
- CO3: Application (Apply): Students will be able to apply the principles of economic rationality in digital decision-making and utilize data-driven demand analysis.
- CO4: Analysis (Analyze): Students will be able to analyze the impact of digital platforms on traditional market dynamics and assess systemic vulnerabilities in Fintech ecosystems.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the challenges of valuing digital transactions and platforms and critique frameworks for cybersecurity policies and standards.
- CO6: Evaluation (Create): Students will be able to formulate strategies for sustainable digital competition and build a cyber-aware organizational culture.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Varian, H. R. (2014). *Intermediate Microeconomics: A Modern Approach* (9th ed.). W. W. Norton & Company.
2. Mankiw, N. G. (2021). *Macroeconomics* (11th ed.). Worth Publishers.
3. Solove, D. J., & Rosen, J. (2020). *The Future of Cyber Governance*. Taylor & Francis.

Course Details:

Unit No.	Unit Description
1	Economic Foundations with Cyber Governance Lens – Part I, Introduction to Managerial Economics in the Digital Age, Nature and Scope of Managerial Economics, Principles of Optimization and Economic Rationality, Application of Economic Rationality in Digital Decision-Making, The Role of Data and Technology in Modern Economic Systems.

2	Economic Foundations with Cyber Governance Lens – Part II, Understanding Demand and Supply in the Digital Economy, Demand and Supply Fundamentals in Cyber Markets, Price Mechanism and Elasticity in Online Environments, Forecasting Demand in the Digital Economy, Data-Driven Demand Analysis and Consumer Behavior, Managerial Implications of Demand Forecasting.
3	Market Structure in Economics – Part I, Introduction to Market Structures in Economics, Types of Market Structures: Perfect and Imperfect Competition, Role of Pricing, Output, and Efficiency in Different Market Structures, Market Behavior and Strategic Decision-Making, Impact of Digital Platforms on Traditional Market Dynamics.
4	Market Structure in Economics – Part II, Digital Dominance and Market Power, Economics of Platform Monopolies and Oligopolies, Antitrust Perspectives in the Digital Economy, Systemic Vulnerabilities in Fintech Ecosystems, Cyber Governance and Regulatory Challenges, Strategies for Sustainable Digital Competition.
5	Strategic Interactions and Game Theory Applications, Introduction to Game Theory, Understanding Strategic Interdependence in Business Decisions, Game Theory and Nash Equilibrium, Applications of Game Theory in Competitive Markets, Case Examples: Telecom, Airlines, and FMCG Sectors, Digital Dominance and Systemic Vulnerabilities in Fintech Ecosystems, Role of Game Theory in Analyzing Digital Market Behavior.
6	Macro Economics – Part I, National Income Accounting in the Age of Data and Digital Value, Measuring Economic Output in the Digital Economy, Role of Data and Intangible Assets in National Accounts, Challenges of Valuing Digital Transactions and Platforms, Policy Implications of Digital Value Creation.
7	Macro Economics – Part II, Business Cycles and Economic Indicators, Stages and Characteristics of Business Cycles, Role of Technology and Data Analytics in Economic Forecasting, Monetary System and Digital Trust, Inflation and the Black Economy, Central Bank Policies in the Era of Digital Currencies, Managing Economic Stability in a Cyber-Enabled World.
8	Cyber Governance, Introduction to the Cyber World, Understanding the Scope and Importance of Cyber Governance, Key Concepts in Digital Security and Cyber Ethics, Overview of Digital Technologies Transforming Governance, Secure Project Implementation in a Digital Ecosystem, Risk Management and Data Protection Frameworks, Regulatory and Compliance Standards in Cyber Governance.

9	Cyber Governance – Part II, Policy and Compliance in Cyber Governance, Frameworks for Cybersecurity Policies and Standards, Global and National Regulations in the Cyber Domain, Role of Organizations in Ensuring Cyber Compliance, Training and Awareness for Cybersecurity Preparedness, Building a Cyber-Aware Organizational Culture, Continuous Learning and Cyber Risk Mitigation.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	-	2	1	1
CO3	1	3	-	1
CO4	1	3	1	2
CO5	1	3	1	2
CO6	2	3	1	3

Course Name: Internship Dissertation

Course Code: OL MBA RES 201

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: No syllabus details were found for this course in the uploaded file. The course, typically at the master's level, focuses on equipping students with the foundational and advanced knowledge of research design, data collection methods, statistical analysis techniques, and ethical considerations necessary for conducting rigorous academic or business research. The dissertation component involves the application of these methodologies to execute an independent, in-depth research project on a specific topic, culminating in a comprehensive written report.

Course Objectives:

1. To explain the fundamental concepts, types, and processes of research methodology in a business context.
2. To demonstrate how to formulate a clear research problem, design a suitable research plan, and select appropriate sampling techniques.
3. To analyze various methods of data collection, including both primary and secondary sources, and evaluate their validity and reliability.
4. To illustrate how to apply statistical tools and software (such as SPSS, R, or Python) for data analysis, hypothesis testing, and drawing meaningful inferences.
5. To develop skills in academic writing, including literature review, citation management, and structuring a dissertation report.

6. To examine the ethical considerations in business research and ensure research integrity and compliance.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the core steps and various designs involved in the business research process.
- CO2: Comprehension (Understand): Students will be able to explain the different types of research designs and distinguish between qualitative and quantitative research approaches.
- CO3: Application (Apply): Students will be able to apply appropriate data collection instruments (e.g., questionnaires, interview guides) and sampling techniques for a given research problem.
- CO4: Analysis (Analyze): Students will be able to analyze research data using relevant statistical methods and interpret the results to test research hypotheses.
- CO5: Synthesis (Evaluate): Students will be able to evaluate existing literature and conceptualize a comprehensive research proposal, including objectives and methodology.
- CO6: Evaluation (Create): Students will be able to construct and defend a full-length, high-quality dissertation that presents original research findings and contributes to the body of knowledge.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12th ed.). McGraw-Hill Education.
2. Sekaran, U., & Bougie, R. (2019). *Research Methods for Business: A Skill-Building Approach* (8th ed.). Wiley.
3. Malhotra, N. K., & Dash, S. (2019). *Marketing Research: An Applied Orientation* (7th ed.). Pearson.

Course Details:

Unit No.	Unit Description
1	Introduction to Research in Management- Concept, nature, and scope of business research; Importance of research in managerial decision-making; Types of research, Research process overview.
2	Research Problem and Objectives- Identifying and defining the research problem; Setting clear research objectives; Components of a good research problem; Linking research to managerial and policy issues.
3	Literature Review and Theoretical Framework- Importance of literature review; Sources of secondary data; Systematic review process; Development of conceptual and theoretical framework; Identification of research gaps.
4	Research Design and Hypothesis Formulation- Types of research design, Research variables – dependent, independent, moderating, control; Hypothesis formulation and testing
5	Sampling Design- Sampling process; Sampling frame and techniques; Probability and non-probability sampling; Determination of sample size; Sampling errors and biases.
6	Techniques and Methods- Qualitative and quantitative research techniques; Case study, survey, ethnography, content analysis, and experimental design; Triangulation of methods.
7	Tools of Data Collection - Primary and secondary data sources; Questionnaire design; Interview methods; Observation techniques; Scaling and measurement (nominal, ordinal, interval, ratio).
8	Data Preparation and Statistical Analysis- Editing, coding, classification, and tabulation of data; Descriptive and inferential statistics; Correlation, regression, hypothesis testing (t-test, ANOVA, chi-square); Use of SPSS/Excel/R.
9	Report Writing and Referencing- Structure and layout of a dissertation; Academic writing skills; Citation and referencing (APA 7th Edition); Plagiarism, ethics, and final report presentation.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	-	-	1	1
CO3	-	2	1	1
CO4	-	3	1	2
CO5	1	1	2	3
CO6	1	2	3	3

Course Name: Financial Modelling

Course Code: OL MBA FIN 203

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course introduces the principles, tools, and techniques for building comprehensive financial models for decision-making. It covers the fundamental components of financial statements, their interrelationships, and the essential steps of planning and preparing for model building, including defining objectives, assumptions, and data validation. The curriculum emphasizes understanding a business, including its model, cost structures, and industry landscape, and proceeds to the practical creation of financial models, analysis of historical trends, and forecasting all line items in the Profit & Loss Account and Balance Sheet. Finally, it introduces scenario analysis, sensitivity analysis, and credit research.

Course Objectives:

1. To explain the concept, objectives, and various applications of financial models in corporate decision-making.
2. To demonstrate how to interpret the components of the three financial statements (Income Statement, Balance Sheet, Cash Flow Statement) and their interrelationship.
3. To analyze a business model, its revenue drivers, cost structures, and the industry environment for practical financial modeling.
4. To illustrate how to set up a model framework, fill in historical data accurately, and perform financial statement analysis using key ratios.
5. To develop skills in forecasting financial statements for multiple years and adjusting projections for different market and business scenarios.
6. To examine the principles of credit research and construct a well-structured investment research report.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the common types of financial models and the structure of the three primary financial statements.
- CO2: Comprehension (Understand): Students will be able to explain the flow of information and linkages among the Income Statement, Balance Sheet, and Cash Flow Statement.
- CO3: Application (Apply): Students will be able to apply the process of collecting and validating data to set up a financial model framework and populate it with historical data.
- CO4: Analysis (Analyze): Students will be able to analyze historical financial trends, identify key financial ratios, and use these insights to build forecast assumptions.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the impact of various forecast changes by conducting scenario and sensitivity analysis on key variables.
- CO6: Evaluation (Create): Students will be able to construct a complete three-statement financial model and draft a professional credit research report.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Benninga, S. (2014). *Financial Modeling* (4th ed.). MIT Press.
2. Tjia, J. (2018). *Building Financial Models: A Guide to Creating and Interpreting Financial Models* (2nd ed.). McGraw-Hill Education.
3. Rosenbaum, J., & Pearl, J. (2022). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions* (3rd ed.). Wiley.

Course Details:

Unit No.	Unit Description
1	Introduction to Financial Modelling – Part I, Introduction to Financial Modelling, What is a Financial Model?, Objectives and Applications of Financial Models, Who Uses Financial Modelling?, Importance of Financial Models in Decision-Making, Overview of Financial Modelling Tools and Techniques, Common Types of Financial Models.
2	Introduction to Financial Modelling – Part II, Understanding the Components of Financial Statements, Income Statement: Structure and Interpretation, Balance Sheet: Key Elements and Linkages, Cash Flow Statement: Importance and Analysis, Interrelationship Among Financial Statements, Understanding the Flow of Information Between Statements, Planning and Preparation Before Building a Model, Defining Objectives, Assumptions, and Scope of a Model, Data Collection and Validation for Financial Models.
3	Understanding a Business – Part I, Different Stages of a Company, Understanding the Business Model and Revenue Drivers, Identifying Cost Structures and Capital Requirements, Evaluating the Industry and Competitive Landscape, Assessing Management and Operational Efficiency.
4	Understanding a Business – Part II, Financial Models for Transactions, Types of Transaction Models: M&A, LBO, DCF, Basics of Industry Research, Sources of Data and Analytical Insights, Integrating Industry Research into Financial Models, Practical Considerations for Business Valuation.
5	Creating Financial Models – Part I, Introduction to Building Financial Models, Setting Up Model Framework and Assumptions, Filling in the Last Two Years' Data for Profit & Loss Account, Filling in the Last Two Years' Data for Balance Sheet, Ensuring Data Accuracy and Consistency, Linking Historical Data Across Financial Statements.
6	Creating Financial Models – Part II, Analyzing the Financial Statements, Understanding Historical Trends and Growth Drivers, Identifying Key Financial Ratios, Interpreting Profitability, Liquidity, and Solvency, Using Insights to Build Forecast Assumptions.
7	Forecasting Financial Statements – Part I, Overview of Forecasting Techniques, Forecasting All Line Items in Profit & Loss Account (3 Years), Forecasting All

	Line Items in Balance Sheet (3 Years), Using Historical Data and Assumptions for Projections, Adjusting Forecasts for Market and Business Scenarios.
8	Forecasting Financial Statements – Part II, Introduction to Scenario and Sensitivity Analysis, Conducting Scenario Analysis for Business Planning, Performing Sensitivity Analysis on Key Variables, Interpretation of Data Including Cashflows and Ratios, Evaluating the Impact of Forecast Changes, Presenting Forecast Results for Decision-Making.
9	Credit Research and Report Writing, Introduction to Credit Research, Understanding Credit Risk and Ratings Methodologies, Qualities of a Good Research Report, Structure and Presentation of Research Reports, Checklist-Based Approach to Research Reports, Sample Checklist for Investment Research Reports, Writing Clear and Insightful Analysis.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	-	1	1	1
CO3	-	3	-	1
CO4	1	3	1	2
CO5	1	3	1	2
CO6	1	3	3	2

Course Name: Corporate Finance and Valuation

Course Code: OL MBA FIN 202

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course provides a comprehensive study of key corporate finance decisions, focusing on capital structure, dividend policy, and long-term financing methods. It begins by covering the concepts and computation of operating, financial, and combined leverage, and their implications for risk and return. The course then delves into capital structure theories, including Modigliani–Miller (MM) hypothesis, Trade-off Theory, and Pecking Order Theory, as well as planning and policy using EBIT–EPS analysis. It also examines major dividend theories like Walter's, Gordon's, and MM models, and concludes with an analysis of leasing, hire purchase, and project and infrastructure financing.

Course Objectives:

1. To explain the concepts and significance of operating, financial, and combined leverage in business decision-making and risk evaluation.
2. To demonstrate how to compute different types of leverage and apply these concepts in strategic corporate decisions.
3. To analyze and compare major capital structure theories, including MM Hypothesis, Trade-off Theory, and Pecking Order Theory, and their practical applications.
4. To illustrate how to use EBIT–EPS analysis for capital structure planning and evaluate factors influencing optimal capital structure decisions.

5. To examine various dividend theories (Walter's, Gordon's, MM) and the determinants and legal framework governing dividend policy and share buybacks.
6. To develop a comparative understanding of leasing and hire purchase and to evaluate the financial structuring and risk assessment in project and infrastructure financing.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the definitions and components of operating and financial leverage and the relevance of the Modigliani–Miller (MM) Hypothesis.
- CO2: Comprehension (Understand): Students will be able to explain the assumptions and limitations of the MM theory and the role of asymmetric information in financing decisions.
- CO3: Application (Apply): Students will be able to apply the concept of combined leverage to assess its impact on risk and return and perform EBIT-EPS analysis for capital planning.
- CO4: Analysis (Analyze): Students will be able to analyze the determinants of capital structure and dividend decisions, and compare the Trade-off and Pecking Order theories.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the relative merits of leasing versus hire purchase and critique the various dividend policy models.
- CO6: Evaluation (Create): Students will be able to formulate an effective corporate financing policy framework and design a financial structuring plan for an infrastructure project.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2017). *Corporate finance: Core principles and applications* (5th ed.). McGraw-Hill Education.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (14th ed.). McGraw-Hill Education.
3. Vernimmen, P., Quiry, P., Dallocchio, M., Le Fur, Y., & Salvi, A. (2017). *Corporate Finance: Theory and Practice* (5th ed.). Wiley.

Course Details:

Unit No.	Unit Description
1	Financial and Operating Leverage – Part I, Introduction to Leverage, Understanding and Computation of Operating Leverage, Significance of

	Operating Leverage in Business Decision-Making, Relationship Between Sales, Costs, and Profits, Implications of High and Low Operating Leverage.
2	Financial and Operating Leverage – Part II, Understanding and Computation of Financial Leverage, Combining Financial and Operating Leverage, Impact of Combined Leverage on Risk and Return, Financial Leverage and Shareholders' Risk and Return Implications, Evaluating Business Risk vs. Financial Risk, Application of Leverage Concepts in Strategic Decisions.
3	Capital Structure – Fundamentals, Introduction to Capital Structure, Determinants of Capital Structure, Importance of Debt–Equity Mix, Relevance of Capital Structure: Modigliani–Miller (MM) Hypothesis, Assumptions and Limitations of the MM Theory, Practical Applications of Capital Structure Theories.
4	Capital Structure – Theories of Financing, The Trade-off Theory, Understanding the Tax Shield and Cost of Financial Distress, The Pecking Order Theory, Role of Asymmetric Information in Financing Decisions, Agency Costs and Their Impact on Capital Structure, Comparing Theories in Practical Contexts.
5	Capital Structure – Planning and Policy, Capital Structure Planning and Policy, Factors Influencing Capital Structure Decisions, Optimal Capital Structure Decision-Making, Use of EBIT–EPS Analysis for Capital Planning, Financial Flexibility and Risk Considerations, Corporate Financing Policy Framework.
6	Dividend Theory & Policy – Part I, Objectives of Dividend Policy, Determinants of Dividend Decisions, Forms of Dividend and Buyback of Shares, Legal and Regulatory Framework Governing Dividends, Dividend Stability and Its Strategic Implications.
7	Dividend Theory & Policy – Part II, Walter's Model, Gordon's Model, Miller–Modigliani (MM) Hypothesis, Dividend Policy Analysis and Market Valuation, Practical Issues in Dividend Decision-Making, Designing an Effective Dividend Policy Framework.
8	Leasing and Hire Purchase – Part I, Introduction to Lease Financing, Types of Leases: Operating and Financial, Evaluating a Financial Lease and Leveraged Lease, Hire Purchase Financing and Its Mechanisms, Comparison Between Leasing and Hire Purchase, Accounting and Tax Implications of Lease Arrangements.

9	Project and Infrastructure Financing – Part II, Introduction to Infrastructure Project Financing, Types of Project Financing Structures, Financial Structuring and Evaluation of Projects, Risk Assessment and Mitigation in Project Financing, Role of Public–Private Partnerships (PPP), Funding Sources and Financial Instruments for Infrastructure Projects, Case Applications in Indian and Global Contexts.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	1
CO3	1	2	1	1
CO4	2	1	1	2
CO5	1	1	1	2
CO6	3	1	1	3

Course Name: Investment Banking

Course Code: OL MBA FIN 111

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course offers an in-depth exploration of the investment banking ecosystem, functions, and key transactions. It covers the evolution and role of investment banks in global financial markets, with a focus on Equity Capital Markets (ECM) and Debt Capital Markets (DCM). A major component is corporate valuation, detailing fundamental concepts, the Discounted Cash Flow (DCF) method, relative valuation using multiples, and sensitivity analysis. The course extensively covers Mergers & Acquisitions (M&A), including strategy, process, legal framework in India (Companies Act, SEBI, Competition Law), deal structuring (LBOs, MBOs), and post-merger integration. Finally, it addresses taxation in M&A and emerging trends like AI and ESG.

Course Objectives:

1. To explain the functions, key divisions, and the overall ecosystem of investment banking in capital formation.
2. To demonstrate an understanding of the structure of Equity and Debt Capital Markets (ECM and DCM) and the role of investment banks in their transactions.
3. To analyze the foundational valuation concepts (Enterprise Value, Multiples) and apply advanced methodologies like Discounted Cash Flow (DCF) for corporate valuation.
4. To illustrate the strategic rationale, process, and due diligence involved in Mergers & Acquisitions (M&A) transactions.

5. To develop an understanding of the Indian legal and regulatory framework for M&A, including SEBI and Competition Law, and various deal structuring options.
6. To examine the challenges of post-merger integration, corporate restructuring (Divestitures, Spin-offs), and the impact of emerging trends like ESG and AI on investment banking.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the key divisions of an investment bank and the difference between primary and secondary capital markets.
- CO2: Comprehension (Understand): Students will be able to explain the relationship between value, risk, and return and the rationale for engaging in M&A activities.
- CO3: Application (Apply): Students will be able to apply relative valuation techniques using market multiples and perform sensitivity analysis in valuation.
- CO4: Analysis (Analyze): Students will be able to analyze the implications of Competition Law on M&A deals and assess the key challenges in post-merger integration.
- CO5: Synthesis (Evaluate): Students will be able to evaluate different methods of payment in M&A and critique the value creation potential of various corporate restructuring initiatives.
- CO6: Evaluation (Create): Students will be able to structure a basic M&A deal, considering tax-efficient planning and compliance with Indian regulations.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Rosenbaum, J., & Pearl, J. (2022). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions* (3rd ed.). Wiley.
2. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset* (3rd ed.). Wiley.
3. Graham, B. (2006). *The Intelligent Investor: The Definitive Book on Value Investing* (Revised ed.). Harper Business.

Course Details:

Unit No.	Unit Description
1	Introduction to Investment Banking, Introduction to Investment Banking, Evolution and Growth of Investment Banking, Overview of Global Financial Markets, Functions and Role of Investment Banks in Capital Formation, Key

	Divisions: Advisory, Trading, and Underwriting, Investment Banking Ecosystem and Stakeholders.
2	Capital Markets and Instruments, Introduction to Capital Markets, Equity Capital Markets (ECM) and Capital Formation Strategies, Debt Capital Markets (DCM) and Fixed Income Instruments, Primary vs. Secondary Markets Overview, Role of Investment Banks in ECM and DCM Transactions, Innovative Financial Instruments and Market Trends.
3	Fundamentals of Valuation, Introduction to Valuation in Investment Banking, Foundational Valuation Concepts: Book Value, Enterprise Value, and Multiples, Understanding the Role of Valuation in Investment Banking Decisions, Relationship Between Value, Risk, and Return, Key Metrics Used in Corporate Valuation, Limitations and Challenges of Valuation Models.
4	Advanced Valuation Methodologies, Discounted Cash Flow (DCF) and Growth Models, Estimating Free Cash Flows and Terminal Value, Relative Valuation and Market Multiples, Valuation Practices in India and Emerging Markets, Special Cases in Valuation: Swap Ratio, Private Firms, and Distressed Assets, Sensitivity and Scenario Analysis in Valuation.
5	Mergers & Acquisitions – Strategy and Process, Introduction to Mergers & Acquisitions (M&A): Strategy and Process Overview, Rationale for M&A and Strategic Synergies, Types of Mergers and Acquisition Structures, Target Identification and Evaluation, Due Diligence: Financial, Legal, and Operational Aspects, Valuation Methods Used in M&A Transactions.
6	M&A Legal and Regulatory Framework, Overview of the Indian M&A Legal and Regulatory Landscape, Key Provisions of the Companies Act Relevant to M&A, SEBI Regulations and Disclosure Requirements, Competition Law and Its Implications for M&A Deals, Cross-Border Mergers and Foreign Investment Guidelines, Other Compliance and Due Diligence Aspects.
7	Deal Structuring and Execution, Deal Structuring and Negotiation Strategies, Methods of Payment in M&A and Financing Options, Leveraged Buyouts (LBOs) and Management Buyouts (MBOs), Role of Investment Bankers in Deal Execution, Risk Management and Contingency Planning in Deals, Post-Deal Performance Measurement.
8	Post-Merger Integration and Corporate Restructuring, Post-Merger Integration (PMI) and Change Management, Key Challenges in Integration and Cultural Alignment, Divestitures, Corporate Restructuring, and Strategic Alliances, Spin-

	offs, Split-ups, and Carve-outs, Value Creation Through Restructuring Initiatives, Lessons from Successful and Failed Integrations.
9	Taxation and Emerging Trends in Investment Banking, Taxation in Mergers, Acquisitions, and Demergers (Indian Context), Understanding Tax Implications for Buyers and Sellers, Tax-efficient Deal Structuring and Planning, Emerging Trends in Investment Banking, Technological Innovations: AI, Data Analytics, and Automation, ESG and Sustainable Finance in Investment Banking, The Future of Global and Indian Investment Banking.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	1
CO3	-	3	1	2
CO4	2	1	1	2
CO5	2	1	1	2
CO6	2	1	1	3

Course Name: Derivatives and Risk Management

Course Code: OL MBA FIN 113

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course provides a comprehensive overview of derivatives markets, instruments, and their application in financial risk management. It covers the evolution, economic functions, and classification of derivatives, detailing the structure and participants of the market (hedgers, speculators, arbitrageurs). The core content includes the mechanics and pricing of futures and options contracts, various hedging and trading strategies, and an introduction to option pricing models like the Binomial and Black–Scholes models. It also covers swaps (Interest Rate, Currency), trading, clearing, settlement systems, and finally, advanced risk management techniques using tools like VaR and Beta, adhering to regulatory frameworks (SEBI, BIS).

Course Objectives:

1. To explain the evolution, economic functions, and classification of derivative instruments (Forwards, Futures, Options, Swaps).
2. To demonstrate an understanding of the structure, key participants (hedgers, speculators, arbitrageurs), and the regulatory framework of the Indian derivatives market.
3. To analyze the mechanics of futures contracts, including margining and mark-to-market, and apply futures for corporate hedging strategies.
4. To illustrate the features, payoff structures, and trading strategies of options, and the determinants of option prices.
5. To develop skills in applying and understanding option pricing models, specifically the Binomial and Black–Scholes models.

6. To examine the different types of financial risks (Market, Credit, Operational) in derivative trading and apply tools like VaR and Beta for risk measurement and control.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the definition and classification of derivative instruments and the core specifications of futures contracts.
- CO2: Comprehension (Understand): Students will be able to explain the roles of exchanges, clearing corporations, and the concept of basis risk in hedging.
- CO3: Application (Apply): Students will be able to apply the principles of arbitrage and speculation using futures and options in the derivatives market.
- CO4: Analysis (Analyze): Students will be able to analyze the determinants of option prices and interpret the importance of Implied Volatility and Greeks in risk assessment.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the suitability of different hedging techniques (e.g., cross-hedging) and assess the pricing and valuation of various types of swaps.
- CO6: Evaluation (Create): Students will be able to formulate a risk control and internal compliance framework based on regulatory guidelines for derivative trading.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Hull, J. C. (2021). *Options, Futures, and Other Derivatives* (11th ed.). Pearson.
2. Chance, D. M., & Brooks, R. E. (2020). *An Introduction to Derivatives and Risk Management* (11th ed.). Cengage Learning.
3. Ghosh, R. (2017). *End Users' Guide to Risk Management and Derivatives*. Wile

Course Details:

Unit No.	Unit Description
1	Introduction to Derivatives Market – Part I, Introduction to Derivatives Market (Overview and Significance), Evolution and Growth of Derivatives Markets, Importance of Derivatives in Financial Systems, Economic Functions of Derivatives, Classification of Derivative Instruments.
2	Introduction to Derivatives Market – Part II, Structure, Participants, and Instruments in the Derivatives Market, Role of Exchanges, Clearing Corporations, and Regulators, Key Market Participants: Hedgers, Speculators,

	and Arbitrageurs, Types of Derivative Instruments: Forwards, Futures, Options, and Swaps, Regulatory Framework of Derivatives in India.
3	Futures and Hedging – Part I, Introduction to Futures Contracts, Futures Contract and Its Specifications, Standardization, Margining, and Mark-to-Market Mechanism, Pricing of Futures Contracts, Arbitrage and Speculation Using Futures.
4	Futures and Hedging – Part II, Concept of Hedging in Derivatives, Hedging with Futures: Strategies and Applications, Cross-Hedging and Portfolio Hedging Techniques, Basis Risk and Hedge Effectiveness, Case Studies on Corporate Hedging Practices.
5	Options and Option Pricing Models – Part I, Options: Concept and Features, Types of Options – Call and Put, Option Payoff Structures, Determinants of Option Prices, Option Trading Strategies – Hedging, Speculation, and Arbitrage.
6	Options and Option Pricing Models – Part II, Introduction to Option Pricing Models, Binomial Option Pricing Model, Black–Scholes Model: Assumptions and Applications, Factors Affecting Option Valuation, Implied Volatility and Greeks in Risk Assessment.
7	Basic Concept of Swap, Basic Concept, Terminologies, and Contract Specifications of Swap, Types of Swaps – Interest Rate, Currency, and Commodity Swaps, Applications of Swaps in Corporate Finance, Pricing and Valuation of Swaps, Regulatory and Market Practices in Swap Trading.
8	Trading, Clearing & Settlement in Derivatives Market, Trading, Clearing & Settlement in Derivatives Market, Trading Systems and Order Matching Mechanisms, Role of Clearing Houses and Settlement Procedures, Margin Requirements and Collateral Management, Clearing Members and Risk Containment Mechanisms.
9	Risk Management – Measurement and Control, Risk Management, Measurement, and Control, Types of Risks in Derivative Trading – Market, Credit, and Operational Risks, Tools for Risk Measurement – VaR, Beta, and Duration, Risk Control Systems and Internal Compliance Frameworks, Regulatory Guidelines on Risk Management (SEBI and BIS Frameworks).

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1

CO2	-	1	1	1
CO3	-	2	-	1
CO4	-	3	1	2
CO5	1	3	1	2
CO6	2	2	1	3

Course Name: Stock Markets & Technical Analysis

Course Code: OL MBA FIN 215

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description: This course is designed to provide a comprehensive understanding of the stock market, covering both fundamental and technical analysis. It introduces various investment avenues, the concept of equity, and the structure of the Indian Capital Market (Primary and Secondary). The course details dematerialization, DEMAT and trading account formalities, the role of depositories and stock exchanges (NSE, BSE), and market indices (Nifty, Sensex). It covers key stock market terminologies, fundamental analysis through financial ratios and live balance sheet evaluation, and delves into technical analysis, including charting patterns, moving averages, and technical indicators (RSI, MACD) with respect to live charts. Finally, it touches upon market participants, live trading platforms, margins, and settlements.

Course Objectives:

1. To explain the various investment avenues, risk-return analysis, and the structure of the Indian capital market, including primary and secondary markets.
2. To demonstrate the process of dematerialization, DEMAT account formalities, and the role of depositories and depository participants.
3. To analyze the role and functions of stock exchanges and interpret key market indices like Nifty and Sensex.
4. To illustrate how to apply fundamental analysis using financial ratios and live balance sheets for company evaluation.
5. To develop skills in technical analysis, including the teaching of charting patterns (Head & Shoulders, Triangles) and technical indicators (RSI, MACD, Bollinger Bands) using live charts.
6. To examine the concepts of margins, trade settlement systems, and the roles of various market participants (Hedgers, Speculators, Arbitrageurs).

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the types of shares and the definition of key market terminologies like P/E Ratio, EPS, and Stock Split.
- CO2: Comprehension (Understand): Students will be able to explain the importance of the primary and secondary markets and the concept of dematerialization and its formalities.
- CO3: Application (Apply): Students will be able to apply fundamental analysis to study live balance sheets and evaluate companies using key financial ratios.
- CO4: Analysis (Analyze): Students will be able to analyze live charts to identify trends, support and resistance levels, and different charting patterns.
- CO5: Synthesis (Evaluate): Students will be able to evaluate the information provided by various technical indicators (RSI, MACD) to make informed trading decisions.
- CO6: Evaluation (Create): Students will be able to construct a basic investment decision framework based on both fundamental and technical analysis principles.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Murphy, J. J. (2020). *Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications* (Special Indian Ed.). Wiley.
2. Graham, B. (2006). *The Intelligent Investor: The Definitive Book on Value Investing* (Revised ed.). Harper Business.
3. Schwager, J. D. (1996). *Technical Analysis* (1st ed.). Wiley.

Course Details:

Unit No.	Unit Description
1	Investment Avenues and Equity Overview, Introduction to Investment Avenues, Various Investment Avenues and Their Benefits and Flip Sides, Equity Investments vis-à-vis Other Investment Opportunities, Risk and Return Analysis of Investment Options, Role of Equity in Wealth Creation, Investment Decision Framework.
2	Types of Shares and Market Structure, Understanding Equity and Its Characteristics, Types of Shares – Equity, Preference, and Other Classes, Overview of the Indian Capital Market Structure, What is the Primary Market (IPO) and Secondary Market, Role of Underwriters, Brokers, and Regulators, Listing and Delisting Procedures.

3	Dematerialization and Account Formalities, What is Dematerialization and Physical Form of Shares, Understanding the Role of Depositories (NSDL, CDSL), DEMAT Account Opening Formalities, Trading Account vs. DEMAT Account, Process of Buying, Selling, and Holding Shares Electronically, Role of Depository Participants (DPs).
4	Role of Stock Exchanges and Market Indices, Role and Functions of Stock Exchanges, Importance of Exchanges in Market Efficiency, Major Indian Stock Exchanges – NSE, BSE, Explanation of Various Indices like Nifty, Sensex, Bank Nifty, etc., Market Index Construction and Interpretation, Global Market Indices and Comparisons.
5	Stock Market Terminologies and Concepts, Explanation of Various Terminologies Used in the Stock Market, Understanding Market Orders, Limit Orders, and Stop-Loss Orders, Concepts of Market Capitalization and Free Float, Dividend, Bonus, Rights Issue, and Stock Split, P/E Ratio, EPS, and Other Key Performance Indicators, Common Myths and Misconceptions in Equity Investing.
6	Fundamental Analysis and Live Evaluation, Fundamental Analysis of Equity – Theory, Key Financial Ratios for Company Evaluation, Study of Live Balance Sheets from Websites and Evaluation of Companies, Understanding Earnings Reports and Corporate Filings, Introduction to Live Trading Platforms and Actual Trading Overview, Case-Based Application of Fundamental Analysis.
7	Technical Analysis and Charting Patterns, Introduction to Technical Analysis, Teaching of Technical Analysis with Respect to Live Charts and EOD Charts, Understanding Trends, Support, and Resistance Levels, Different Charting Patterns – Head & Shoulders, Double Top, Triangles, etc., Moving Averages and Momentum Indicators, Application of Technical Indicators (RSI, MACD, Bollinger Bands).
8	Market Participants and Live Trading, Explanation of Various Participants in Market – Hedgers, Speculators, and Arbitrageurs, Role of Brokers, Sub-Brokers, and Institutional Investors, Introduction to Live Trading Platform, Understanding Order Flow and Trade Execution, Overview of Market Surveillance and Compliance, Behavioral Aspects of Trading.
9	Margins, Settlements, and Derivatives Introduction, Various Types of Margins Collected by Stock Exchanges, Trade Settlement Systems and T+1 Cycle, Risk Management and Margin Systems, Clearing and Settlement Procedures, Introduction to Futures and Options, Relationship Between Equity and Derivative Markets.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	-	1	1	1
CO3	-	2	1	1
CO4	-	3	1	2
CO5	1	3	1	2
CO6	1	2	1	3

Course Name: Marketing Analytics for Managers

Course Code: OL MBA MKT 213

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
	Internal			

Assessment Pattern:	Assessment I	Assessment II	Term End Examination
Marks	15	15	70
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)

Course Description: This course introduces managers to the analytical techniques and tools essential for data-driven marketing decisions. It begins with Web and App Analytics, covering key metrics (Sessions, Bounce Rate, Conversion Rate) and practical setup and use of Google Analytics, including custom reports and segmentation. The core of the course is applying statistical analysis in marketing using SPSS (Statistical Package for the Social Sciences), starting from data entry, transformation, and cleaning. It provides hands-on application and interpretation of key statistical tests, including Chi-Square Test (for independence and goodness of fit), ANOVA (One-Way and Two-Way), Pearson Correlations (One-Tail and Two-Tail), Conjoint Analysis, and Factor Analysis for market segmentation and customer profiling.

Course Objectives:

1. To explain the importance of analytics in digital marketing and define the key metrics for Web and App Analytics (Sessions, Conversion Rate).
2. To demonstrate how to set up, navigate, and use Google Analytics, including creating custom reports and applying segmentation for deeper insights.
3. To introduce the basics of research methodology and provide hands-on training for data management and transformation using SPSS.
4. To illustrate how to apply and interpret the Chi-Square Test and ANOVA (Analysis of Variance) for marketing decision-making and hypothesis testing.
5. To develop skills in performing and interpreting Pearson Correlation analysis to understand linear relationships in marketing data.
6. To examine the application of advanced multivariate techniques, specifically Conjoint Analysis for product design and pricing, and Factor Analysis for market segmentation.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the key metrics in Web and App Analytics and the steps for opening data files in SPSS.
- CO2: Comprehension (Understand): Students will be able to explain the concept and different types of the Chi-Square test and the assumptions of ANOVA.
- CO3: Application (Apply): Students will be able to apply Google Analytics segmentation and filtering to interpret user behavior data.
- CO4: Analysis (Analyze): Students will be able to analyze the output from Chi-Square and Pearson Correlation tests to draw business implications.

- CO5: Synthesis (Evaluate): Students will be able to evaluate the application of Conjoint Analysis in product design and Factor Analysis for customer profiling and segmentation.
- CO6: Evaluation (Create): Students will be able to design a marketing research study that appropriately utilizes ANOVA or multivariate statistical analysis to inform a strategic decision.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Gupta, S., & Jathar, A. (2020). *Marketing Analytics*. Wiley.
2. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of Marketing Engineering and Analytics* (3rd ed.). DecisionPro.
3. Mizik, N. (Ed.). (2018). *Handbook of Marketing Analytics: Methods and Applications in Marketing Management, Public Policy, and Litigation Support*. Edward Elgar Publishing.

Course Details:

Unit No.	Unit Description
1	Introduction to Web and App Analytics – Part I, Introduction to Web and App Analytics, Importance of Analytics in Digital Marketing, Key Metrics in Web and App Analytics (Sessions, Bounce Rate, Conversion Rate), How to Set Up Google Analytics, Overview of Data Tracking and Tagging Mechanisms, Practical Walkthrough: Setting Up Google Analytics for a Website/App.
2	Introduction to Web and App Analytics – Part II, Understanding Google Analytics Interface, Create and Edit Custom Reports, Data Retention & Exploration, Interpreting User Behavior and Conversion Data, Analyzing Real-Time and Acquisition Reports, Using Segmentation and Filters for Insights.
3	Introduction to Research Methodology and SPSS – Part I, Overview of Research Methodology in Marketing Analytics, Role of Data in Marketing Decision-Making, Types of Data and Research Designs, Introduction to SPSS (Statistical Package for the Social Sciences), Interface, Menus, and File Management in SPSS, Data Entry and Variable View in SPSS.
4	Data Transformation in SPSS – Part II, Understanding Data Transformation Techniques in SPSS, Data Cleaning, Recoding Variables, and Handling Missing

	Values, Sorting, Merging, and Splitting Datasets, Creating New Variables and Computed Fields, Data Validation and Integrity Checking.
5	Chi-Square Test in Marketing Analytics, Conceptual Understanding of Chi-Square Test, Types of Chi-Square Tests – Goodness of Fit and Test of Independence, Application of Chi-Square Test in Marketing Research, Hands-on Exercises using SPSS: Gender vs. Packaging Preference, Age vs. Brand Loyalty, Region vs. Payment Method, Interpretation of SPSS Output for Chi-Square Test.
6	ANOVA (Analysis of Variance) in Marketing Analytics, Introduction to ANOVA and Its Applications, One-Way ANOVA: Concept and Interpretation, Two-Way ANOVA and Its Business Applications, Assumptions and Limitations of ANOVA, Practical Examples and SPSS Demonstrations.
7	Pearson Correlations in Marketing Analytics, Understanding the Meaning of Pearson Correlations, Concept of Linear Relationship and Correlation Coefficient, One-Tail Correlations (e.g., Digital Ad Spend vs. Sales Revenue), Two-Tail Correlations (e.g., Customer Satisfaction vs. Repurchase Intention), Performing Correlation Analysis Using SPSS, Interpreting Output and Business Implications.
8	Conjoint Analysis in Marketing Analytics, Introduction to Conjoint Analysis and Its Significance, Types of Conjoint Analysis (Choice-based, Rating-based), Designing Conjoint Studies for Marketing Research, Implementation and Interpretation of Conjoint Analysis Results, Applications of Conjoint Analysis in Product Design and Pricing, Case Applications Using SPSS/Other Tools.
9	Factor Analysis in Marketing Analytics, Understanding Factor Analysis and Its Role in Marketing Analytics, Concepts of Variables, Factors, and Dimensions, Application of Factor Analysis in Market Segmentation and Customer Profiling, Discovering Underlying Motives or Drivers for Consumer Behavior, Factor Extraction and Rotation Methods in SPSS, Interpreting Factor Analysis Output for Marketing Insights.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	2	1	1
CO3	-	3	1	1
CO4	1	3	1	2
CO5	1	3	1	2
CO6	1	3	2	3

Course Name: Legal and Ethical Aspects of Marketing

Course Code: OL MBA MKT 215

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	Internal		Term End Examination	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks,	

			Descriptive questions – 21 Marks (7 Marks * 3 Questions)

Course Description: This course provides a comprehensive overview of the legal and ethical framework governing marketing activities. It covers foundational elements such as the Consumer Protection Act and laws protecting consumers against unfair trade practices, along with the legal and ethical aspects of advertising and labeling. The curriculum details advertising and promotional regulations, including "truth in advertising" and the guidelines of the Advertising Standards Council of India (ASCI). A major focus is on Intellectual Property Rights (IPR) (Trademarks, Copyrights, Patents) and the critical area of data privacy and protection (GDPR, PDP Bill) and ethical data handling. It also examines the legalities in digital marketing (Influencer Marketing), pricing, competition laws (CCI), product liability, and the emerging ethical challenges posed by AI and data analytics.

Course Objectives:

1. To explain the relevance of Marketing Law, the importance of ethics, and the provisions of the Consumer Protection Act in the Indian and global context.
2. To demonstrate an understanding of the legal and ethical requirements for advertising, promotional regulations, and the guidelines set by bodies like ASCI.
3. To analyze the different forms of Intellectual Property Rights (Trademarks, Copyrights, Patents) and the legal remedies for IPR infringement in marketing.
4. To illustrate how to ensure compliance with data privacy and protection laws (GDPR, PDP Bill) and implement ethical data handling and consent management practices.
5. To develop an understanding of competition laws (CCI), anti-competitive practices, product liability, and the legal consequences of defective products.
6. To examine emerging issues in marketing law and ethics, including the ethical implications of AI, data analytics, and the global standards for responsible digital marketing.

Course Outcomes:

- CO1: Knowledge (Remember): Students will be able to recall the key provisions of the Consumer Protection Act and the functions of regulatory bodies like ASCI and CCI.
- CO2: Comprehension (Understand): Students will be able to explain the difference between trademarks, copyrights, and patents and the legal challenges in digital marketing.
- CO3: Application (Apply): Students will be able to apply principles of ethical data handling and consent management in marketing campaigns.
- CO4: Analysis (Analyze): Students will be able to analyze case studies on misleading advertising and evaluate the legal implications of anti-competitive practices like price fixing.

- CO5: Synthesis (Evaluate): Students will be able to evaluate existing marketing practices against global data privacy regulations (GDPR) and critique instances of "Greenwashing".
- CO6: Evaluation (Create): Students will be able to formulate a set of ethical marketing policies and a crisis communication strategy for managing ethical and legal breaches.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Mayer, D., & Warner, D. (2018). *Legal Aspects of Marketing and Sales*. Open Textbook Library.
2. Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2020). *Business Ethics: Ethical Decision Making and Cases* (13th ed.). Cengage Learning.
3. Lamb, C. W., Hair, J. F., & McDaniel, C. (2018). *MKTG* (12th ed.). Cengage Learning.

Course Details:

Unit No.	Unit Description
1	Introduction to Marketing Law, Ethics, and Consumer Protection, Introduction to Marketing Law and Its Relevance, Overview of Marketing Law in India and Global Context, Importance of Ethics in Marketing Decisions, Key Legal Terminologies and Concepts, Role of Law and Ethics in Building Consumer Trust, Ethical Dilemmas in Modern Marketing Practices, Introduction to Consumer Protection in Marketing, Overview of Consumer Protection Act and Its Provisions, Laws Protecting Consumers Against Unfair Trade Practices, Understanding Consumer Rights and Remedies, Role of Consumer Courts and Redressal Agencies, Legal and Ethical Aspects of Advertising and Labeling.
2	Advertising, Promotional Regulations, and Intellectual Property Rights, Introduction to Advertising and Promotional Regulations, Truth in Advertising – Importance and Legal Perspective, Misleading and Deceptive Claims in Marketing, Comparative Advertising – Ethical and Legal Implications, Advertising Standards Council of India (ASCI) Guidelines, Regulatory Framework Governing Advertising and Promotions, Intellectual Property Rights (IPR) in Marketing – Overview, Understanding Trademarks and Brand Identity Protection, Copyrights and Patents in Marketing Materials and Product Innovation, Trade Secrets and Confidential Business Information, Legal Remedies for IPR Infringement in Marketing, Case Studies on Brand Protection and Ethical Advertising.

3	Privacy, Data Protection, and Ethical Issues in Marketing, Introduction to Privacy and Data Protection in Marketing, Importance of Data Privacy in the Digital Marketing Landscape, Overview of Data Privacy Laws and Regulations (GDPR, PDP Bill, etc.), Consumer Data Rights and Responsibilities of Marketers, Ethical Data Handling Practices and Consent Management, Data Breaches and Legal Implications for Marketers, Introduction to Ethical Issues in Marketing, Ethical Theories and Their Application in Marketing Decisions, Corporate Social Responsibility (CSR) and Responsible Marketing, Common Ethical Dilemmas in Marketing Practices, Ethical Marketing in the Age of AI and Digital Influence, Frameworks for Developing Ethical Marketing Policies.
4	Regulatory Bodies, Compliance, and Case Studies, Introduction to Regulatory Frameworks in Marketing, Overview of Key Regulatory Bodies Governing Marketing Practices, Role and Functions of the Federal Trade Commission (FTC), Role of the Advertising Standards Authority (ASA) and ASCI in India, Role of TRAI and Other Sectoral Regulators in Marketing Communication, Importance of Compliance and Legal Enforcement in Marketing Activities, Penalties and Consequences of Non-Compliance, Case Studies on Legal and Ethical Violations in Marketing, Analysis of Landmark Cases and Their Implications for Marketing Practice, Lessons Learned from Major Legal and Ethical Breaches, Building a Culture of Compliance and Ethical Responsibility.
5	Digital Marketing Law, Ethics, Pricing, and Competition Laws, Introduction to Legal and Ethical Aspects of Digital Marketing, Legal Challenges in Digital Marketing and E-Commerce, Regulations Governing Online Advertising and Promotions, Influencer Marketing – Disclosure Norms and Compliance Guidelines, Social Media Marketing Ethics and Consumer Transparency, Online Advertising Ethics – Truth, Fairness, and Responsibility, Understanding Pricing and Competition Laws, Anti-Competitive Practices and Their Market Impact, Price Fixing, Collusion, and Market Manipulation, Deceptive Pricing Strategies and Legal Consequences, Competition Commission of India (CCI) – Role and Enforcement Powers, Case Studies on Digital and Pricing Law Violations.
6	Product Liability, Safety Regulations, and Sustainable Ethical Marketing, Introduction to Product Liability and Safety Regulations, Legal Responsibilities for Product Quality and Safety, Consumer Safety Standards and Regulatory Requirements, Product Recall Procedures and Corporate Accountability, Legal Consequences of Defective or Unsafe Products, Case Studies on Product Liability and Consumer Harm, Introduction to Sustainability and Ethical Marketing, Environmental Laws Impacting Marketing Practices, Understanding Green Marketing and Eco-Labeling, Greenwashing – Meaning, Examples, and Legal Implications, Ethical Sourcing and Supply Chain Responsibility, Promoting Sustainability through Ethical Branding.

7	International Marketing Law and Ethics, Introduction to International Marketing Law and Ethics, Cross-Border Marketing Legal Issues and Challenges, International Trade Regulations and Compliance Frameworks, Intellectual Property Protection in Global Marketing, Data Privacy and Cross-Border Data Transfer Regulations (GDPR and Beyond), Cultural Sensitivity and Ethical Considerations in Global Advertising, Global Ethical Standards and Corporate Governance in Marketing, Role of International Organizations (WTO, UNCTAD, OECD) in Marketing Ethics, Case Studies on Cross-Border Marketing and Ethical Dilemmas.
8	Communication and Ethical Leadership in Marketing, Introduction to Ethical Communication in Marketing, Importance of Transparency and Honesty in Marketing Communication, Building Trust through Ethical Messaging, Accountability in Marketing Communication and Campaign Execution, Role of Leadership in Fostering an Ethical Marketing Culture, Communicating Corporate Values and Social Responsibility, Managing Ethical Crises and Public Relations Challenges, Frameworks for Responsible and Sustainable Brand Communication, Case Studies on Ethical Leadership in Marketing Organizations.
9	Emerging Issues in Marketing Law and Ethics, Introduction to Emerging Issues in Marketing Law and Ethics, Recent Developments and Trends in Marketing Regulations, Ethical Implications of Artificial Intelligence (AI) in Marketing, Data Analytics, Personalization, and Consumer Privacy Concerns, Use of Algorithms and Predictive Tools – Bias and Accountability, Legal Challenges in Influencer, Digital, and AI-Driven Marketing, Evolving Global Standards for Responsible Digital Marketing, Future Legal Challenges and Ethical Dilemmas in Tech-Enabled Marketing, Role of Marketers in Shaping Ethical Futures in the Digital Era.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	-	1	1	1
CO3	1	2	1	1
CO4	1	-	2	2
CO5	1	2	1	2
CO6	3	-	3	3

Course Name: Sales and Distribution Management

Course Code: OL MBA MKT 217

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive understanding of the principles, strategies, and practices involved in managing the sales force and distribution channels. It covers the evolution of selling, personal selling techniques, and the relationship between the sales function and marketing. Key areas include sales planning, forecasting, budgeting, and territory design. The curriculum also delves into sales force management aspects like recruitment, training, motivation, compensation, and performance appraisal. Furthermore, it explores distribution channel design, management, logistics, physical distribution, and contemporary issues like CRM, sales automation, retailing, modern trade, and emerging strategic trends in sales and distribution.

Course Objectives:

1. To understand the fundamental nature, scope, and importance of sales and distribution management and its role in business strategy.
2. To comprehend the concepts of personal selling, various selling theories, and the step-by-step selling process from prospecting to post-sale service.
3. To develop skills in sales planning, sales forecasting, budgeting, and the setting of effective sales quotas and territories.

4. To learn the processes and methods for managing the sales force, including recruitment, training, motivation, compensation, and performance evaluation.
5. To explore the structure and types of distribution channels, channel design, channel management, logistics, and physical distribution.
6. To analyze contemporary issues such as Customer Relationship Management (CRM), sales automation, modern retailing, and strategic trends like D2C and hyperlocal delivery.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the core concepts, theories, and models related to personal selling, sales management, and distribution channels, including the AIDAS theory and different types of intermediaries.
- CO2 (Comprehension): Students will be able to explain the relationship between the sales function and marketing, and interpret the roles of various channel members in the distribution network.
- CO3 (Application): Students will be able to apply sales forecasting methods and techniques, and utilize criteria for channel selection in practical business scenarios.
- CO4 (Analysis): Students will be able to analyze the processes of sales force management, including recruitment, compensation, and performance appraisal, and examine different types of channel conflict and its resolution methods.
- CO5 (Evaluation): Students will be able to evaluate the effectiveness of various distribution strategies (e.g., Omnichannel) and critically assess the ethical challenges and legal aspects in sales and distribution.
- CO6 (Creation): Students will be able to formulate a cohesive sales and distribution strategy, encompassing planning, sales force deployment, and channel structure design for a given product or service.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Puri, S. (2024). *Sales and distribution management: Decisions, strategies, and cases* (7th ed.). Pearson Education.
2. Tanner, J. F., & Honeycutt, E. D. (2020). *Sales management: Analysis and decision making* (10th ed.). Pearson.
3. Molthan-Hill, P., Parkes, C., & Singh, R. (Eds.). (2023). *Sustainable management: A complete guide for faculty and students* (3rd ed.). Routledge.

Course Details:

Unit No.	Unit Description

1	Introduction to Sales and Distribution Management, Introduction to Sales Management: Nature, scope, and importance, Evolution of Selling and Sales Management, Sales Function and its Relationship with Marketing, Overview of Distribution Management, Role of Sales and Distribution in Business Strategy.
2	Personal Selling and Selling Process, Nature and Role of Personal Selling, Theories of Selling: AIDAS, Right Set of Circumstances, and Behavioral Equation Theory, The Selling Process: Prospecting to Post-Sale Service, Types of Selling Approaches, Ethics and Challenges in Personal Selling.
3	Sales Planning and Forecasting, Sales Planning Process, Sales Forecasting: Methods and Techniques, Sales Budgeting, Setting Sales Quotas, Designing Sales Territories and Route Planning.
4	Sales Force Management, Recruitment and Selection of Sales Force, Sales Training Methods and Process, Motivation and Compensation of Sales Force, Supervision and Leadership in Sales Management, Performance Appraisal and Control Systems.
5	CRM and Sales Automation, Concept and Importance of Customer Relationship Management, Components and Implementation of CRM Systems, Sales Force Automation Tools, Data-Driven Selling and AI Applications, Customer Retention and Loyalty Programs.
6	Introduction to Distribution Channels, Nature and Role of Distribution Channels, Types of Intermediaries: Wholesalers, Retailers, Agents, Designing a Channel Structure, Criteria for Channel Selection, Multichannel and Omnichannel Distribution Strategies.
7	Channel Management and Logistics, Managing Channel Members: Selection, Training, and Motivation, Channel Conflict and Conflict Resolution, Channel Performance Evaluation, Logistics and Physical Distribution Management, Inventory and Warehouse Management.
8	Retailing and Modern Trade, Role of Retailing in Distribution, Organized vs. Unorganized Retail, Channel Trends: Direct Selling, Franchising, and E-Retailing, Distributor and Retailer Relationship Management, Role of Technology in Retail Distribution.
9	Strategic Issues and Emerging Trends, Sales and Distribution Strategy Formulation, Emerging Issues: D2C, Hyperlocal and Last-Mile Delivery, Rural

	Sales and Distribution Challenges, Green and Sustainable Distribution Practices, Legal and Ethical Aspects in Sales and Distribution.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	1	1
CO2	1	-	1	1
CO3	1	2	1	1
CO4	3	-	1	2
CO5	2	1	1	2
CO6	3	1	1	3

Course Name: B2B Marketing

Course Code: OL MBA MKT 205

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	Internal		Term End Examination	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a foundational understanding of Business-to-Business (B2B) marketing, highlighting its nature, scope, and key differences from B2C marketing. It covers essential topics such as organizational buying behavior, including the buying process, buying center roles, and buying situations. The curriculum delves into B2B market segmentation, targeting, positioning, and the development of compelling value propositions and product strategies. A significant focus is placed on B2B pricing strategies, distribution and channel management, and relationship marketing, including key account management. Finally, the course addresses B2B communication strategies, sales force management, and the role of digital tools, e-commerce, and emerging trends like Account-Based Marketing (ABM).

Course Objectives:

1. To understand the fundamental definitions, scope, and nature of B2B marketing and differentiate it from B2C marketing.
2. To analyze the organizational buying process, the roles within the buying center, and the impact of different buying situations on marketing strategy.
3. To learn the principles of segmenting, targeting, and positioning in industrial markets, including prioritizing customer segments and developing buyer personas.
4. To explore the development of B2B value propositions, product classification, branding strategies, and innovation management in business environments.

5. To comprehend various B2B pricing approaches, such as value-based pricing, and the dynamics of price negotiation, tendering, and contract pricing.
6. To examine the role of relationship marketing, key account management, and digital tools like CRM and marketing automation in modern B2B practice.

Course Outcomes:

- CO1 (Knowledge): Students will be able to define the key concepts, market characteristics, and demand features specific to B2B marketing.
- CO2 (Comprehension): Students will be able to explain the various roles in the buying center and interpret the significance of the Buygrid and Sheth models in organizational purchasing.
- CO3 (Application): Students will be able to apply different segmentation bases and targeting strategies to B2B markets and design a fundamental B2B value proposition.
- CO4 (Analysis): Students will be able to analyze and compare different B2B pricing approaches (cost, value, competition-based) and evaluate the total cost of ownership (TCO) in purchasing decisions.
- CO5 (Evaluation): Students will be able to evaluate the effectiveness of different channel structures (direct vs. indirect) and the metrics used in Key Account Management (KAM).
- CO6 (Creation): Students will be able to develop an integrated B2B communication strategy utilizing content marketing, digital events, and thought leadership for lead generation.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Anderson, J. C., Narus, J. A., & Wouters, M. (2010). *Business market management (B2B): Understanding, creating, and delivering value* (3rd ed.). Pearson Education.
2. Hutt, M. D., & Speh, T. W. (2020). *Business marketing management: B2B* (13th ed.). Cengage Learning.
3. Brennan, R., Baines, P., & Canning, L. (2020). *Business-to-business marketing* (4th ed.). SAGE Publications.

Course Details:

Unit No.	Unit Description
1	Introduction to B2B Marketing, Definition, scope and nature of B2B marketing, Differences between B2B and B2C marketing, Types of business markets and

	customers, Characteristics of B2B demand, Trends, challenges, and global perspectives in B2B marketing.
2	Organizational Buying Behavior, The organizational buying process, Buying center roles: initiator, influencer, decider, buyer, user, Types of buying situations: new task, modified rebuy, straight rebuy, Buygrid framework and Sheth model, Evaluation criteria and risk in B2B purchases.
3	B2B Market Segmentation, Targeting, and Positioning, Segmentation bases in business markets, Targeting strategies for B2B firms, Positioning in industrial marketing, Prioritizing customer segments, Developing industrial buyer personas.
4	B2B Value Proposition and Product Strategy, Designing compelling B2B value propositions, Business product classifications and lifecycle, Customization and product strategy in industrial markets, B2B branding strategies and challenges, Innovation management in B2B environments.
5	Pricing Strategies in B2B Markets, Pricing approaches: cost-based, value-based, competition-based, Price negotiation and deal structuring, Tendering, bidding, and contract pricing, Total cost of ownership (TCO) pricing, Discounts, incentives, and lifecycle pricing.
6	B2B Distribution and Channel Strategy, Channel structures in industrial markets, Direct vs. indirect distribution channels, Channel design and selection criteria, Logistics and supply chain integration, Strategic alliances, joint ventures, and distribution partnerships.
7	Relationship Marketing and Key Account Management, Relationship marketing concepts and applications, Stages in B2B relationship development, Key account management (KAM): roles, structure, and metrics, Customer Lifetime Value (CLV) in B2B, Trust, satisfaction, and loyalty in business relationships.
8	B2B Communication and Sales Management, Integrated B2B communication strategies, Role of sales representatives in B2B, Managing industrial sales force, Trade shows, digital events, and personal selling, Content marketing and thought leadership.
9	Digital Tools and Emerging Trends in B2B Marketing, Digitalization of B2B marketing processes, CRM and marketing automation tools, B2B e-commerce platforms and marketplaces, AI and data analytics for lead generation and

	personalization, Emerging trends: account-based marketing, sustainability, virtual selling.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	1
CO3	1	-	2	2
CO4	-	2	1	2
CO5	2	1	1	2
CO6	1	2	3	2

Course Name: Machine Learning for Managers

Course Code: OL MBA BA 223

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides managers with a non-technical understanding of Machine Learning (ML), its various types (Supervised, Unsupervised, Reinforcement), and its business relevance across different sectors. It emphasizes the importance of business data, including data preparation, feature engineering, and exploratory data analysis for ML. The curriculum covers key ML techniques such as classification (Logistic Regression, Decision Trees, K-NN) and regression (Linear, Polynomial) with a focus on their practical business use cases like churn prediction, fraud detection, and sales forecasting. It also explores clustering (K-Means) and association models (Market Basket Analysis) for customer segmentation and recommendations. A key focus is on model evaluation, communicating ML results, and the strategic, ethical, and organizational implications of adopting ML, including bias, fairness, and regulatory frameworks.

Course Objectives:

- To understand the foundational concepts of Artificial Intelligence, Data Science, and Machine Learning, and their role in modern business decision-making.
- To recognize different types of business data and master the initial data preparation steps necessary for building effective ML models.
- To comprehend and identify the appropriate classification and regression techniques for solving common business problems such as churn, fraud, and forecasting.

- To learn how to apply clustering and association models for customer segmentation and pattern discovery, and interpret the business outcomes of these models.
- To understand model evaluation metrics (e.g., Confusion Matrix, R^2, ROC-AUC) and the critical concepts of overfitting, underfitting, and cross-validation.
- To analyze the functional applications of ML in marketing, operations, HR, and finance, and understand the ethical, strategic, and organizational aspects of ML adoption.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the three main types of Machine Learning (Supervised, Unsupervised, Reinforcement) and the ML development lifecycle.
- CO2 (Comprehension): Students will be able to explain the steps of data cleaning and transformation, and interpret the business relevance of ML across various sectors.
- CO3 (Application): Students will be able to apply classification techniques like Logistic Regression to customer churn problems and regression models for sales and demand forecasting.
- CO4 (Analysis): Students will be able to analyze model performance using metrics such as Accuracy, Precision, Recall, and R^2, and examine the limitations and assumptions of regression models.
- CO5 (Evaluation): Students will be able to evaluate the business trade-offs in model comparison and critically assess the ethical challenges related to bias, fairness, and transparency in ML systems.
- CO6 (Creation): Students will be able to formulate an organizational strategy for building ML capabilities and develop a communication plan for presenting ML results to non-technical stakeholders.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Geertsema, P. (2023). *Machine learning for managers* (1st ed.). Routledge.
2. Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
3. Molthan-Hill, P., Parkes, C., & Singh, R. (Eds.). (2023). *Sustainable management: A complete guide for faculty and students* (3rd ed.). Routledge.

Course Details:

Unit No.	Unit Description
1	Introduction to Machine Learning, Overview of Artificial Intelligence, Data Science, and ML, Types of ML: Supervised, Unsupervised, Reinforcement, Traditional vs ML-based decision-making, Business relevance of ML across sectors, ML development lifecycle and stakeholders in projects.
2	Business Data for ML, Role of data in predictive modeling, Data types: structured, unstructured, time-series, Data cleaning, transformation, and preparation, Feature engineering, variable selection, Data visualization and exploratory data analysis (EDA).
3	Classification Techniques, Introduction to classification problems in business, Logistic Regression, Decision Trees, Naïve Bayes, K-NN, Ensemble methods, Confusion Matrix, Accuracy, Precision, Recall, Use cases: Customer churn, fraud detection, email classification.
4	Regression Techniques, Linear Regression for business forecasting, Polynomial and Ridge Regression, Evaluating regression models (R², RMSE, MAE), Predictive use cases: sales, demand, financial metrics, Limitations and assumptions of regression models.
5	Clustering and Association Models, K-Means and Hierarchical Clustering, Customer segmentation and pattern discovery, Association Rules: Apriori, Market Basket Analysis, Applications in retail, recommendations, promotions, Business interpretation of cluster outputs.
6	Model Evaluation and Metrics, Overfitting and underfitting explained, Train-test split, cross-validation, ROC-AUC, F1 score, lift and gain charts, Model comparison and business trade-offs, Communicating ML results to non-technical stakeholders.
7	Functional Applications of ML, ML in Marketing: personalization, campaign optimization, ML in Operations: supply chain, logistics, process automation, ML in HR: employee attrition, hiring analytics, ML in Finance: risk modeling, fraud detection, credit scoring, Case studies and success stories of business ML use.
8	ML Strategy and Organizational Impact, Building ML capabilities in a business team, ML maturity model for organizations, Human-AI collaboration: decision

	augmentation, Managing change and ML adoption, Limitations of ML and when not to use it.
9	Responsible and Ethical AI for Managers, Bias, fairness, and transparency in ML, Regulatory frameworks: GDPR, data privacy, Ethical frameworks and explainability, Auditing and governance of ML systems, Building trust in ML among business users.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	2	1	1
CO3	1	3	-	2
CO4	1	3	1	2
CO5	2	3	1	2
CO6	3	3	3	3

Course Name: Vibe Coding for Managers

Course Code: OL MBA BA 237

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)

Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces managers to the fundamental concepts of coding, emphasizing the practical application of scripting and automation to business tasks. It covers core programming concepts such as variables, data types (numbers, strings, lists, dictionaries), conditional logic, and loops. A significant part of the course focuses on using functions and modules to build reusable code and simple business workflows, like automated email generation. Students will learn data cleaning and manipulation techniques for Excel/CSV files, including handling missing data, and creating data quality reports. The course also includes practical automation using Excel Macros and VBA for repetitive tasks and dashboard creation. Further topics include an introduction to Python libraries (pandas) for business analytics and an overview of connecting to APIs for data integration and problem-solving.

Course Objectives:

1. To understand why coding is essential for managers and the basic differences between scripts, software, and macros.
2. To master fundamental programming constructs, including variables, data types, conditional logic (if-else), and iteration (loops) for automation.
3. To learn how to write, call, and reuse functions and scripts to build and automate simple business workflows and reports.
4. To develop proficiency in reading, writing, cleaning, and manipulating business data in formats like Excel and CSV using basic coding principles.

5. To gain practical skills in automating repetitive tasks, report generation, and dashboard updates using Excel Macros, VBA, and scheduled scripts.
6. To be introduced to Python for business analytics (pandas) and the concept of APIs for data integration to solve real-world business problems.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the primary data types and control flow structures (if-else, for/while loops) used in basic programming for business applications.
- CO2 (Comprehension): Students will be able to explain the importance of functions and modular scripts for code reusability and interpret the purpose of VBA macros in Excel automation.
- CO3 (Application): Students will be able to apply conditional logic to build a pricing calculator and use loops to generate automated emails for business contexts.
- CO4 (Analysis): Students will be able to analyze business datasets to identify missing values and duplicates, and evaluate data quality using a coded report generator.
- CO5 (Evaluation): Students will be able to evaluate the benefits of connecting to an API for dynamic data pulling (e.g., stock alerts) versus manual data entry in a business context.
- CO6 (Creation): Students will be able to construct an end-to-end automation solution for a business problem (e.g., HR attrition alert, sales summary emailer) using learned coding constructs.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Albon, C. (2020). *Python for marketers: A quick-start guide to data analysis, automation, and machine learning*. Wiley.
2. Viescas, J. R., & Hernandez, I. (2018). *SQL queries for mere mortals: A hands-on guide to data manipulation in SQL* (4th ed.). Pearson Education.
3. Felleisen, M., Findler, R. B., Flatt, M., & Krishnamurthi, S. (2018). *How to design programs: An introduction to programming and computing* (2nd ed.). The MIT Press.

Course Details:

Unit No.	Unit Description
1	Introduction to Coding for Managers, Why managers should learn coding: mindset and use cases, What is a script? Code vs software vs macros, Key coding

	environments: Jupyter Notebook, Excel VBA, Navigating an IDE and understanding syntax, Writing your first "Hello Business World" program.
2	Variables, Logic, and Flow Control, Data types: numbers, strings, lists, dictionaries, Variables and assignments, Conditional logic: if-else, nested conditions, Loops: for, while, iteration for automation, Practical exercises: pricing calculator, email generator.
3	Functions, Loops, and Scripts, Writing and calling functions, Parameters, return values, and scope, Reusing code with scripts and modules, Simple business workflows using functions, Script project: automated sales summary emailer.
4	Data Cleaning and Manipulation, Reading and writing Excel/CSV files, Handling missing data, duplicates, and types, Sorting, filtering, and aggregating data, Business use case: clean customer database, Building a data quality report generator.
5	Automating with Excel Macros and VBA, Introduction to macros and the VBA editor, Writing simple procedures for automation, Automating repetitive Excel tasks (reports, formatting), Trigger-based actions and events, Macro project: automated monthly sales dashboard.
6	Automating Dashboards and Reports, Creating dashboards with live data, Automating updates, visuals, and KPIs, Scheduling automated reports via scripts, Email-based reporting workflows, Use case: Marketing campaign dashboard automation.
7	Python for Business Analytics, Python libraries for business: pandas, openpyxl, Summarizing and visualizing data using Python, Writing functions to generate KPIs, Automating customer segmentation using basic rules, Report generation using pandas and Excel writers.
8	APIs and Data Integration, What is an API and why does it matter for managers?, Connecting to APIs (e.g., Google Sheets, OpenWeather, ChatGPT), Pulling data from web sources, Business use cases: stock alerts, lead tracking, feedback analysis, Mini project: Fetch and summarize data from a public API.
9	Coding for Business Problem Solving, Recap of key coding constructs for managers, Framing business problems as workflows or scripts, Capstone: Build a script or automation for a real use case (e.g., HR attrition alert, invoice parser,

feedback analyzer), Code walkthrough and documentation, Final review and refinement.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	2	1	1
CO3	-	3	2	1
CO4	-	3	1	2
CO5	-	3	-	2
CO6	1	3	1	3

Course Name: Analytics for Sustainability management

Course Code: OL MBA BA 227

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course focuses on integrating data analytics into sustainability management. It begins by establishing the business context of sustainability, covering the three pillars (environmental, social, economic), the Triple Bottom Line, and key drivers. A major part of the curriculum involves various sustainability frameworks and metrics, including GRI Standards, ESG metrics, and the SDGs, along with benchmarking tools. The course delves into specific environmental analytics (carbon footprint, LCA, energy tracking) and social/governance analytics (diversity, compliance, sentiment analysis). It addresses data collection, processing, quality, and visualization for ESG reporting. Finally, it explores predictive analytics for sustainability risk modeling and the ethical, legal, and strategic issues involved in embedding sustainability analytics into corporate decision-making.

Course Objectives:

1. To understand the fundamental concepts of sustainability, the Triple Bottom Line, and the key drivers and challenges for businesses adopting sustainable practices.
2. To comprehend and apply major global sustainability frameworks and metrics, including GRI Standards, ESG, and the Sustainable Development Goals (SDGs).
3. To learn the techniques of Environmental Analytics, such as carbon footprint analysis, Lifecycle Assessment (LCA), and energy/emissions tracking.

4. To explore Social and Governance Analytics, including social impact measurement, governance metrics, and the use of sentiment analysis for stakeholder feedback.
5. To master the practical aspects of sustainability data collection, processing, and visualization, including designing dashboards for performance monitoring.
6. To analyze the strategic, predictive, and ethical implications of sustainability analytics, including forecasting risk and avoiding greenwashing.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the three pillars of sustainability and major reporting standards such as GRI, SASB, and TCFD.
- CO2 (Comprehension): Students will be able to explain the difference between Corporate Sustainability and CSR and interpret the business benefits of adopting sustainable practices.
- CO3 (Application): Students will be able to apply carbon footprint analysis techniques and utilize visualization tools (Power BI/Tableau) to present sustainability performance data.
- CO4 (Analysis): Students will be able to analyze social impact through metrics like diversity and labor practices and examine data governance and quality issues in ESG reporting.
- CO5 (Evaluation): Students will be able to evaluate the ROI of sustainability investments using analytics and critically assess the risk of greenwashing and misleading analytics practices.
- CO6 (Creation): Students will be able to formulate a strategy for integrating sustainability analytics into corporate decision-making and develop a Balanced Scorecard for Sustainability.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Molthan-Hill, P., Parkes, C., & Singh, R. (Eds.). (2023). *Sustainable management: A complete guide for faculty and students* (3rd ed.). Routledge.
2. Jain, V., & Mittal, A. (Eds.). (2024). *Management for sustainable development: Integrating social, economic, and environmental concerns*. Taylor & Francis Group.
3. Eccles, R. G., & Krzus, M. P. (2014). *The integrated reporting movement: Meaning, momentum, value*. Wiley.

Course Details:

Unit No.	Unit Description
1	Sustainability in Business Context, Definition and pillars of sustainability (environmental, social, economic), Triple Bottom Line and Circular Economy concepts, Drivers of sustainability: regulatory, investor, and consumer pressure, Corporate Sustainability vs CSR, Business benefits and challenges in adopting sustainability.
2	Frameworks and Metrics for Sustainability, Global Reporting Initiative (GRI) Standards, ESG (Environmental, Social, Governance) metrics, Sustainable Development Goals (SDGs) and business alignment, SASB, TCFD, and Integrated Reporting Frameworks, Benchmarking tools: Dow Jones Sustainability Index, CDP, MSCI ESG Ratings.
3	Environmental Analytics, Carbon footprint analysis and accounting, Energy usage and emissions tracking, Lifecycle assessment (LCA) of products and services, Waste and water management data analytics, Renewable energy modeling and scenario planning.
4	Social and Governance Analytics, Social impact measurement: diversity, equity, labor practices, Community engagement and stakeholder analytics, Governance metrics: board diversity, executive pay, compliance, Anti-corruption and whistleblowing data indicators, Sentiment analysis from public data sources (social media, reports).
5	Data Collection and Processing for ESG, Sources of sustainability data (internal, external, sensors), Structured and unstructured sustainability data types, Data normalization and materiality assessment, Cloud-based tools and sustainability databases, Data governance and quality issues in ESG reporting.
6	Dashboards and Visualization for Sustainability, Designing dashboards for sustainability performance, KPI selection and visualization (Power BI, Tableau, Excel), Real-time monitoring tools for environmental metrics, Case examples: Sustainability reports with dashboards, Communicating sustainability insights to stakeholders.
7	Predictive Analytics for Sustainability, Forecasting energy usage, emissions, and supply chain risk, Using ML to model sustainability risk and opportunity, Scenario analysis and stress testing, ROI of sustainability investments through analytics, Applications in climate finance and risk assessment.

| 8 | Integrating Analytics into Corporate Strategy, Embedding sustainability analytics in decision-making, Linking ESG performance to business outcomes, KPI alignment with strategic goals, Balanced Scorecard for Sustainability, Analytics for sustainable supply chain and procurement. |
| 9 | Ethical, Legal, and Risk Issues in Sustainability Analytics, Ethical challenges in sustainability data use, Greenwashing and misleading analytics practices, Compliance with global standards and laws, ESG-related reputational and financial risks, Building responsible and transparent ESG data ecosystems. |

PO -CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	-	1	1
CO3	-	3	2	2
CO4	1	3	1	2
CO5	2	2	1	2
CO6	3	2	1	3

Course Name: SQL for Managers

Course Code: OL MBA BA 239

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces managers to Structured Query Language (SQL) and Relational Database Management Systems (RDBMS), focusing on their role in modern business. The curriculum systematically covers data retrieval using the SELECT statement, including aliases and sorting with ORDER BY. It then delves into data filtering using the WHERE clause, logical operators (AND, OR, NOT), and specific operators (IN, BETWEEN, LIKE). A key section focuses on grouping and aggregating business data using functions like COUNT, SUM, AVG, and the GROUP BY/HAVING clauses for KPI reporting. The course emphasizes combining data from multiple tables using various JOIN types (INNER, LEFT, RIGHT, FULL OUTER) and advanced querying techniques like subqueries and set operations (UNION). Finally, it covers practical applications of SQL for creating reusable reports, calculating complex KPIs, and integrating SQL query results with tools like Excel and dashboards (Power BI/Tableau).

Course Objectives:

1. To understand the fundamentals of Relational Databases (RDBMS) and the basic SQL syntax for querying structured business data.
2. To master the use of the SELECT statement for data retrieval, including column aliases, sorting, and removing duplicates.
3. To learn how to filter data effectively using the WHERE clause and advanced conditional operators (AND, OR, BETWEEN, LIKE) for precise querying.
4. To comprehend and apply aggregate functions (COUNT, SUM, AVG) with the GROUP BY and HAVING clauses to generate business summaries and segmentation reports.

5. To gain proficiency in combining data from multiple tables using different types of JOINs (INNER, LEFT, RIGHT) and advanced constructs like subqueries and set operations.
6. To apply SQL for practical business reporting, KPI tracking, and integration with visualization tools like Excel, Power BI, and Tableau.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the role of RDBMS in business and the basic components of a database (tables, rows, columns, data types).
- CO2 (Comprehension): Students will be able to explain the concept of primary and foreign keys and interpret the different use cases for INNER, LEFT, and RIGHT JOINs.
- CO3 (Application): Students will be able to apply the WHERE clause with logical and comparison operators to filter customer or sales data based on complex business criteria.
- CO4 (Analysis): Students will be able to analyze business data to calculate KPIs like total sales or average headcount by grouping attributes using aggregate functions and the GROUP BY clause.
- CO5 (Evaluation): Students will be able to evaluate the most efficient method (JOIN or subquery) for combining and filtering data to solve complex business logic queries.
- CO6 (Creation): Students will be able to design and build a set of reusable SQL queries (e.g., views) for generating automated monthly/quarterly reports and summary tables for a business dashboard.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Viescas, J. R., & Hernandez, I. (2018). *SQL queries for mere mortals: A hands-on guide to data manipulation in SQL* (4th ed.). Pearson Education.
2. Beaulieu, A. (2020). *Learning SQL* (3rd ed.). O'Reilly Media.
3. Molthan-Hill, P., Parkes, C., & Singh, R. (Eds.). (2023). *Sustainable management: A complete guide for faculty and students* (3rd ed.). Routledge.

Course Details:

Unit No.	Unit Description
1	Introduction to SQL and RDBMS, Overview of Relational Databases and their role in business, Introduction to SQL syntax and structure, Data types, tables, rows, and columns, Introduction to DBMS tools: MySQL, PostgreSQL, SQLite, Business relevance of structured data storage and querying.
2	Data Retrieval Using SELECT, SELECT statement for data extraction, Using column aliases and expressions, Using DISTINCT to remove duplicates, Using ORDER BY to sort data, Real-world business examples using SELECT.
3	Filtering, Sorting, and Conditions, WHERE clause and comparison operators, Logical operators: AND, OR, NOT, IN, BETWEEN, LIKE, and IS NULL, Sorting data with ORDER BY, Nested conditions in business queries.
4	Grouping and Aggregating Business Data, COUNT, SUM, AVG, MIN, MAX functions, GROUP BY clause and aggregate analysis, HAVING clause for filtering groups, Use cases: Sales summaries, HR headcounts, Customer segmentation, KPI reporting using aggregates.
5	Joins and Data Relationships, Understanding primary and foreign keys, INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN, Self joins and aliasing, Business applications: sales + customer data, HR + payroll data, Join performance considerations and optimization tips.
6	Subqueries and Set Operations, Subqueries in SELECT, FROM, and WHERE clauses, Correlated vs non-correlated subqueries, EXISTS, NOT EXISTS for conditional querying, Set operations: UNION, INTERSECT, EXCEPT, Complex business logic using nested queries.
7	SQL for Reporting and KPI Tracking, Creating reusable queries for reports, Calculating KPIs using SQL (e.g., ROI, churn, conversion rate), Monthly, quarterly, and YTD reports from data, Generating automated summary tables, Using CASE statements for business rules and logic.
8	Using SQL with Excel and Dashboards, Exporting SQL query results to Excel, Connecting Excel to a database, Live dashboards with Power BI / Tableau using SQL views, Parameterized queries for dynamic dashboards, Building a sales or HR dashboard using SQL data source.

9	SQL Project and Use Cases in Business Analytics, Final SQL project: business dataset exploration and reporting, Retail sales analysis using transactional databases, HR analytics: attrition, performance tracking using SQL, Financial reporting from database records, Final review and refinement.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	2	1	1
CO3	-	3	-	1
CO4	1	3	1	2
CO5	-	3	-	2
CO6	1	3	2	2

Course Name: Data Analytics and Visualisations for Businesses

Course Code: OL MBA BA 235

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive overview of the data analytics lifecycle and the critical role of data in business decision-making. It equips students with the essential skills for preparing and cleaning business data, including handling missing values, outliers, and performing data transformation. The curriculum covers descriptive and diagnostic analytics, focusing on measures of central tendency, pivot tables, and time series trend analysis. A significant focus is placed on data aggregation, group analysis (e.g., Market share, Sales by geography), and KPI reporting. The course is heavily focused on data visualization, covering the principles of effective visual design, choosing the right chart, and utilizing tools like Excel, Power BI, and Tableau for creating interactive dashboards. A crucial module is dedicated to storytelling with data, focusing on narrative structures, visual hierarchy, and presentation techniques for communicating business insights.

Course Objectives:

1. To understand the fundamental importance of data in business decision-making and the role of analytics across functional areas.
2. To master the techniques for preparing and cleaning business data, including handling common data quality issues like missing values and duplicates.
3. To learn descriptive and diagnostic analytical methods, such as calculating measures of central tendency and performing time series and pivot table analysis.
4. To comprehend and apply data aggregation and group analysis to calculate key business metrics and generate summary reports (e.g., market share by region).
5. To understand the principles of effective data visualization, including selecting appropriate charts and avoiding misleading visuals, using tools like Power BI and Tableau.

6. To develop skills in 'storytelling with data' by framing the problem, structuring insights, and effectively communicating analysis to stakeholders using dashboards.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the types of data (structured vs. unstructured) and list the Key Performance Indicators (KPIs) relevant to various business functions.
- CO2 (Comprehension): Students will be able to explain the importance of data validation and interpret descriptive statistics like measures of central tendency and dispersion.
- CO3 (Application): Students will be able to apply advanced Excel formulas (VLOOKUP, INDEX-MATCH) and pivot tables to summarize and analyze complex business data.
- CO4 (Analysis): Students will be able to analyze data to perform multi-level aggregation for market share calculations and examine diagnostic patterns and trends.
- CO5 (Evaluation): Students will be able to evaluate the effectiveness of different visualization types (bar, line, scatter) for a given dataset and critically assess dashboard design principles.
- CO6 (Creation): Students will be able to design and construct a comprehensive, interactive business data dashboard using tools like Power BI or Tableau to communicate actionable insights.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Few, S. (2012). *Show me the numbers: Designing tables and graphs to enlighten* (2nd ed.). Analytics Press.
2. Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley.
3. Molthan-Hill, P., Parkes, C., & Singh, R. (Eds.). (2023). *Sustainable management: A complete guide for faculty and students* (3rd ed.). Routledge.

Course Details:

Unit No.	Unit Description

1	Introduction to Business Data and Analytics, Importance of data in business decision-making, Types of data: structured vs unstructured, Overview of the analytics lifecycle, Role of analytics in functional areas (Marketing, HR, Finance, Ops), Key performance indicators (KPIs) and metrics.
2	Preparing and Cleaning Business Data, Data types, formats, and sources, Handling missing values, outliers, and duplicates, Data transformation: filtering, sorting, grouping, Creating calculated fields and derived variables, Data validation techniques and common errors.
3	Descriptive and Diagnostic Analytics, Measures of central tendency and dispersion, Pivot tables and crosstab analysis, Time series summaries and trend analysis, Diagnostic analysis: comparisons, patterns, and segmentation, Data interpretation using summary tables and charts.
4	Aggregation and Group Analysis, Grouping data by business attributes, Multi-level aggregation: Region, Category, Product, Rolling averages and cumulative summaries, Business use cases: Market share, Sales by geography, Creating summary tables and KPI sheets.
5	Visualization Concepts and Tools, Principles of effective data visualization, Choosing the right chart: bar, line, scatter, pie, combo, Avoiding misleading visuals and clutter, Introduction to Excel charts, Power BI, Tableau, Static vs interactive visualizations.
6	Storytelling with Data, Narrative structures in business data stories, Framing the problem and structuring the insight, Visual hierarchy and layout principles, Annotating visuals for impact, Presentation techniques for dashboard insights.
7	Excel for Business Analytics, Using Excel for sorting, filtering, and calculations, Advanced formulas (IF, VLOOKUP, INDEX-MATCH, etc.), Pivot tables and slicers, KPI dashboards with conditional formatting, Automating with Excel macros (introductory only).
8	Power BI / Tableau for Interactive Dashboards, Connecting to data sources, Creating visualizations and charts, Using filters, slicers, drilldowns, Designing multi-page dashboards, Publishing and sharing insights securely.
9	Business Dashboard Development and Communication, Principles of Effective Dashboard Design, Selecting and Structuring KPIs, Insight Communication

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	-	2	1	1
CO3	-	3	1	1
CO4	1	3	1	2
CO5	-	2	3	2
CO6	1	3	3	2

Frameworks, Capstone Project: Business Data Dashboard, Final review and refinement.

PO-CO Mapping

Course Name: Entrepreneurial Marketing & Growth Hacking

Course Code: OL MBA ENT 223

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a framework for marketing in new ventures, contrasting it with traditional corporate marketing and addressing the unique challenges faced by startups. A core focus is on achieving product-market fit through customer discovery, value proposition design, and testing the Minimum Viable Product (MVP). The curriculum introduces the principles and tools of Growth Hacking, including the AARRR (Pirate Metrics) framework for tracking Acquisition, Activation, Retention, Referral, and Revenue. Students will learn about customer acquisition channels, calculating CAC and LTV, Conversion Rate Optimization (CRO), and the Bullseye Framework. Key topics include rapid experimentation, A/B testing on various marketing elements, and developing viral loops, network effects, and successful referral programs. The course culminates in the formulation of a complete Go-to-Market (GTM) strategy and growth plan.

Course Objectives:

1. To understand the fundamental differences between entrepreneurial marketing and corporate marketing, especially concerning uncertainty and early-stage customer acquisition.
2. To master the process of customer discovery, value proposition design, and determining product-market fit using appropriate metrics and pivoting strategies.
3. To learn lean marketing strategies, including the use of MVP testing, landing pages, and budgeting for low-cost marketing experiments.
4. To comprehend customer acquisition channels, design an acquisition funnel, and calculate key metrics such as Customer Acquisition Cost (CAC) and Lifetime Value (LTV).
5. To understand the principles of Growth Hacking, utilize the AARRR metrics framework, and implement rapid A/B testing and experimentation cycles.

6. To analyze the mechanics of building viral loops, referral programs, and product-led growth strategies to formulate a comprehensive Go-to-Market (GTM) strategy.

Course Outcomes:

- CO1 (Knowledge): Students will be able to recall the core differences between entrepreneurial and corporate marketing and the five key components of the AARRR (Pirate Metrics) framework.
- CO2 (Comprehension): Students will be able to explain the concept of Minimum Viable Product (MVP) and interpret the product-market fit matrix and customer discovery findings.
- CO3 (Application): Students will be able to apply the Bullseye Framework to select the most promising customer acquisition channels and calculate Customer Acquisition Cost (CAC) and Lifetime Value (LTV).
- CO4 (Analysis): Students will be able to analyze retention curves and churn data using funnel and cohort analysis, and examine the traits required for a successful growth hacker.
- CO5 (Evaluation): Students will be able to evaluate the speed versus accuracy trade-off in growth experiments and critically assess the design of a referral program for potential virality.
- CO6 (Creation): Students will be able to develop a complete marketing and growth plan, including segmentation, targeting, and a Go-to-Market (GTM) strategy for a new venture.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Business.
2. Ellis, S., & Brown, H. (2017). *Hacking growth: How today's fastest-growing companies drive breakout success*. Currency.
3. Blank, S., & Dorf, B. (2020). *The startup owner's manual: The step-by-step guide for building a great company*. Wiley.

Course Details:

Unit No.	Unit Description
1	Marketing in Startups and New Ventures, Characteristics of entrepreneurial marketing vs corporate marketing, Challenges faced by startups in customer acquisition and branding, Entrepreneurial decision-making under uncertainty, Marketing funnel awareness in early-stage startups, Case examples: Airbnb, Dropbox, Zappos.
2	Product-Market Fit and Customer Discovery, Identifying the right customer segment, Value proposition design and testing, Customer discovery interviews and surveys, Product-market fit matrix and measurement, Pivoting strategies in marketing plans.
3	Lean Marketing Strategies and MVP Testing, Minimum Viable Product (MVP) and lean loops, Landing pages and pre-launch campaigns, Email marketing and early user onboarding, Social media and influencer campaigns, Budgeting for lean marketing experiments.
4	Customer Acquisition Channels and Funnels, Overview of digital and offline acquisition channels, Designing a customer acquisition funnel, CAC (Customer Acquisition Cost) and LTV (Lifetime Value), Conversion Rate Optimization (CRO), Choosing the right channel: Bullseye Framework.
5	Growth Hacking Concepts and Tools, What is growth hacking? Origins and principles, Traits of growth hackers and T-shaped marketers, Growth hacking stack: tools and integrations, Low-cost tactics: waitlists, beta invites, giveaways, Overview of tools: Google Analytics, Mixpanel, Zapier.
6	AARRR Metrics and Analytics, Pirate Metrics: Acquisition, Activation, Retention, Referral, Revenue, Setting up event tracking and conversion goals, Funnel analysis and cohort analysis, Retention curves and churn analysis, Reporting dashboards for startup growth tracking.
7	Rapid Experimentation and Testing, Growth experiments: hypothesis to validation, A/B testing and multivariate testing, Running experiments on ads, emails, landing pages, Speed vs accuracy in experiment cycles, Documenting and scaling successful hacks.
8	Viral Loops, Network Effects, and Referrals, Psychology of virality and social sharing, Building referral programs that work, Product-led growth and user

	onboarding loops, Leveraging community and user-generated content, Case studies: Dropbox, Slack, Zoom.
9	Go-to-Market Strategy and Growth Plan, Components of a Go-to-Market (GTM) strategy, Segmentation, targeting, and positioning (STP) for startups, Launch planning and user acquisition goals, Project: Build a marketing + growth plan for a real or simulated startup, Final review & refinement.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	1	-	1	2
CO3	-	3	-	2
CO4	-	3	1	2
CO5	1	2	1	3
CO6	2	1	1	3

SEMESTER 4

Course Name: Corporate Governance, Professional Ethics & Law - Career and Leadership Development - IV

Course Code: OL MBA MGT 220

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive study of Corporate Governance, Professional Ethics, and Regulatory Frameworks in India, focusing on their crucial role in career and leadership development. It covers the foundations and evolution of governance, including the roles of regulatory bodies like SEBI and RBI, and explores compliance with the Companies Act, 2013 and SEBI (LODR) Regulations. The curriculum delves into board structure, accountability, risk oversight, and the importance of an ethical culture. It also examines stakeholder management, ESG principles, and emerging trends like the role of technology and AI in future governance ecosystems. Practical application is emphasized through case studies of significant governance failures and crises.

Course Objectives:

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

1. Understand the core definition, scope, and evolution of corporate governance in both global and Indian contexts.
2. Analyze the regulatory frameworks in India, including the requirements of the SEBI (LODR) Regulations and the Companies Act, 2013.
3. Evaluate the functions of the Board of Directors, specifically regarding composition, accountability, risk management, and the role of independent directors.
4. Recognize the intersection of business ethics, ethical dilemmas, fraud prevention, and corporate responsibility in organizational decision-making.
5. Examine the significance of ESG (Environmental, Social, Governance) and CSR (Corporate Social Responsibility) in stakeholder management and reporting.
6. Develop strategic leadership skills necessary to influence and manage regulatory/compliance complexity in corporate and governance roles.

Course Outcomes:

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

- CO1 (Remember): Recall the principles of good governance and identify the key regulatory bodies in India, such as SEBI, RBI, and IRDAI.
- CO2 (Understand): Explain the difference between global best practices and the Indian context of corporate governance and its evolution.
- CO3 (Apply): Apply the knowledge of whistleblower protection mechanisms and risk management to analyze board oversight failures, using case studies like the Yes Bank Crisis.
- CO4 (Analyze): Differentiate between various governance failures in startups, private companies, and large corporations by analyzing case studies like the Byju's and NSE Co-Location Scams.
- CO5 (Evaluate): Assess the role of technology, including AI and compliance automation, in shaping the future of the governance ecosystem and promoting market confidence.
- CO6 (Create): Formulate a roadmap for stronger governance by integrating ethical, legal, and ESG considerations into a strategic leadership framework for compliance professionals.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Mallin, C. A. (2018). *Corporate governance* (6th ed.). Oxford University Press.
2. Aras, G., & Crowther, D. (2010). *A Handbook of Corporate Governance and Social Responsibility*. Gower Publishing, Ltd.

3. Fernando, A. C. (2020). *Corporate governance: Principles, policies, and practices* (3rd ed.). Pearson Education India.

Course Details:

Unit No.	Unit Description
1	**Foundations of Corporate Governance in India** (Introduction to Corporate Governance, Definition, Scope, and Evolution (Global & Indian Context), Key Governance Principles, Regulatory Bodies in India (SEBI, RBI, IRDAI), Principles of Good Governance, Global Best Practices vs. Indian Context.)
2	**Regulatory Frameworks and Compliance** (Overview of Regulatory Frameworks in India, SEBI (LODR) Regulations and Companies Act, 2013, RBI's Governance Guidelines and Other Regulatory Bodies, Importance of Compliance Culture in Organizations, Regulatory Lapses and Governance Failures, Case Study: NSE Co-Location Scam (2022) – Preferential Market Access and Board Oversight Failures.)
3	**Board Structure, Accountability, and Risk Oversight** (Board Composition and Governance Structures, Role of Independent Directors and Promoters, CEO–Chairperson Duality and Board Accountability, Board's Role in Risk Management and Internal Controls, Whistleblower Protection Mechanisms, Case Study: Yes Bank Crisis (2020) – Promoter Influence and Risk Oversight Gaps.)
4	**Corporate Governance and Business Ethics** (Business Ethics and Whistleblowing in Corporate India, Ethical Dilemmas, Fraud Prevention, and Corporate Responsibility, Legal and Regulatory Aspects of Corporate Ethics, Governance Failures in Startups and Private Companies, Founder Control, Investor Influence, and Internal Governance, Case Study: Byju's Governance Issues (2023–24) – Startups and Governance Gaps.)
5	**Regulatory and Compliance Frameworks for Investor Protection** (Investor Protection and Role of SEBI, Shareholder Rights and Recent Amendments to Governance Laws, Disclosures, Transparency, and Market Confidence, Case Study: Zee–Sony Merger Fallout (2024) – Shareholder Protection and Governance Challenges.)
6	**ESG & Stakeholder Management in Indian Companies** (ESG (Environmental, Social, Governance) and CSR (Corporate Social Responsibility), ESG Reporting and Disclosures, Shareholder Activism and Stakeholder Engagement, ESG-Related Governance Risks and Reputation

	Management, ESG Investment Trends and Corporate Controversies, Case Study: Adani–Hindenburg Controversy (2023) – ESG Risks and Market Reactions.)
7	**Future of Corporate Governance in India** (Emerging Trends in Corporate Governance, Role of Technology in Governance and Compliance, AI and Compliance Automation in Board Reporting and Monitoring, Global Governance Trends Influencing India, Roadmap for Stronger Governance Ecosystem.)
8	**Strategic Leadership for Governance Professionals** (Leadership in Board and Governance Roles, Influencing Without Authority in Corporate Settings, Managing Regulatory and Compliance Complexity, Building Ethical and Accountable Leadership, Case Reflections from Indian and Global Boards.)
9	**Career Advancement and Executive Development** (Career Opportunities in Corporate Governance, ESG, and Compliance, Professional Certifications and Networks (e.g., ICSI, CFA ESG, ICAI, ICA), Leadership Branding, Communication, and Stakeholder Engagement, Preparing for Board and Regulatory Roles, Future Skills for Governance Professionals.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	-	1	1
CO3	3	-	1	2
CO4	3	-	1	2
CO5	1	2	1	2
CO6	3	1	1	3

Course Name: Corporate Strategy & Supply Chain Analytics

Course Code: OL MBA MGT 222

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This vocational course integrates Corporate Strategy with Supply Chain Analytics to equip students with a comprehensive understanding of how strategic decisions are formulated, implemented, and supported by data-driven supply chain practices. The strategy component covers fundamental concepts like PESTEL and Porter's Five Forces analysis, strategic choices (e.g., diversification, M&A), and performance evaluation using the Balanced Scorecard. The supply chain component introduces SCM, strategic design (forecasting, inventory, sourcing), and dives into the role of descriptive, predictive, and prescriptive analytics. The course culminates in exploring optimization techniques, risk analytics, and aligning corporate strategy with digital transformation in SCM.

Course Objectives:

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

1. Explain the strategic management process and differentiate between corporate-level and business-level strategies.
2. Conduct comprehensive external and internal strategic analysis using frameworks like PESTEL, Porter's Five Forces, and VRIO.
3. Formulate strategic choices for growth, including mergers and acquisitions, diversification, and strategic alliances.
4. Introduce the Supply Chain Management (SCM) concept, its drivers, and the principles of supply chain network design.
5. Apply different types of analytics (descriptive, predictive, prescriptive) to data-driven decision-making in supply chain contexts.
6. Utilize optimization and risk analytics techniques for network design, cost reduction, and improving service levels in SCM.

Course Outcomes:

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

- CO1 (Remember): Recall and define the core competencies and key frameworks like VRIO and the Balanced Scorecard.
- CO2 (Understand): Explain the application of generic strategies (Cost Leadership, Differentiation, Focus) and their implications for competitive advantage.
- CO3 (Apply): Utilize a forecasting technique to inform strategic inventory and capacity strategies within a supply chain context.
- CO4 (Analyze): Differentiate and analyze the trade-offs between Agile vs. Lean Supply Chains based on market and product characteristics.
- CO5 (Evaluate): Assess a company's strategic performance and the success of its implementation using strategic control systems and performance measurement metrics.
- CO6 (Create): Develop an integrated strategy that aligns corporate goals with supply chain decisions, leveraging digital transformation and advanced analytics for business optimization.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Chopra, S. (2024). *Supply Chain Management: Strategy, Planning, and Operation* (7th ed.). Pearson Education.
2. Bhattacharya, R., & Maitra Bhattacharyya, A. (2025). *Supply Chain and Operations Analytics: Areas, Analytics, Formulations and Results* (1st ed.). Routledge India.
3. Robertson, P. (2021). *Supply Chain Analytics*. Taylor & Francis Group.

Course Details:

Unit No.	Unit Description
1	**Foundations of Corporate Strategy** (Nature and Scope of Corporate Strategy, Strategic Management Process, Corporate-level vs. Business-level Strategy, Strategic Fit and Competitive Advantage.)
2	**External and Internal Strategic Analysis** (PESTEL Analysis, Porter's Five Forces, Value Chain Analysis, Core Competencies and VRIO Framework.)
3	**Strategic Choices and Growth** (Generic Strategies (Cost Leadership, Differentiation, Focus), Diversification and Integration Strategies, Strategic Alliances and Joint Ventures, Mergers and Acquisitions.)
4	**Strategy Implementation and Evaluation** (Translating Strategy into Action, Balanced Scorecard, Strategic Control Systems, Measuring Strategic Performance.)
5	**Introduction to Supply Chain Management (SCM)** (Concept and Importance of SCM, Supply Chain Drivers and Metrics, Global Supply Chain Structure, Supply Chain Network Design.)
6	**Strategic Supply Chain Design** (Demand Forecasting and Planning, Inventory and Capacity Strategies, Sourcing and Supplier Relationship Strategies, Agile vs. Lean Supply Chains.)
7	**Supply Chain Analytics – Foundations** (Role of Analytics in SCM, Types of Analytics (Descriptive, Predictive, Prescriptive), Data-driven Decision-making in Supply Chains, Introduction to Tools and Techniques.)
8	**Supply Chain Optimization and Risk Analytics** (Network Optimization and Simulation, Risk Identification and Mitigation in SCM, Scenario Analysis and Sensitivity Analysis, Cost Optimization and Service Level Improvement.)
9	**Integration of Strategy and Analytics** (Aligning Corporate Strategy with Supply Chain Decisions, Digital Transformation and Advanced Analytics in SCM, Case Studies and Industry Best Practices, Capstone Project or Presentation.)

CO-PO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	-	-	1
CO2	1	-	1	1
CO3	-	3	-	1
CO4	1	2	1	2
CO5	3	1	1	2
CO6	3	3	1	3

Course Name: FinTech Ventures and Innovation

Course Code: OL MBA FIN 222
Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course explores the dynamic landscape of FinTech ventures and innovation, tracing the evolution of payment systems from barter to biometric payments, driven by technological advancements and financial inclusion initiatives. It introduces the core concepts, scope, and business models of FinTech startups, along with their regulatory challenges. The curriculum provides an in-depth focus on foundational technologies like Blockchain and Cryptocurrencies (including Bitcoin, digital wallets, and ICOs), and their applications in financial markets such as RegTech, Robo-Advisors, and Neo Banking. Furthermore, it covers key Indian innovations like the Unified Payments Interface (UPI) and India Stack, and the emerging concept of Central Bank Digital Currency (CBDC), concluding with alternative finance models like P2P lending and crowdfunding.

Course Objectives:

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

1. Trace the **evolution of payment systems** and the role of technological advancements and financial inclusion in driving FinTech innovation.
2. Define the **scope of FinTech** and analyze the business models of successful FinTech startups (Unicorns), understanding the associated regulatory challenges.
3. Explain the mechanism and **applications of Blockchain** technology, including its benefits and limitations.

4. Analyze the application of **Blockchain in financial markets**, including areas like RegTech, Robo-Advisors, Open Banking, and Neo Banking.
5. Understand the fundamentals of **Cryptocurrencies** (Bitcoin, various types), **digital crypto wallets**, and the importance of **ICOs** in alternative finance.
6. Discuss the architecture and use cases of **UPI** and **India Stack**, and evaluate the **benefits and challenges of Central Bank Digital Currency (CBDC)**.

Course Outcomes:

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

- CO1 (Remember): Identify and define key FinTech concepts such as Robo-Advisors, Neo Banking, and the components of the India Stack (e.g., Aadhaar).
- CO2 (Understand): Explain the difference between traditional and alternative finance models like P2P Lending and Crowdfunding.
- CO3 (Apply): Use the knowledge of regulatory frameworks to assess the compliance challenges for new FinTech products in the context of cryptocurrencies and tokens.
- CO4 (Analyze): Differentiate and analyze the unique benefits and challenges associated with the implementation of Central Bank Digital Currency (CBDC).
- CO5 (Evaluate): Critically assess the security and implementation of real-world FinTech solutions like UPI Transactions and their various use cases.
- CO6 (Create): Design a conceptual FinTech venture business model that leverages advanced technologies (e.g., Blockchain, AI for fraud detection) to solve a financial inclusion problem or improve an existing service.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Arner, D. W., Zetzsche, D. A., & Buckley, R. P. (2020). *The Cambridge handbook of international financial and economic law*. Cambridge University Press.
2. Chishti, S., & Barberis, J. (Eds.). (2016). *The FINTECH Book: The financial technology handbook for investors, entrepreneurs and visionaries*. Wiley.
3. Sironi, P. (2018). *FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification*. Wiley.

Course Details:

Unit No.	Unit Description
1	**Module 1: How Innovation Begins?** (Evolution of Payment Systems: From Barter System to Contactless and Biometric Payments, Technological Advancements, Financial Inclusion Initiatives, Adoption of Alternative Finance Models.)
2	**Module 2: Introduction to the Fintech Landscape** (Definition and Scope of FinTech, Applications of FinTech, Fintech Startups – Unicorns & their Business Models, Regulatory Challenges and Frameworks in the Fintech Industry.)
3	**Module 3: Blockchain** (Introduction to Blockchain and How It Works, Application of Blockchain, Benefits and Limitations of Blockchain.)
4	**Module 4: Blockchain in Financial Markets** (BancTec & Insurtech, RegTech, Robo-Advisors, Digital Wealth Management Services, Investment Planning Tools, Open Banking and APIs, Neo Banking, Fraud Detection.)
5	**Module 5: Cryptocurrencies** (Cryptocurrencies Primer, Bitcoin and Applications, Cryptocurrencies and Digital Crypto Wallets, Types of Cryptocurrencies, Cryptocurrencies and Applications, Importance of ICO in Alternative Finance, Regulations for Cryptos and Tokens.)
6	**Module 6: Unified Payments Interface (UPI)** (Understanding UPI and its Architecture, UPI Transactions and Security, UPI Implementation and Use Cases.)
7	**Module 7: India Stack** (Introduction to India Stack, Aadhaar and India Stack, Applications of India Stack.)
8	**Module 8: Central Bank Digital Currency (CBDC)** (Understanding CBDC, Benefits and Challenges of CBDC, Global Case Studies and Future of CBDC.)
9	**Module 9: P2P Lending, Crowdfunding, and Infrastructure** (Concept of P2P Lending: P2P and Marketplace Lending, P2P Infrastructure and Technologies, Crowdfunding: Concept, Architecture, and Technology.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	1	1	2
CO3	1	2	-	2
CO4	-	2	1	2
CO5	-	3	-	1
CO6	2	3	1	3

Course Name: Banking, NBFC and Insurance/BFSI

Course Code: OL MBA FIN 224

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a comprehensive overview of the Banking, NBFC (Non-Banking Financial Company), and Insurance (BFSI) sectors. The banking segment covers the Indian Financial System, the Role of the Regulator (RBI), Monetary Control Tools (CRR, SLR, OMO), bank functions, products, and advanced concepts like Asset Liability Management (ALM) and Treasury Operations. The NBFC units detail their business model, classification, regulatory framework, and key issues like digital adoption and digital lending platforms. The insurance section introduces concepts, risk pooling, the Role of IRDAI, and covers both Life and Non-Life Insurance, product innovation, and Bancassurance models. The course concludes with an analysis of digital adoption across all three sectors, highlighting the role of FinTechs, APIs, AI, and Blockchain.

Course Objectives:

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

1. Understand the structure of the Indian Financial System and the Role of the RBI, including its tools for Monetary Control.
2. Explain the functions and organizational structure of a bank, and the basics of Asset Liability Management (ALM) and Treasury Operations.
3. Differentiate the NBFC business model from banks, categorize NBFCs, and analyze their associated risk and regulatory frameworks.
4. Grasp the core concepts of Insurance, the role of the regulator (IRDAI), and the distinction between Life and Non-Life Insurance.
5. Analyze the application of models like Bancassurance and the dynamics of product innovation in the insurance sector.
6. Evaluate the impact of digital adoption across the BFSI sectors, including the role of FinTechs, AI, Blockchain, and digital lending/payments.

Course Outcomes:

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

- CO1 (Remember): List the Tools of Monetary Control used by the RBI (CRR, SLR, OMO, LAF, MSF) and define the concept of risk transfer in insurance.
- CO2 (Understand): Explain the key differences between Banks and NBFCs and the rationale behind NBFC classification.
- CO3 (Apply): Use the knowledge of the digital landscape to evaluate the growth and key issues faced by Digital Lending Platforms and their regulatory challenges.
- CO4 (Analyze): Analyze the relationship and collaboration between banks and FinTechs in driving digital transformation across financial sectors.
- CO5 (Evaluate): Assess the role of data and AI in the risk assessment process within the InsurTech and broader digital insurance transformation.
- CO6 (Create): Develop a basic risk management strategy for a financial institution, considering elements like financial stability, regulatory compliance, and the integration of new technologies like CBDC.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Pathak, B. (2020). *Indian financial system* (6th ed.). Pearson Education India.
2. Rejda, G. E., & McNamara, M. J. (2019). *Principles of risk management and insurance* (14th ed.). Pearson Education.
3. Koch, T. W., & MacDonald, S. S. (2020). *Bank Management* (8th ed.). Cengage Learning.

Course Details:

Unit No.	Unit Description
1	**Introduction to the Banking Industry – Part I** (Banking ecosystem – Introduction to the Indian Financial System, Role of the Regulator (RBI), Tools of Monetary Control (CRR, SLR, OMO, SCC, LAF, MSF), Policy Transmission and Regulatory Framework.)
2	**Introduction to the Banking Industry – Part II** (Functions of a Bank, Organizational Structure in a Bank (Typical Structure), Popular Products (Corporate Banking/Retail Banking), New Age CBDC Demo and Applications.)
3	**Introduction to the Banking Industry – Part III** (Basics of Asset Liability Management (ALM) Models, Banks' Role in Capital Markets, Introduction to Treasury Operations, Financial Stability and Risk Management.)
4	**Introduction to NBFCs – Part I** (NBFC Business Model – Overview, Risk and Regulatory Framework for NBFCs, NBFC Classification and Role in the Economy, Key Differences between Banks and NBFCs.)
5	**Introduction to NBFCs – Part II** (Digital Adoption and Innovations in NBFCs, Key Issues Faced by NBFCs, Regulatory and Technology Challenges, Digital Lending Platforms.)
6	**Insurance Business – Part I** (Concepts of Insurance, Historical Development of the Insurance Sector, Risk Pooling and Risk Transfer, Role of IRDAI.)
7	**Insurance Business – Part II** (Life Insurance and Non-Life Insurance, Bancassurance Models, Insurance Product Innovation, Regulatory Landscape in Insurance.)
8	**Digital Adoption Across Financial Sectors – Part I** (FinTech and Their Adoption of Digital Technology, Role of APIs, AI, and Blockchain in Banking, Digital Lending and Payments, Collaboration Between Banks and FinTechs.)
9	**Digital Adoption Across Financial Sectors – Part II** (InsurTechs – Introduction and Use Cases, Digital Transformation in Insurance, Role of Data and AI in Risk Assessment, Regulatory and Compliance Considerations.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	1
CO3	-	3	-	2
CO4	1	2	1	2
CO5	-	3	-	2
CO6	3	2	-	3

Course Name: Financial Analytics

Course Code: OL MBA FIN 206

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course on Financial Analytics provides a strong foundation in both theoretical financial concepts and the practical tools needed for analysis. It begins with a detailed review of Fixed Income Analytics, covering bond classification, yields, spreads, and the construction and interpretation of the Yield Curve. Key topics include Bond Pricing, risk measures like Duration and Convexity, and the foundations of Securitization. The course then moves into Derivatives Analytics with an introduction to Options, covering types, payoffs, strategies, and pricing models like the Binomial Model and the Black–Scholes–Merton model (including the Greeks). A significant section is dedicated to Risk Management, detailing the risk management process, financial risks, and methods for calculating and backtesting Value at Risk (VaR). It also introduces Credit Risk Management and Credit Default Swaps (CDS). The course concludes with hands-on application of Python and Excel for financial computations and visualizations.

Course Objectives:

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

1. Understand and apply concepts of Yields, Spreads, Spot Rates, and Forward Rates for the construction and interpretation of the Yield Curve.
2. Calculate Bond Prices and quantify bond risk using key measures like Yield-to-Maturity (YTM), Duration, and Convexity.
3. Explain the mechanics of Options, including their types, payoffs, and pricing using the Put–Call Parity and No-Arbitrage Pricing principles.
4. Apply and differentiate between the Binomial Model and the Black–Scholes–Merton Options Model for pricing, and use Greeks for sensitivity analysis.
5. Describe the Risk Management Process and the models used for managing Market Risk, particularly the various methods for calculating and interpreting Value at Risk (VaR).
6. Utilize Python and Excel to perform practical financial computations, such as Bond Pricing and basic Risk Modeling.

Course Outcomes:

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

- CO1 (Remember): Define and recall the various risk measures for bonds (Interest Rate Risk, Credit Risk, Liquidity Risk) and the definition of a Credit Default Swap (CDS).
- CO2 (Understand): Explain the core concepts of risk and the distinction between the different VaR Calculation Methods (Historical, Parametric, Monte Carlo).
- CO3 (Apply): Use the fundamentals of Python (data types, looping, libraries like NumPy and Pandas) to load and manipulate financial data.
- CO4 (Analyze): Differentiate between various Option Strategies for the purposes of hedging and speculation.
- CO5 (Evaluate): Assess the results of a VaR calculation by performing backtesting and draw conclusions about the model's accuracy.
- CO6 (Create): Build a simple financial model in Excel or Python that incorporates concepts like bond pricing or basic risk measures.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Stoeber, J. (2020). *Financial Analytics*. Wiley India.
2. Hull, J. C. (2021). *Options, futures, and other derivatives* (11th ed.). Pearson Education.
3. Fabozzi, F. J. (2018). *Fixed income analysis* (4th ed.). Wiley.

Course Details:

Unit No.	Unit Description
1	**Overview of Fixed Income Analytics – Part I** (Recap of Capital Markets Concepts, Review of Fixed Income Products, Classification of Fixed Income Securities, Role of Fixed Income in Portfolio Diversification.)
2	**Overview of Fixed Income Analytics – Part II** (Understanding Concepts of Yields and Spreads, Bootstrapping Spot Rates and Forward Rates, Yield Curve Construction and Interpretation, Factors Affecting Yield Movements.)
3	**Bond Pricing and Risk Measures** (Pricing Bonds with Standard and Non-Standard Coupons, Yield-to-Maturity (YTM) and Duration Concepts, Convexity and Price–Yield Relationship, Risk Measures for Bonds (Interest Rate Risk, Credit Risk, Liquidity Risk), Foundations of the Concept of Securitization.)
4	**Introduction to Options – Part I** (Understanding Options: Types, Payoffs, and Terminologies, Option Strategies for Hedging and Speculation, Put–Call Parity and No-Arbitrage Pricing of Options, Overview of Option Market Participants.)
5	**Introduction to Options – Part II** (Binomial Model for Pricing Options, Black–Scholes–Merton Options Model, Greeks and Sensitivity Analysis, Real-World Applications of Option Pricing Models.)
6	**Building Blocks of Risk Management – Part I** (Meaning and Nature of Risk, Risk Management Process and Framework, Role of Risk Policies in Organizations, Identifying and Measuring Financial Risks.)
7	**Building Blocks of Risk Management – Part II** (Models for Market Risk Management, Understanding Value at Risk (VaR), Methods of VaR Calculation – Historical, Parametric, Monte Carlo, Interpreting and Backtesting VaR Results.)
8	**Building Blocks of Risk Management – Part III** (Foundations of Credit Risk Management, Trade Exposure and Counterparty Risk, Credit Default Swaps (CDS) and Other Credit Derivatives, Measuring and Managing Credit Exposure.)
9	**Python and Excel for Financial Analytics** (Python and Its Relevance to Financial Analytics, Overview of Python Building Blocks – Data Types, Looping, Conditional Statements, Introduction to Popular Python Libraries (NumPy, Pandas, Matplotlib), Financial Computations and Visualizations Using Python, Hands-on Activities in Python and Excel for Bond Pricing and Risk Modeling.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	1	2	1	1
CO3	-	3	-	1
CO4	-	2	1	1
CO5	1	3	1	2
CO6	1	3	1	2

Course Name: International Marketing

Course Code: OL MBA MKT 210

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the fundamental principles and strategies of International Marketing, highlighting the distinction and challenges between domestic and global environments. It covers a comprehensive analysis of the International Marketing Environment, including political, economic, legal, and socio-cultural factors, as well as the impact of Trade Blocs and Globalization. Core strategic areas are explored, such as the process of International Market Research, different Market Entry Strategies (e.g., exporting, FDI, joint ventures), and the adaptation of Segmentation, Targeting, and Positioning (STP) for cross-cultural contexts. The course concludes with the adaptation of the Marketing Mix for global markets, covering Product Standardization vs. Adaptation, International Pricing Strategies (dumping, transfer pricing), global Distribution/Supply Chain management, and the use of Digital Marketing for international promotion.

Course Objectives:

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

1. Explain the concept and scope of international marketing and identify the key drivers of internationalization.
2. Analyze the impact of the Political, Economic, Legal, Technological, and Socio-cultural environments on international marketing strategy.
3. Evaluate various modes of market entry (Exporting, Licensing, Joint Ventures, FDI) and the factors influencing these decisions.
4. Formulate International Segmentation, Targeting, and Positioning (STP) strategies, adapting them for different cross-cultural contexts.
5. Determine the optimal product strategy (Standardization vs. Adaptation) and the appropriate international pricing strategies (e.g., Transfer Pricing, Dumping).
6. Design an integrated international marketing mix, including global distribution/logistics and effective digital promotion strategies.

Course Outcomes:

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

- CO1 (Remember): Recall and define the major Trade Blocs and Agreements (WTO, EU, NAFTA, ASEAN) and the types of Market Entry Modes.
- CO2 (Understand): Explain the difference between Product Standardization vs. Adaptation and its implications for global branding and packaging strategies.
- CO3 (Apply): Utilize the principles of International Market Research to select and map potential target international markets.
- CO4 (Analyze): Differentiate and analyze the Risk Factors in international markets (e.g., political, economic) and their effect on profitability and entry decisions.
- CO5 (Evaluate): Critically assess the ethics and sustainability considerations within International Marketing and the strategic alliances used for global competition.
- CO6 (Create): Develop a complete Global Brand Positioning and integrated Digital Marketing Strategy for a new international product launch.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Hollensen, S. (2009). *Global Marketing*. Pearson Education.
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill Education.
3. Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2019). *Marketing management* (5th European ed.). Pearson Education.

Course Details:

Unit No.	Unit Description
1	**Introduction to International Marketing** (Concept and Scope of International Marketing, International vs. Domestic Marketing, Drivers of Internationalization, Challenges in the Global Marketing Environment.)
2	**International Marketing Environment** (Political, Economic, Legal, Technological, and Socio-cultural Environments, Trade Blocs and Agreements (WTO, EU, NAFTA, ASEAN, etc.), Globalization and Its Impact on Marketing Strategies, Risk Factors in International Markets.)
3	**International Market Research and Entry Strategies** (International Market Research Process, Selecting International Markets, Modes of Entry: Exporting, Licensing, Franchising, Joint Ventures, FDI, Factors Influencing Market Entry Decisions.)
4	**International Segmentation, Targeting & Positioning (STP)** (Global Market Segmentation Strategies, Target Market Selection, Global Brand Positioning, Adapting STP for Cross-Cultural Contexts.)
5	**International Product Decisions** (Product Standardization vs. Adaptation, Global Branding and Packaging Strategies, Product Lifecycle in International Markets, Product Innovation for Global Markets.)
6	**International Pricing Strategies** (Factors Influencing International Pricing, Transfer Pricing, Dumping, Countertrade, Pricing for Different Markets and Currency Considerations, International Pricing Tactics and Negotiations.)
7	**International Distribution and Supply Chain** (International Channel Structures, Managing Logistics in International Markets, Intermediaries and Trade Facilitators, Global Distribution Strategies.)
8	**International Promotion and Digital Marketing** (Global Promotional Tools and Media, Cross-Cultural Communication in Marketing, Digital Marketing Strategies for Global Reach, Influencer and Content Marketing Across Borders.)
9	**Emerging Issues and Strategy in International Marketing** (Ethics, Sustainability, and CSR in International Marketing, Global Competition and Strategic Alliances, Case Studies of MNCs and Global Brands, Future Trends in International Marketing.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	2
CO3	-	2	1	1
CO4	1	1	1	1
CO5	2	-	1	2
CO6	1	2	3	3

Course Name: Strategies in Rural and Luxury Marketing

Course Code: OL MBA MKT 238

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This unique course examines marketing strategies tailored for two contrasting yet dynamically growing segments: Rural and Luxury markets. The rural section focuses on the socio-economic and cultural landscape of rural consumers, covering segmentation, behavior, and challenges in market development. It delves into market entry, distribution, innovative pricing (like Sachet Marketing), and effective communication using vernacular media and local activations. The luxury section explores the concept and evolution of luxury, the psychology and characteristics of the luxury consumer, and the dynamics of the global vs. Indian luxury market. It covers specialized strategies for branding, positioning (storytelling, experiential marketing), premium pricing, selective distribution, and digital/influencer marketing to maintain exclusivity and prestige.

Course Objectives:

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

1. Compare and contrast the characteristics and growth drivers of Urban, Rural, and Luxury Markets.
2. Analyze the behavior and decision-making process of the Rural Consumer and the challenges in rural market development.
3. Formulate effective product, pricing (e.g., Sachet Marketing), distribution, and communication strategies for the rural market.
4. Understand the concept and evolution of luxury marketing and the distinct psychology and characteristics of luxury consumers.
5. Develop luxury branding and positioning strategies, including experiential marketing and managing exclusivity and prestige.
6. Apply specialized pricing, selective distribution, and digital/CRM strategies for luxury markets, recognizing emerging trends like the Rural–Luxury Convergence.

Course Outcomes:

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

- CO1 (Remember): Define and recall key innovative rural pricing tactics such as Sachet Marketing and the concept of a luxury value proposition.
- CO2 (Understand): Explain the role of infrastructure, media, and intermediaries in facilitating distribution and development in the rural market.
- CO3 (Apply): Use principles of Rural Market Research to conduct opportunity mapping and identify rural demand for a specific product.
- CO4 (Analyze): Differentiate and analyze the strategies required for Product Customization and Affordability for low-income rural segments versus maintaining prestige in luxury product design.
- CO5 (Evaluate): Critically assess the effectiveness of digital and influencer strategies in both the mass-reach rural outreach and the exclusive luxury branding context.
- CO6 (Create): Develop an Integrated Marketing Communication (IMC) plan that strategically targets both the aspirational Rural Consumer and the traditional Luxury Consumer, considering ethical and sustainability elements.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Keller, K. L. (2013). *Strategic brand management* (4th ed.). Pearson Education.
2. C. K., & Prahalad, V. (2004). *The fortune at the bottom of the pyramid: Eradicating poverty through profits*. Pearson Education.
3. Kapferer, J. N., & Bastien, V. (2012). *The luxury strategy: Break the rules of marketing to build luxury brands*. Kogan Page.

Course Details:

Unit No.	Unit Description
1	**Introduction to Rural and Luxury Marketing** (Definition, Scope, and Importance of Rural and Luxury Marketing, Comparison between Urban, Rural, and Luxury Markets, Socio-economic and Cultural Landscape, Drivers of Growth in Rural and Luxury Segments.)
2	**Rural Market Environment** (Characteristics and Segmentation of Rural Markets, Rural Consumer Behavior and Decision-Making, Role of Infrastructure, Media, and Intermediaries, Challenges in Rural Market Development.)
3	**Strategies for Rural Market Entry** (Identifying Rural Demand, Rural Market Research and Opportunity Mapping, Distribution and Channel Strategies for Rural India, Strategic Partnerships in Rural Markets.)
4	**Product and Pricing Strategies in Rural Markets** (Product Customization and Affordability, Innovative Pricing Strategies (e.g., Sachet Marketing), Product Development for Low-income Segments, Case Studies on Successful Rural Marketing Strategies.)
5	**Communication and Promotion in Rural Markets** (Rural Communication Mix, Role of Influencers, Vernacular Media, and Local Activations, Technology and Digital Tools in Rural Outreach, Integrated Marketing Communication for Rural Audiences.)
6	**Understanding the Luxury Market** (Concept and Evolution of Luxury Marketing, Characteristics of Luxury Consumers, Global vs. Indian Luxury Market Dynamics, Psychology of Luxury Consumption.)
7	**Branding and Positioning in Luxury Marketing** (Crafting Luxury Value Propositions, Brand Storytelling and Emotional Connection, Experiential Marketing in Luxury, Managing Exclusivity and Prestige.)
8	**Pricing, Distribution, and Promotion in Luxury** (Premium Pricing Strategies, Selective Distribution and Retail Experience, Digital and Influencer Strategies in Luxury Branding, Customer Relationship Management in Luxury Markets.)
9	**Emerging Trends and Strategic Integration** (Rural–Luxury Convergence Opportunities (e.g., Aspirational Rural Consumers), Sustainability, Ethics, and New Technologies, Case Studies: Leading Rural Brands and Luxury Houses, Capstone Project or Presentations.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	1	2
CO2	-	-	1	1
CO3	-	2	-	1
CO4	1	-	1	2
CO5	-	2	2	1
CO6	1	-	3	3

Course Name: Content & Performance Marketing

Course Code: OL MBA MKT 240

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course focuses on the synergy and distinct strategies of Content Marketing and Performance Marketing within the digital landscape. The content segment covers developing a content strategy, mapping content to the marketing funnel (Awareness, Engagement, Conversion, Retention), and mastering content creation and optimization techniques, including SEO fundamentals, keyword strategy, and cross-platform publishing. The performance segment introduces core concepts like Paid Media Channels (Search, Social, Display), various pricing models (CPA, CPL, CPC, CPM), and practical aspects of campaign setup on platforms like Google Ads and Meta Ads. The curriculum emphasizes performance optimization through A/B testing, CRO, bid strategies, and comprehensive measurement and analytics using tools like Google Analytics and Data Studio for ROI/ROAS and attribution modeling. The final module integrates both disciplines into a full-funnel Growth Marketing Framework.

Course Objectives:

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

1. Differentiate between Content and Performance Marketing and understand how they work synergistically in the marketing funnel.
2. Develop a comprehensive Content Strategy that includes identifying audience personas, mapping content to the funnel stages, and setting measurable KPIs.

3. Apply SEO fundamentals and best practices for content creation and optimization across various formats (blogs, videos, infographics).
4. Understand the core concepts and pricing models (CPA, CPL, CPC, CPM) of Performance Marketing and the various Paid Media Channels.
5. Execute and track paid marketing campaigns on major platforms (Google Ads, Meta Ads) using effective ad copywriting, creatives, and UTM tagging.
6. Apply optimization techniques like A/B Testing and Conversion Rate Optimization (CRO), and use analytics tools to measure ROI, ROAS, and attribution.

Course Outcomes:

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

- CO1 (Remember): Identify and define the different Paid Media Channels (Search, Social, Display, Affiliate, Programmatic) and their associated pricing models.
- CO2 (Understand): Explain how to map content types to the various stages of the Content Funnel (Awareness, Engagement, Conversion, Retention).
- CO3 (Apply): Use a structured approach to plan a paid campaign budget and schedule, ensuring effective audience segmentation and bid strategies.
- CO4 (Analyze): Differentiate between the strategies for Content Amplification (owned, earned, paid media) and select the most appropriate channel mix for different goals.
- CO5 (Evaluate): Critically assess the performance of a campaign using analytics tools (e.g., Google Analytics, Data Studio) and interpret the data for marketing decisions.
- CO6 (Create): Design a Full-funnel Integrated Content & Performance Strategy that aligns marketing efforts with growth frameworks and leverages a final project/campaign audit.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Halligan, B., & Shah, D. (2014). *Inbound marketing: Get found using Google, social media, and blogs* (2nd ed.). Wiley.
2. DeMers, J. (2020). *The complete guide to content marketing*. Routledge.
3. Carter, D. (2022). *Performance marketing with Google analytics*. Pearson Education.

Course Details:

Unit No.	Unit Description
1	**Introduction to Content & Performance Marketing** (Evolution of Digital Marketing and Content Strategy, Content vs. Performance Marketing – Understanding the Difference and Synergy, Key Objectives and Success Metrics, Role of Content in the Marketing Funnel.)
2	**Content Strategy & Planning** (Identifying Content Goals and Audience Personas, Content Funnel: Awareness, Engagement, Conversion, Retention, Content Mapping and Editorial Calendars, Setting Measurable Content KPIs.)
3	**Content Creation & Optimization** (Types of Content: Blogs, Videos, Infographics, Podcasts, Short-form Content, SEO Fundamentals and Keyword Strategy, On-page Optimization and Content Distribution Best Practices, Content Repurposing and Cross-Platform Publishing.)
4	**Content Platforms and Distribution Channels** (Owned, Earned, and Paid Media, Social Media, Email, Influencer Marketing, Content Amplification Strategies, Selecting the Right Channel Mix.)
5	**Introduction to Performance Marketing** (Core Concepts of Performance Marketing, Paid Media Channels: Search, Social, Display, Affiliate, Programmatic, CPA, CPL, CPC, CPM Models, Growth of Performance-driven Campaigns.)
6	**Campaign Setup and Execution** (Planning and Launching Paid Campaigns (Google Ads, Meta Ads, LinkedIn), Ad Copywriting, Creatives, Landing Pages, Campaign Tracking and UTM Tagging, Budgeting and Scheduling Campaigns.)
7	**Performance Optimization Techniques** (A/B Testing and Conversion Rate Optimization (CRO), Bid Strategies and Audience Segmentation, Remarketing and Retargeting Campaigns, Improving ROI through Continuous Optimization.)
8	**Measurement and Analytics** (Defining KPIs and Campaign Objectives, Performance Dashboards and Reporting Tools (Google Analytics, Data Studio, GA4), ROI, ROAS, and Attribution Modeling, Data Interpretation for Marketing Decisions.)
9	**Integrated Content & Performance Strategy** (Aligning Content with Performance Goals, Growth Marketing Frameworks and Full-funnel Strategies, Case Studies, Campaign Audits, and Final Project, Future Trends in Content and Performance Marketing.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	1	2	1
CO3	1	3	-	1
CO4	-	2	2	1
CO5	1	3	1	2
CO6	1	2	2	3

Course Name: Services Marketing

Course Code: OL MBA MKT 204

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides a foundational understanding of Services Marketing, focusing on the unique challenges and strategies involved in marketing intangible offerings. It begins by contrasting service and product marketing based on the IHIP Framework (Intangibility, Heterogeneity, Inseparability, Perishability). A core theme is the Service Experience, covering the customer journey, the role of employees, and the physical stages of services using tools like Service Blueprints and understanding Physical Evidence (Servicescapes). The curriculum delves into managing Service Quality, exploring the Gap Model, the SERVQUAL scale and its dimensions, and strategies for continuous improvement. The course culminates by applying the expanded 7 Ps of Service Marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence), and developing strategies for Service Recovery and Service Architecture (House of Quality, QFD) to ensure service design and strategy alignment.

Course Objectives:

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

1. Differentiate between Service and Product Marketing based on the unique characteristics of services (IHIP Framework).
2. Analyze the Service Process and Customer Journey, understanding the roles of employees and the concept of Service Co-creation.
3. Utilize tools like Service Blueprints and the concept of Physical Evidence (Servicescapes) to manage the tangibilization of services and the service environment.

4. Explain the Gap Model of service quality and the specific Service Quality Gaps that impact customer satisfaction and delight.
5. Apply the 7 Ps of Service Marketing (the extended marketing mix) for the positioning and differentiation of service offerings.
6. Develop an effective Service Recovery strategy, including Service Guarantees and Complaint Management, and design a basic Service Architecture using QFD.

Course Outcomes:

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

- CO1 (Remember): List and define the 7 Ps of Service Marketing and the dimensions of the SERVQUAL scale.
- CO2 (Understand): Explain the difference between Customer Delight vs. Satisfaction and the role of emotions in service encounters.
- CO3 (Apply): Use a Service Blueprint to map and analyze the visible and invisible processes of a service delivery system.
- CO4 (Analyze): Differentiate and analyze the strategies for Internal Marketing to bridge internal service quality gaps and manage employee performance.
- CO5 (Evaluate): Critically assess the impact of an effective Service Recovery process on customer retention following a service failure.
- CO6 (Create): Design a new Service Design and Innovation framework, linking service strategy with execution, potentially incorporating elements of the House of Quality or QFD.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Lovelock, C. H., & Wirtz, J. (2016). *Services marketing: People, technology, strategy* (8th ed.). World Scientific Publishing.
2. Wirtz, J., & Lovelock, C. (2020). *Services marketing: People, technology, strategy* (9th ed.). Pearson Education.
3. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw-Hill Education.

Course Details:

Unit No.	Unit Description
1	**Service Marketing – Introduction** (Overview of Services, Marketing of Services, Characteristics of Services (IHIP Framework), Service vs Product Marketing.)
2	**Service Experience – Part I** (Consumer Experience of Services, Service Process and Customer Journey, Role of Employees in Service Experience, Service Co-creation.)
3	**Service Experience – Part II** (Physical Stages of Services, Role of Service Environment, Service Blueprints and Physical Evidence, Technology and Tangibilization of Services.)
4	**Service Expectations and Perception – Part I** (Service Expectations, Service Perception, Customer Delight vs Satisfaction, Role of Emotions in Service Encounters.)
5	**Service Expectations and Perception – Part II** (Gap Model, Service Quality Gaps and Their Impact, Strategies to Bridge Service Gaps, Internal Marketing for Gap Management.)
6	**Service Quality Measurement** (SERVQUAL, Dimensions of Service Quality, Measuring and Managing Service Quality, Continuous Improvement in Service Quality.)
7	**Marketing of Services** (Service Marketing Mix, 7 Ps of Service Marketing, Positioning and Differentiation of Services, Integrated Marketing Communication in Services.)
8	**Service Recovery** (Service Failure, Service Recovery, Service Guarantees and Complaint Management, Impact of Recovery on Customer Retention.)
9	**Service Architecture** (House of Quality, Quality Function Deployment (QFD), Service Design and Innovation, Linking Service Strategy and Execution.)

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	1	-	1	1
CO3	1	2	1	2
CO4	3	-	1	1
CO5	2	-	1	1
CO6	1	1	1	3

Course Name: Tableau for business professionals

Course Code: OL MBA BA 244

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides an essential foundation in data visualization and the practical application of Tableau for business professionals. Students will learn the principles of effective visual communication, data preparation techniques, the creation of various chart types, and the design of interactive, performance-optimized dashboards. The course culminates in applying these skills to real-world business applications in marketing, finance, and operations.

Course Objectives:

1. To understand the foundational principles, history, and evolution of data visualization and its importance in business decision-making.
2. To apply basic and intermediate Tableau functionalities, including interface navigation, connecting to various data sources, and distinguishing between dimensions and measures.
3. To prepare and manipulate business data efficiently using cleaning, joining, union, and blending techniques in Tableau.
4. To construct and customize a variety of foundational charts, implementing visual grammar principles like color and contrast for effective communication.
5. To design and optimize interactive Tableau dashboards using filters, parameters, calculated fields, and table calculations.

6. To evaluate the application of advanced Tableau features like LOD expressions, forecasting, and geospatial visualization for business problem-solving in areas like Marketing, Finance, and Operations.

Course Outcomes:

- **CO1 (Remember): The students will be able to recall the key terms and ethical principles governing data visualization and Tableau usage.**
- CO2 (Understand): The students will be able to explain the difference between Dimensions and Measures and connect to various data sources within the Tableau environment.
- CO3 (Apply): The students will be able to construct and format basic charts (Bar, Line, Pie, Scatter, Dual Axis) and apply Visual Grammar principles to a given dataset.
- CO4 (Analyze): The students will be able to break down complex business problems and analyze them using calculated fields, table calculations, and the creation of an interactive dashboard.
- CO5 (Evaluate): The students will be able to appraise the effectiveness of dashboard performance optimization and the utility of LOD expressions and Forecasting for business decision-making.
- CO6 (Create): The students will be able to develop a final dashboard presentation incorporating advanced data storytelling and demonstrating its impact and effectiveness in a business use case.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1. Murray, S. (2017). *Interactive Data Visualization for the Web* (2nd ed.). O'Reilly Media.
2. Knaflic, C. N. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
3. Wong, S. (2010). *The Wall Street Journal Guide to Information Graphics: The Dos and Don'ts of Presenting Data, Facts, and Figures*. W. W. Norton & Company.

Course Details:

Unit No.	Unit Description
1	Foundations of Data Visualization: Introduction to Data Visualization and its Importance in Business, Principles of Effective Visual Communication, History and Evolution of Data Visualization, Understanding Data Types and Visualization Techniques.

2	Tableau Basics and Ethics: Tableau Interface and Navigation, Connecting to Data Sources, Understanding Dimensions and Measures, Ethical Principles in Data Visualization.
3	Data Preparation and Visual Grammar – Part I: Data Cleaning, Joins, and Unions, Creating Hierarchies and Relationships, Blending Multiple Data Sources, Understanding Data Structure in Tableau.
4	Data Preparation and Visual Grammar – Part II: Visual Grammar: Color, Contrast, Pre-attentive Attributes, Creating Basic Charts (Bar, Line, Pie, Scatter, Dual Axis), Choosing the Right Chart for the Right Data, Visual Hierarchy and Layout.
5	Interactive Dashboards and Calculations: Filters, Parameters, and Actions, Calculated Fields and Table Calculations, Designing Interactive Dashboards, Dashboard Performance Optimization.
6	Advanced Analytics and Geospatial Visualization: LOD Expressions (Level of Detail Calculations), Forecasting and Clustering, Map Visualizations and Geospatial Layers, Advanced Data Storytelling with Tableau.
7	Business Applications – Marketing & Finance: Marketing Dashboards: Campaign Analysis and Segmentation, Finance Dashboards: Revenue, Profit, Cash Flow, Applying Visual Storytelling Principles, KPI Tracking and Business Reporting.
8	Business Applications – Operations: Operations Dashboards: Inventory, Logistics, Real-time Dashboards and Alerts, Efficiency Tracking and Workflow Monitoring, Role of Dashboards in Operational Decision-Making.
9	Integration and Showcase: Final Dashboard Presentation, Tableau Public Showcase or Data Storytelling Exercise, Business Use Case Integration, Evaluating Dashboard Impact and Effectiveness.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	-	3	-	1
CO3	-	3	3	1
CO4	1	3	2	2
CO5	1	3	1	2
CO6	1	3	3	2

Course Name: **Text and Social Media Analytics**

Course Code: OL MBA BA 226

Credit : 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	Practical / Group Work	Tutorials	Internal Assessment (IA)	Term End Examination
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	Internal		Term End Examination	
	Assessment I	Assessment II		
Marks	15	15	70	
Type	MCQ	MCQ	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces the fundamental concepts, techniques, and tools for analyzing text data and social media content. It covers social media data collection, text pre-processing, feature extraction (like TF-IDF and Word Embeddings), various text mining techniques (including Sentiment Analysis and Named Entity Recognition), and practical application through case studies and projects using popular analytics libraries like NLTK and TextBlob.

Course Objectives:

1. To understand the overview, applications, types, and ethical considerations for collecting data from various social media platforms.
2. To apply core text pre-processing and normalization techniques, such as Tokenization, Stopword Removal, Stemming, and Lemmatization, to clean raw text data
3. To explain and implement methods for feature extraction, including Bag of Words, TF-IDF, and Word Embeddings, to prepare text data for machine learning models.
4. To analyze and perform key text mining tasks, including Text Classification, Clustering, and Topic Modeling (like LDA), and explore their business applications.
5. To evaluate and conduct Sentiment Analysis using various techniques (Lexicon-based, ML-based, Deep Learning) and apply Named Entity Recognition (NER) in business contexts.

6. To utilize open-source tools and Python/R libraries (like NLTK, TextBlob, VADER) to execute practical text and social media analytics projects and derive data-driven insights.

Course Outcomes:

1. CO1 (Remember): The students will be able to recall the types of social media data, the business use cases of social media analytics, and the ethical considerations in data collection.
2. CO2 (Understand): The students will be able to explain the concepts of Text Pre-processing and Text Normalization and describe feature extraction techniques like Bag of Words and TF-IDF.
3. CO3 (Apply): The students will be able to utilize Python libraries (NLTK, TextBlob) to perform Tokenization, Stopword Removal, and Stemming/Lemmatization on a given text corpus.
4. CO4 (Analyze): The students will be able to differentiate between and implement Clustering and Topic Modeling techniques (including LDA) and compare rule-based versus machine learning approaches to NER.
5. CO5 (Evaluate): The students will be able to assess the results of a Sentiment Analysis project (using Lexicon or ML-based approaches) and evaluate its applications in Marketing, HR, or Politics.
6. CO6 (Create): The students will be able to develop a project work and presentation by synthesizing text and social media analytics techniques to provide data-driven insights and discuss future trends.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) Aggarwal, C. C., & Zhai, C. (Eds.). (2012). *Mining text data*. Springer.
2) Kao, A., & Poteet, S. R. (Eds.). (2007). *Natural language processing and text mining*. Springer.
3) Jockers, M. L. (2014). *Text analysis with R for students of literature*. Springer.

Course Details:

Unit No.	Unit Description
1	Introduction to Social Media Analytics – Part I: Overview of Social Media Analytics, Importance and Applications, Types of Social Media Data and Their Characteristics, Business Use Cases of Social Media Analytics.

2	Introduction to Social Media Analytics – Part II: Data Collection Methods from Social Media Platforms, APIs for Social Media Data Extraction (Twitter, Facebook, YouTube), Ethical and Legal Considerations in Data Collection, Data Cleaning and Storage Approaches for Social Data.
3	Basics of Text Analytics – Part I: Introduction to Text Analytics, Text Pre-processing Techniques (Tokenization, Stopword Removal, Stemming, Lemmatization), Handling Noise and Non-English Text, Text Normalization for Analysis.
4	Basics of Text Analytics – Part II: Feature Extraction from Text, Bag of Words, TF-IDF, and Word Embeddings, Introduction to Dimensionality Reduction for Text, Preparing Data for Machine Learning Models.
5	Text Mining Techniques – Part I: Text Classification Concepts and Techniques, Clustering and Topic Modeling, Introduction to Latent Dirichlet Allocation (LDA), Business Applications of Text Mining.
6	Text Mining Techniques – Part II: Named Entity Recognition (NER), Rule-based vs Machine Learning Approaches to NER, Entity Linking and Relation Extraction, Applications of NER in Business Contexts.
7	Sentiment Analysis: Introduction to Sentiment Analysis, Techniques for Sentiment Analysis (Lexicon-based and ML-based), Deep Learning Approaches for Sentiment Analysis, Applications of Sentiment Analysis in Marketing, HR, and Politics.
8	Tools for Text and Social Media Analytics: Overview of Tools: NLTK, TextBlob, VADER, etc., Hands-on with Python Libraries for Text Analytics, Social Media Data Visualization Tools, Introduction to R for Text Analytics.
9	Case Studies and Projects: Real-world Case Studies in Text and Social Media Analytics, Project Work and Presentations, Data-driven Insights and Reporting Techniques, Future Trends in Text and Social Media Analytics.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	-	3	-	1
CO3	-	3	-	1
CO4	-	3	1	2
CO5	1	3	1	2
CO6	1	3	3	2

Course Name: **Python programming for Managers**

Course Code: OL MBA BA 246

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course introduces Python programming specifically for managers, focusing on its applications in business analytics, data manipulation, and introductory machine learning. The curriculum covers foundational Python concepts, control structures, and essential libraries like NumPy and pandas for data analysis and Matplotlib for visualization. It also touches on advanced topics such as time series analysis, web scraping basics, and business optimization, concluding with fundamental machine learning techniques for managerial decision-making.

Course Objectives:

1. To understand the basics of Python programming, including variables, core data types (list, tuple, dictionary), and setting up the development environment (Jupyter Notebook, Anaconda).
2. To apply conditional statements (if-else) and looping structures (for, while) to solve simple programs and logical reasoning problems.
3. To explain the concept of functions and implement the NumPy library for array operations and basic statistical calculations.
4. To analyze and manipulate business data effectively using pandas DataFrames, including reading/writing data, selection, filtering, and data cleaning techniques.
5. To construct various visualizations (Line, Bar, Scatter, Pie) using Matplotlib and design dashboards to visually communicate business insights.
6. To evaluate and implement introductory Machine Learning techniques (Linear Regression, Random Forest, K-Means Clustering) for business applications like customer churn analysis and segmentation.

Course Outcomes:

1. CO1 (Remember): The students will be able to recall the names and purposes of fundamental Python data structures: List, Tuple, and Dictionary.
2. CO2 (Understand): The students will be able to explain the operation of conditional statements (if, if-else) and loops (for, while) for controlling program flow and solving logical problems.
3. CO3 (Apply): The students will be able to use the pandas library to read/write data (CSV, Excel), select/filter data, and perform data cleaning to handle missing values and duplicates.
4. CO4 (Analyze): The students will be able to examine and interpret different types of visualizations created with Matplotlib (Line, Bar, Scatter, Pie) to draw business inferences.
5. CO5 (Evaluate): The students will be able to assess the outputs of K-Means Clustering for customer segmentation and evaluate its relevance for strategic business planning.

6. CO6 (Create): The students will be able to develop a complete data analysis pipeline, from data preparation to a Simple Linear Regression or Random Forest Classifier model using scikit-learn.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) McKinney, W. (2018). Python for data analysis (3rd ed.). O'Reilly Media.

2) Zelle, J. M. (2017). Python programming: An introduction to computer science (3rd ed.). Franklin, Beedle & Associates.

3) VanderPlas, J. (2016). Python data science handbook: Essential tools for working with data. O'Reilly Media.

Course Details:

Unit No.	Unit Description
1	Introduction to Python Programming – Part I: Getting Started with Python: Installing Python and IDEs (Jupyter Notebook, Anaconda), Python Basics: Variables and Data Types (int, float, string, bool), Data Structures: List, Tuple, Dictionary, Introduction to Scripting in Python.
2	Introduction to Python Programming – Part II: Input and Output Operations, Arithmetic, Comparison, and Logical Operators, Control Structures and Logical Reasoning (Overview), Writing Simple Interactive Programs.
3	Control Structures and Logical Reasoning: Conditional Statements (if, if-else, nested if), Loops (for, while), Simple Programs for Decision Making, Logical Reasoning Puzzles using Python.
4	Functions and NumPy: Defining and Calling Functions, Parameters and Return Statements, NumPy Arrays and Operations, Basic Statistical Functions (Mean, Median, SD).
5	Data Analysis and Visualization – Part I: Introduction to pandas: Series and DataFrames, Reading/Writing Data (CSV, Excel), Data Selection, Filtering, Grouping, Data Cleaning: Handling Missing Values, Removing Duplicates, Standardizing Data, Introduction to Exploratory Data Analysis.
6	Data Analysis and Visualization – Part II: Data Visualization with Matplotlib: Line, Bar, Scatter, Pie, Customizing Plots (Titles, Labels, Legends, Styles), Creating Dashboards Using Multiple Subplots, Visualizing Business Insights.
7	Advanced Tools for Business Analytics: Working with Time Series and DateTime (to_datetime, resample, rolling), Trend Plotting and Time-Based Groupings, Web Scraping Basics (requests, BeautifulSoup), Introduction to Business Optimization (Linear Programming with PuLP).

8	Machine Learning Basics – Part I: Introduction to Machine Learning: Overview of Supervised and Unsupervised Learning, Applications of ML in Business, Simple Linear Regression using scikit-learn, Random Forest Classifier and Applications in Customer Churn and Decision-Making.
9	Machine Learning Basics – Part II: Unsupervised Learning Techniques: K-Means Clustering, Customer Segmentation Based on Purchasing Behavior or Demographics, Interpreting Clustering Output for Business Decisions, Applying ML Outputs to Strategic Planning.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	-	2	-	1
CO3	-	3	-	1
CO4	-	3	3	1
CO5	1	3	-	2
CO6	1	3	1	3

Course Name: **Responsible AI for Managers**

Course Code: OL MBA BA 248

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

- This course is designed to equip managers with a deep understanding of the ethical, legal, and societal dimensions of Artificial Intelligence. It explores foundational ethical theories, the impact of AI on society, crucial issues like privacy, surveillance, bias, fairness, accountability, and transparency. The course covers the ethical considerations of AI in the workplace and human rights and concludes with frameworks for ethical AI development and governance.

Course Objectives:

1. To understand the fundamental definitions, types, and the paramount importance of ethics in the development of AI and its role in Responsible AI.
2. To apply key ethical theories (Utilitarianism, Deontology, Virtue Ethics) to analyze and address ethical dilemmas encountered in AI decision-making.
3. To explain the socio-economic implications and ethical concerns of AI's pervasive impact on society across sectors like Healthcare, Finance, and Education.
4. To analyze the critical issues of privacy and surveillance in the AI context and strategize on balancing privacy and security in organizational policies.

5 To evaluate the causes and consequences of Bias and Fairness in AI algorithms and identify techniques to improve algorithmic fairness and prevent discriminatory practices.

6 To formulate principles and strategies for enhancing Accountability and Transparency and propose governance models for the ethical AI development and deployment in the workplace, respecting human rights.

Course Outcomes:

1. CO1 (Remember): The students will be able to recall the definitions and types of AI and the key ethical theories (Utilitarianism, Deontology) relevant to AI development.
2. CO2 (Understand): The students will be able to explain the socio-economic implications of AI adoption and the ethical concerns in public policy related to AI.
3. CO3 (Apply): The students will be able to use case studies to illustrate the complexities of surveillance technologies and the challenge of balancing privacy and security.
4. CO4 (Analyze): The students will be able to differentiate between and analyze the causes of bias in AI algorithms and various discriminatory practices observed in AI systems.
5. CO5 (Evaluate): The students will be able to assess the impact of AI on employment (automation, job displacement) and evaluate policy interventions and strategies for ethical AI adoption in the workplace.
6. CO6 (Create): The students will be able to propose a set of principles and a governance framework for ethical AI development that ensures accountability and transparency in an organization.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) Russell, N. (2024). Scaling Responsible AI: From Enthusiasm to Execution. Wiley.

2) Lu, Q., Zhu, L., & Whittle, J. (2025). Responsible AI: Best Practices for Creating Trustworthy AI Systems (1st ed.). Pearson.

3) Kumar Jain, D., Bhatele, K. R., Garg, D., & Dhiman, G. (Eds.). (2025). A Compendium of Responsible Artificial Intelligence (1st ed.). CRC Press.

Course Details:

Unit No.	Unit Description

1	Introduction to AI and Ethics – Part I: AI: Definitions and Types, Importance of Ethics in AI, Evolution of AI and Ethical Concerns, The Role of Ethics in Responsible AI Development.
2	Introduction to AI and Ethics – Part II: Key Ethical Theories (Utilitarianism, Deontology, Virtue Ethics, etc.), Applying Ethical Theories to AI, Ethical Dilemmas in AI Decision-Making, Case Studies on Ethical Dilemmas in AI.
3	AI and Society: Impact of AI on Society, AI in Healthcare, Finance, Education, and Other Sectors, Socio-economic Implications of AI, Ethical Concerns in Public Policy and AI Adoption.
4	Privacy and Surveillance: AI and Data Privacy, Surveillance Technologies and Ethical Concerns, Case Studies: Surveillance in Public Spaces, Workplace Monitoring, Balancing Privacy and Security.
5	Bias and Fairness in AI: Understanding Bias in AI Algorithms, Addressing Bias and Ensuring Fairness, Case Studies: Discriminatory Practices in AI Systems, Techniques to Improve Algorithmic Fairness.
6	Accountability and Transparency: Defining Accountability in AI, Importance of Transparency in AI Systems, Strategies for Enhancing Accountability and Transparency, Governance Models for Trustworthy AI.
7	AI in the Workplace and Human Rights – Part I: Impact of AI on Employment, Ethical Concerns Regarding Automation and Job Displacement, Strategies for Ethical AI Adoption in the Workplace, Policy Interventions and Reskilling Initiatives.
8	AI in the Workplace and Human Rights – Part II: AI's Impact on Human Rights, Ensuring AI Respects Human Rights, Case Studies: AI and Freedom of Speech, Right to Privacy, Global Standards and Human Rights Frameworks.
9	Ethical AI Development and Governance: Principles for Ethical AI Development, Role of Policymakers and Regulatory Bodies, Frameworks for AI Governance, Student Presentations and Discussions.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	1	1	-	1
CO2	1	1	1	1
CO3	2	2	1	1
CO4	2	3	1	2
CO5	3	1	1	2
CO6	3	1	1	3

Course Name: **Cyber Security for Managers**

Course Code: OL MBA BA 229

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course provides managers with a comprehensive overview of cybersecurity fundamentals, its business impact, and strategic management. It covers basic concepts, types of cyber threats (Malware, Phishing, Ransomware), data security (Encryption, Masking), risk management, and compliance (GDPR, HIPAA). A major focus is placed on security tools, technologies, and the critical processes of incident response, recovery, and crisis communication for maintaining business continuity.

Course Objectives:

1 To understand the basic concepts and terminology of cybersecurity, the different types of cyber threats (Malware, Phishing, Ransomware), and their business impact.
2 To apply foundational security principles, understand security governance, and delineate the various cybersecurity roles and responsibilities within an organization.
3 To explain the processes of data classification, encryption, masking, and access control and their importance for security in business analytics.
4 To analyze the requirements of major international compliance frameworks (GDPR, HIPAA) and formulate security policies and procedures to manage risk effectively.
5 To evaluate the effectiveness of basic security tools and technologies for business, including Authentication, Access Control, and Cloud Security Basics.

6   To formulate a comprehensive Incident Response Plan and understand the principles of Business Continuity and Disaster Recovery including crisis communication protocols.

Course Outcomes:

1. **CO1 (Remember):** The students will be able to recall the basic concepts and terminology of cybersecurity, identifying different types of cyber threats like Malware and Ransomware.
2. **CO2 (Understand):** The students will be able to explain the concepts of Data Classification and Protection and the role of security governance in an organization's overall strategy.
3. **CO3 (Apply):** The students will be able to utilize tools/techniques related to Encryption, Masking, and Access Control to ensure Privacy by Design and data minimization.
4. **CO4 (Analyze):** The students will be able to break down the requirements of key compliance regulations (GDPR, HIPAA, etc.) and analyze the business impact of data breaches.
5. **CO5 (Evaluate):** The students will be able to assess the components of an Incident Response Plan and evaluate the roles of stakeholders during a security breach and the need for simulation and training.
6. **CO6 (Create):** The students will be able to design a strategic approach for Business Continuity and Disaster Recovery and establish crisis communication protocols to ensure organizational resilience.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) Whitman, M. E., & Mattord, H. J. (2026). Management of Cybersecurity (7th ed.). Cengage.

2) Tanner, N. (2019). Cybersecurity Blue Team Toolkit. Wiley.

3) Maleh, Y., Alazab, M., & Mounir, S. (2023). Computational Intelligence for Cybersecurity Management and Applications. CRC Press.

Course Details:

Unit No.	Unit Description

1	Cybersecurity Fundamentals – Part I: Basic Concepts and Terminology, Cyber Threats and Their Business Impact, Types of Cyber Threats (Malware, Phishing, Ransomware, Insider Threats), Role of Cybersecurity in Business Continuity.
2	Cybersecurity Fundamentals – Part II: Security Principles for Managers, Tools/Techniques, Security Governance and Strategy, Cybersecurity Roles and Responsibilities.
3	Data Security and Business Analytics – Part I: Data Classification and Protection, Security in Business Analytics Processes, Encryption, Masking, and Access Control, Business Impact of Data Breaches.
4	Data Security and Business Analytics – Part II: Privacy Considerations, Tools/Techniques, Privacy by Design and Data Minimization, Customer Trust and Data Ethics.
5	Risk Management and Compliance: Introduction to Economic Fluctuations (as per given module), Compliance Requirements (GDPR, HIPAA, etc.), Security Policies and Procedures, Tools/Techniques.
6	Security Tools and Technologies: Basic Security Tools for Business, Authentication and Access Control, Cloud Security Basics, Tools/Techniques.
7	Incident Response and Recovery – Part I: Incident Response Planning, Business Continuity, Disaster Recovery Principles, Risk Communication Protocols.
8	Incident Response and Recovery – Part II: Crisis Communication, Tools/Techniques, Roles of Stakeholders During a Breach, Simulation and Training Exercises.
9	Advanced Security Strategies: Basic Security Tools for Business (Reinforcement/Extension), Authentication and Access Control (Advanced Context), Cloud Security Basics (Extended Coverage), Tools/Techniques.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	2	-	1
CO2	2	2	-	1
CO3	-	3	-	1
CO4	2	2	1	2
CO5	2	1	2	1
CO6	3	1	2	2

Course Name: **IPR, Startup Laws & Ecosystems**

Course Code: OL MBA ENT 232

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course offers a comprehensive look at Intellectual Property Rights (IPR) and the legal and regulatory framework essential for startups. It delves into different types of IPR (Patents, Copyright, Trademarks), their filing, enforcement, and their strategic importance as a business asset for startups. The course also covers startup legal structures, key statutory compliance (e.g., Company Incorporation, Taxation, HR Policy), and the support available through the Indian startup ecosystem, including government schemes, incubators, and grants.

Course Objectives:

1. To understand the diverse types of IPR (Patents, Copyright, Trademarks) and their importance in fostering innovation and business growth in the global and national landscape.
2. To apply knowledge of IPR filing procedures and enforcement mechanisms, including legal remedies for infringement and passing off.
3. To explain the strategic role of IP as a business asset and formulate a comprehensive IP strategy for startups to gain a competitive advantage.
4. To analyze the requirements for company incorporation and differentiate between various legal structures for startups (LLP, Pvt Ltd, OPC) and their associated compliance.
5. To evaluate the necessity and content of key legal agreements (Founder Agreement, NDA, Shareholder Agreements) and statutory compliance like EPFO, ESIC, and Taxation for startups.

6. To propose strategies for leveraging the Startup Ecosystem, including Central Government Schemes, the Startup India Initiative, and accessing support from Incubators and Grants.

Course Outcomes:

1. CO1 (Remember): The students will be able to recall the types of IPR (Patents, Copyright, Trademarks) and the key provisions of relevant Acts and Regulations in India.
2. CO2 (Understand): The students will be able to explain the procedures for IPR filing and enforcement and describe the principles of infringement and passing off.
3. CO3 (Apply): The students will be able to determine what IPs a startup needs to protect and construct a basic IP strategy for a new venture.
4. CO4 (Analyze): The students will be able to differentiate between and analyze the compliance requirements of various legal structures (LLP, Pvt Ltd) and the benefits of Startup India Registration.
5. CO5 (Evaluate): The students will be able to assess the key clauses of Founder and Shareholder Agreements and evaluate the process for accessing Government Schemes and Benefits for startups.
6. CO6 (Create): The students will be able to develop a plan that integrates IP protection, secures startup grants and utilizes the Intellectual Property Support from Incubators for business growth.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) Desai, M. J. (2020). Intellectual Property Rights: Law and Practice. Eastern Book Company.

2) Narayanan, P. (2018). Intellectual Property Law (3rd ed.). Eastern Law House.

3) Bansal, A. K., & Sharma, B. (2018). Law of Intellectual Property. Taxmann Publications.

Course Details:

Unit No.	Unit Description
1	Introduction to IPR – Part I: Introduction to IPR, Types of IPR, Importance of IPR in Innovation and Business, Global vs National IPR Landscape.
2	Introduction to IPR – Part II: Patents, Copyright, Filing Procedures and Enforcement, Case Studies on Patent and Copyright Disputes.
3	Introduction to IPR – Part III: Trademarks, Infringement and Passing Off, Relevant Acts & Regulations in India, Legal Remedies and Enforcement Mechanisms.
4	IPR and Startups: What IPs does a Startup Need to Protect?, IP as a Business Asset, IP Strategy for Startups, Leveraging IP for Competitive Advantage.
5	Startup Legal Structures – Part I: DPIIT, Company Incorporation, Legal Structures for Startups (LLP, Pvt Ltd, OPC, etc.), Startup India Registration Benefits.
6	Startup Legal Structures – Part II: Pvt Ltd Compliance, Business Licenses, Key Regulatory Filings, Taxation Aspects for Startups.
7	Key Agreements and Statutory Compliance: Founder Agreement, NDA, Shareholder Agreements, HR Policy, EPFO, ESIC, Minimum Wages, PT.
8	Startup Ecosystem: Central Government Schemes, Startup India Initiative, Accessing Government Benefits, Networking and Incubation Opportunities.
9	Incubators and Grants: Role of Incubators (BIRAC/BIONEST), Government and Private Funding Opportunities, Startup Grants and Accelerators, Intellectual Property Support from Incubators.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	-	-	1
CO2	-	-	1	1
CO3	1	-	-	3
CO4	1	-	-	2
CO5	2	-	1	2
CO6	2	-	1	3

Course Name: **Creator Economy**

Course Code: OL MBA MKT 234

Credits: 3

Teaching Scheme			Evaluation Scheme (100 Marks)	
Classroom Session (Online)	**Practical / Group Work**	**Tutorials**	**Internal Assessment (IA)**	**Term End Examination**
9+1 = 10 Sessions	-	-	30% (30 Marks)	70% (70 Marks)
Assessment Pattern:	**Internal**		**Term End Examination**	
	Assessment I	**Assessment II**		
Marks	15	15	70	
Type	**MCQ**	**MCQ**	MCQ – 49 Marks, Descriptive questions – 21 Marks (7 Marks * 3 Questions)	

Course Description:

This course offers an in-depth exploration of the Creator Economy, covering its evolution, ecosystem, and key stakeholders. It focuses on the dominant platforms (YouTube, TikTok, Patreon) and their monetization models. The curriculum teaches essential skills for content creation, including strategy, community building, performance analytics, and various revenue streams like brand collaborations and subscriptions. It also addresses crucial topics such as intellectual property, legal agreements, ethical considerations, and the impact of emerging technologies like Web3, NFTs, and Generative AI on the future of creators.

Course Objectives:

1. To understand the evolution, scope, and key stakeholders of the Creator Economy, differentiating between traditional and creator-led media models.
2. To apply knowledge of major creator platforms (YouTube, Instagram, TikTok) and their monetization models (Ad Revenue, Subscriptions, Merch).
3. To explain the characteristics of successful creators and effectively build a community through engagement and trust-building (e.g., managing parasocial relationships).
4. To analyze the process of developing a content strategy, identifying niches, and formulating cross-platform growth strategies and collaborations.

5. To evaluate various monetization strategies (Sponsorships, Affiliate Marketing, Creator Funds) and key performance metrics (Engagement, Retention, Conversion) for a creator business.
6. To formulate a sustainable Creator Strategy Plan by integrating knowledge of legal/IP issues, ethical advertising, and the impact of emerging technologies (Web3, Generative AI).

Course Outcomes:

- CO1 (Remember): The students will be able to recall the major creator platforms (YouTube, TikTok, Substack) and their primary monetization models (Ad Revenue, Subscriptions).
- CO2 (Understand): The students will be able to explain the concepts of Community Engagement, Audience Development, and Parasocial Relationships in the context of the creator mindset.
- CO3 (Apply): The students will be able to use techniques for identifying niches and storytelling strategies to create a content calendar for a multi-platform growth strategy.
- CO4 (Analyze): The students will be able to break down and interpret the Platform Analytics Dashboards and Key Performance Metrics (KPIs) to assess a creator's performance.
- CO5 (Evaluate): The students will be able to assess the implications of Intellectual Property and ethical advertising/disclosure norms when reviewing Contracts and Influencer Agreements.
- CO6 (Create): The students will be able to develop a Capstone Project involving a complete Creator Strategy Plan for a niche, incorporating insights from Web3/NFTs and Generative AI.

Pedagogy: Online Class, Discussion Forum, Case Studies, Quiz etc

Textbook: Self Learning Material (SLM) From Atlas SkillTech University

Reference Book:

1) Brown, L. (2022). The Creator Economy. Kogan Page.

2) Chen, L. H. (2023). Content Strategy for the Creator Economy. Routledge.

3) Jantsch, J. (2012). The Referral Engine: Teaching Your Business to Market Itself. Portfolio/Penguin.

Course Details:

Unit No.	Unit Description
1	Introduction to the Creator Economy: Evolution of the Creator Economy, Definition, Scope, and Ecosystem Stakeholders, Traditional vs. Creator-led Media Models, Creator Economy in the Global and Indian Context.
2	Platforms and Business Models: Major Creator Platforms (YouTube, Instagram, TikTok, Substack, Patreon, etc.), Platform Monetization Models (Ad Revenue, Subscriptions, Merch, Memberships), Creator Platform Algorithms and Visibility Mechanics, Platform Economics and Creator Revenue Streams.
3	Understanding the Creator Mindset & Community Building: Characteristics of Successful Creators, Community Engagement and Audience Development, Parasocial Relationships and Trust-building, Case Studies of Top Creators and Communities.
4	Content Strategy and Growth Mechanics: Identifying Niches and Storytelling Strategies, Formats, Frequency, and Content Calendars, Cross-platform Content Growth Strategies, Collaboration and Network Effects.
5	Monetization Strategies in the Creator Economy: Brand Collaborations and Sponsorship Models, Subscription Models and Creator-owned Platforms, Affiliate Marketing, Merchandising, and IP-based Monetization, Creator Funds and Revenue Diversification.
6	Performance Analytics & Tools for Creators: Key Performance Metrics (Engagement, Retention, Conversion), Platform Analytics Dashboards, Tools for Content Scheduling, CRM, and Revenue Tracking, A/B Testing and Growth Experiments.
7	Legal, IP, and Ethical Considerations: Intellectual Property and Content Ownership, Contracts and Influencer Agreements, Ethical Advertising and Disclosure Norms, Platform Policies and Community Guidelines.
8	Emerging Technologies & Future of the Creator Economy: Web3, NFTs, DAOs and Their Impact on Creators, Generative AI and Creator Productivity, Decentralized Platforms and Creator Ownership Models, AR/VR and Immersive Experiences.
9	Creator Economy Strategy and Case Studies: Building a Sustainable Creator Business, Personal Branding and Reputation Management, Multi-platform Growth Strategy, Capstone Project: Develop a Creator Strategy Plan for a Niche Creator/Business.

PO-CO Mapping

CO	PO1	PO2	PO3	PO4
CO1	-	1	-	1
CO2	1	-	2	1
CO3	-	1	3	2
CO4	-	3	1	1
CO5	1	-	1	2
CO6	2	2	2	3

Annexure 2 Staff Details as per UGC Norms September 2020

Subject: Constitution of Centre for Distance and Online Education (CDOE) of ATLAS SKILLTECH UNIVERSITY

Order issued - As approved by the Governing Body in meeting dated 6th August 2024

Date: 12.08.2024

Constitution of Centre for Distance and Online Education (CDOE)

Sr. No.	Designation	No. of Positions
1.	Centre for Distance and Online Education -Director	1
2.	Deputy Director (e- learning & Technical)	1
3.	Assistant Director	1
4.	Programme Coordinator	1 per program
5.	Course Coordinator	1 per Course
6.	Course Mentor	1/250 students
7.	Examiners/Evaluators	1 per Course
8.	Faculty	4
9.	Academic Counsellor	1
10.	Deputy Registrar	1
11.	Assistant Registrar	1
12.	Section Officer	1
13.	Assistants	3
14.	Computer Operators	2
15.	Multi-Tasking Staff	2
16.	Technical Manager (e-Learning and Technical)	1
17.	Technical Manager (Production)	2
18.	Technical Associate (Audio-Video Recording & Editing)	1
19.	Technical Assistants (Audio-Video Recording)	1
20.	Technical Assistants (Audio-Video Editing)	1
21.	Technical Manager (LMS & Data Management)	1
22.	Technical Assistants (LMS & Data Management)	1
23.	Technical Manager (Admission, Examination & Result Processing)	2
24.	Technical Assistants (Admission, Examination & Result Processing)	1
		2

Please Note:

The ... Course Coordinators, Course Mentors, and Examiners/Evaluators appointed under CDOE shall be considered as part of this constitution.

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

REGISTRAR
ATLAS SKILLTECH UNIVERSITY

ATLAS SKILLTECH UNIVERSITY
Equinox Business Park, Off Bandra-Kurla Complex,
LBS Marg, Kurla West, Mumbai – 400 070
www.atlasuniversity.edu.in

Established vide Maharashtra Act No. XV of 2021 by the Government of ...

Terms of reference:

- The CDOE shall discharge functions as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
- The quorum for the meeting shall be two-thirds of the total number of members.
- The agenda, minutes, and Action Taken Reports shall be documented and maintained.
- The committee may invite additional members or experts as and when needed.

Orders of Composition of the Centre for Distance and Online Education (CDOE) to be issued accordingly.

FOR ATLAS SKILLTECH UNIVERSITY,

Dr. Rajan Welukar
Vice Chancellor
ATLAS SKILLTECH UNIVERSITY

To:
1. Office of the Registrar – For necessary action
2. Office of Chancellor, Pro Chancellor and Pro Vice Chancellors – For Information

For ATLAS SKILLTECH UNIVERSITY

Director of CDC

REGISTRAR
ATLAS SKILLTECH UNIVERSITY

ATLAS SKILLTECH UNIVERSITY
Tower 1 – Equinox Business Park, Off Bandra-Kurla Complex (BKC),
LBS Marg, Kurla West, Mumbai – 400 070
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Subject: Composition of Centre for Distance and Online Education (CDOE) of ATLAS SKILLTECH UNIVERSITY

Order issued - As approved by the Vice Chancellor of the ATLAS SKILLTECH UNIVERSITY

Date: 16-08-2024

Centre for Distance and Online Education (CDOE)

Sr. No.	Name	Position in the Centre
1.	Dr. Deepak Gupta	Centre for Distance and Online Education -Director
2.	Dr. Shashikant Patil	Deputy Director (e- learning & Technical)
3.	Dr. Ameya Ambulkar	Assistant Director
4.	Dr. Vinod Nair	Programme Coordinator
5.	Dr. Jyoti Kappal	Programme Coordinator
6.	Dr. Tapish Panwar	Dedicated Full-Time Faculty
7.	Dr. Poonam Singh	Dedicated Full-Time Faculty
8.	Dr. Naresh Kaushik	Dedicated Full-Time Faculty
9.	Dr. Shilpa Verma	Dedicated Full-Time Faculty
10.	Dr. Mohit Kelkar	Academic Counsellor
11.	Ms. Neelima Deshpande Vinod	Deputy Registrar
12.	Mr. Sagar Bandal	Assistant Registrar
13.	Mr. Ritesh Acharekar	Section Officer
14.	Ms. Nikita Penkar	Assistant
15.	Ms. Chhaya Gaikwad	Assistant
16.	Ms. Anjali Bhatia	Assistant
17.	Ms. Shruti Ravani	Computer Operator
18.	Ms. Asha Uchil	Computer Operator
19.	Ms. Swati Khanna	Multi-Tasking Staff
20.	Mr. Sushant Amin	Multi-Tasking Staff
21.	Mr. Imran Kapadia	Technical Manager (e-Learning and Technical)
22.	Mr. Prashant Nair	Technical Manager (Production)
23.	Mr. Sarur Gaikwad	Technical Associate (Audio-Video Recording & Editing)
24.	Mr. Harshit Raichura	Technical Assistant (Audio-Video Recording & Editing)

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

REGISTRAR

ATLAS SKILLTECH UNIVERSITY
Tower 1 - Equinox Business Park, Off Bandra-Kurla Complex (BKC),
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25.	Mr. Dipesh More	Technical Assistant (Audio-Video Recording & Editing)
26.	Ms. Jyoti Nathani	Technical Manager (LMS & Data Management)
27.	Mr. Atul Bobade	Technical Assistant (LMS & Data Management)
28.	Ms. Rashmi Ambre	Technical Assistant (LMS & Data Management)
29.	Ms. Reshma Chaugule	Technical Manager (Admission, Examination & Result Processing)
30.	Mr. Nikhil Farakate	Technical Assistant (Admission, Examination & Result Processing)
31.	Ms. Neha Halwai	Technical Assistant (Admission, Examination & Result Processing)

Please Note:

Faculty members, Course Coordinators, Course Mentors, and Examiners/Evaluators appointed under CDOE shall be considered as part of this composition.

Terms of reference:

- The term of the Centre for Distance and Online Education shall be for two years.
- The CDOE shall discharge functions as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
- The quorum for the meeting shall be two-thirds of the total number of members.
- The agenda, minutes, and Action Taken Reports shall be documented and maintained.
- The committee may invite additional members or experts as and when needed.

FOR ATLAS SKILLTECH UNIVERSITY,

Dr. Parag Amin
Registrar
ATLAS SKILLTECH UNIVERSITY

To: All the members of Centre for Distance and Online Education (CDOE)

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

REGISTRAR
ATLAS SKILLTECH UNIVERSITY

Subject: Constitution of Centre for Internal Quality Assurance (CIQA) of ATLAS SKILLTECH UNIVERSITY

Order issued - As approved by the Governing Body in meeting dated 6th August 2024

Date: 12.08.2024

## Constitution of Centre for Internal Quality Assurance (CIQA)

Chairperson: Vice Chancellor of the University

Members: Three senior teachers of Higher Educational Institution to be nominated by Vice Chancellor;

Head of three Departments or School of Studies offering recognized programmes in Open and Distance Learning and Online mode to be nominated by Vice Chancellor;

Two external experts of Open and Distance Learning and/or Online education;

Officials from the Administration and Finance departments of the Higher Educational Institution

Member Secretary: Director, Centre for Internal Quality Assurance

Terms of reference:

- The term of the Centre for Internal Quality Assurance shall be for two years.
- Centre for Internal Quality Assurance Committee shall perform functions approved by the Governing Body in accordance with the UGC (Open and Distance Learning Programmes & Online Programmes) Regulations, 2020.
- The committee of Centre for Internal Quality Assurance shall meet at least once in a semester.
- The quorum for the meeting shall be two-third of the total number of members with mandatory presence of one external expert.
- The agenda, minutes and Action Taken Reports are to be documented and maintained.
- The committee may invite members as and when needed.

Orders of Composition of the Centre for Internal Quality Assurance to be issued accordingly.
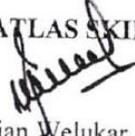
FOR ATLAS SKILLTECH UNIVERSITY,

Dr. Rajan Welukar
Vice Chancellor
ATLAS SKILLTECH UNIVERSITY

To:

1. Office of the Registrar – For necessary action
2. Office of Chancellor, Pro Chancellor and Pro Vice Chancellors – For information
3. Director, CDOE

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

REGISTRAR
ATLAS SKILLTECH UNIVERSITY

ATLAS SKILLTECH UNIVERSITY
Tower 1 – Equinox Business Park, Off Bandra-Kurla Complex (BKC),
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Subject: Composition of Centre for Internal Quality Assurance (CIQA) of ATLAS SKILLTECH UNIVERSITY

Order issued - As approved by the Vice Chancellor of the ATLAS SKILLTECH UNIVERSITY

Date: 16-08-2024

Centre for Internal Quality Assurance (CIQA)

Sr. No.	Name	Position in Committee
1.	Dr. Rajan Welukar	Vice Chancellor-Chairperson
2.	Dr. Kajal Chheda	Three senior teachers of Higher Educational Institution to be nominated by Vice Chancellor
3.	Dr. Zuleika Homavazir	
4.	Dr. Varsha Agarwal	
5.	Dr. Priya Harikumar	Head of three Departments
6.	Dr. Simarjeet Makkar	
7.	Prof. Bineet Desai	
8.	Dr. Mandar Bhanushe	Two external experts of Open and Distance Learning and/or Online education
9.	Dr. Mangesh Kadam	
10.	Prof. Heena Thakkar	Officials from the Administration and Finance departments of the Higher Educational Institution
11.	Mr. Subodh Khanna	
12.	Dr. Debashish Ray	
13.	Dr. Anand Kopare	Member Secretary - Director, Centre for Internal Quality Assurance

Terms of reference:

- The term of the Centre for Internal Quality Assurance shall be for two years.
- Centre for Internal Quality Assurance Committee shall perform functions approved by the Governing Body in accordance with the UGC (Open and Distance Learning Programmes & Online Programmes) Regulations, 2020.
- The committee of Centre for Internal Quality Assurance shall meet at least once in a semester.
- The quorum for the meeting shall be two-third of the total number of members with mandatory presence of one external expert.
- The agenda, minutes and action taken reports for every meeting shall be documented and maintained.
- The committee may invite members as and when needed.

FOR ATLAS SKILLTECH UNIVERSITY,
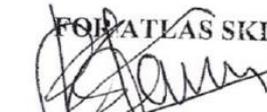
Dr. Parag Amin
Registrar
ATLAS SKILLTECH UNIVERSITY

REGISTRAR
ATLAS SKILLTECH UNIVERSITY

For ATLAS SKILLTECH UNIVERSITY
To: All Members of Centre for Internal Quality Assurance (CIQA)
CC: Office of Office of Chancellor, Pro Chancellor and Pro Vice-Chancellors, Director- CDOE
– For Information

Director of CDOE

ATLAS SKILLTECH UNIVERSITY
Tower 1 – Equinox Business Park, Off Bandra-Kurla Complex (BKC),
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www.atlasuniversity.edu.in

Established vide Maharashtra Act No. XV of 2021 by the Government of Maharashtra

Subject: Composition of Content Review Committee (CRC) of ATLAS SKILLTECH UNIVERSITY

Order issued – As approved in the meeting of Centre for Internal Quality Assurance dated 6th September 2024

Date: 08.09.2024

Composition of Content Review Committee (CRC)

Sr. No.	Designation	Position in the Committee
1	Dr. Deepak Gupta	Chairperson
2	Dr. Anand Kopare	Director, Centre for Internal Quality Assurance
3	Dr. Mandar Bhanushe	External Expert
4	Prof. Bineet Desai	Member
5	Dr. Shashikant Patil	Member
6	Dr. Simarjeet Makkar	Member
7	Dr. Naresh Kaushik	Member
8	Dr. Kajal Chheda	Member
9	Dr. Vinod Nair	Member
11	Dr. Pooja Grover	Member
12	Dr. Jyoti Kappal	Member
10	Dr. Poonam Singh	Member Secretary

Terms of Reference:

- The Committee shall be responsible for the drafting and implementing of the Policy on Development of Self Learning Material.

- The Committee shall ensure that all programme content complies with the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020

- The Committee shall conduct periodic reviews of the of the Content developed for Online Programme

- The Committee shall maintain records of the agenda, minutes and action taken reports of every meeting.

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

ATLAS SKILLTECH UNIVERSITY
Tower 1 – Equinox Business Park, Off Bandra-Kurla Complex (BKC),
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ATLAS SKILLTECH UNIVERSITY

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- The Committee shall recommend corrective actions in case of non-compliance or gaps identified during reviews, in line with Regulation 10(1)(h) (monitoring and corrective actions).
- The Committee shall meet at least once every semester or more frequently as required.
- The Quorum shall be two-thirds of the total members.
- The Committee may invite other domain experts/resource persons as and when necessary as special invitee.

Order of composition to be issued accordingly.

FOR ATLAS SKILLTECH UNIVERSITY

Dr. Rajan Welukar
Vice Chancellor
ATLAS SKILLTECH UNIVERSITY

To: Office of the Registrar
CC: Director – CDOE, Chairperson - CIQA, Director- CIQA , Office of Chancellor, Pro-Chancellor and Pro Vice-Chancellors – For information

For ATLAS SKILLTECH UNIVERSITY

Director of CDOE

REGISTRAR

ATLAS SKILLTECH UNIVERSITY

ATLAS SKILLTECH UNIVERSITY
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Established vide Maharashtra Act No. XV of 2021 by the Government of India

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Centre for Distance and Online Education (CDOE)
Designation & Responsibilities

Sr. No.	Designation
1.	Centre for Distance and Online Education -Director
2.	Deputy Director (e- learning & Technical)
3.	Assistant Director
4.	Programme Coordinator
5.	Course Coordinator
6.	Course Mentor
7.	Examiners/Evaluators
8.	Faculty Members
9.	Academic Counsellor
10.	Deputy Registrar
11.	Assistant Registrar
12.	Section Officer
13.	Assistants
14.	Computer Operators
15.	Multi-Tasking Staff
16.	Technical Manager (e-Learning and Technical)
17.	Technical Manager (Production)
18.	Technical Associate (Audio-Video Recording & Editing)
19.	Technical Assistants (Audio-Video Recording)
20.	Technical Assistants (Audio-Video Editing)
21.	Technical Manager (LMS & Data Management)
22.	Technical Assistants (LMS & Data Management)
23.	Technical Manager (Admission, Examination & Result Processing)
24.	Technical Assistants (Admission, Examination & Result Processing)

CDOE Team

1.1. Director, Centre for Distance and Online Education

Core Responsibility: To provide unified academic and administrative leadership for the CDOE, ensuring all ODL and online programmes are planned, implemented, and monitored in strict adherence to the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

Key Responsibilities

1. **Strategic and Operational Planning:** Develop and execute the CDOE's strategic plan, aligning it with the HEI's mission and the UGC's regulatory framework. The Director is the single point of accountability for all CDOE functions.
2. **Resource and Systems Management:** Secure adequate resources and ensure all academic, technical, and administrative systems are established, maintained, and function effectively.
3. **Regulatory Compliance and Governance:** Ensure 100% adherence to all provisions and ensuring all mandatory disclosures are made on the HEI website.
4. **Quality Assurance and CIQA Coordination:** Take ultimate responsibility for the quality of all programmes, working directly with the Centre for Internal Quality Assurance (CIQA) to implement recommendations and conduct internal audits.
5. **Internal Team Leadership:** Lead, manage, and coordinate the entire CDOE staff across its academic, technical, and administrative divisions, fostering a culture of quality and compliance.
6. **HEI Liaison and Integration:** Act as the primary liaison between the CDOE and the HEI's senior management (e.g., Vice-Chancellor, Registrar), as well as other statutory academic bodies, to ensure the seamless integration of online education.

1.2. Deputy Director (e-Learning and Technical), Centre for Distance and Online Education

Core Responsibility: To serve as the primary e-learning and technical expert for the CDOE, managing the development of all e-content and the operation of the Learning Management System (LMS), and translating the Director's academic vision into a functional and pedagogically sound technical reality.

Key Responsibilities

1. **E-Learning Module Coordination:** Provide "technical coordination for modules development" by supervising the Technical Manager (Production) and the production team.
2. **Pedagogical Content Adherence:** Ensure all e-content (video, e-text, interactive elements) adheres to the "four-quadrant approach".
3. **LMS Management Oversight:** Oversee the management of the CDOE's "Learning Management System (LMS)", supervising the Technical Manager (LMS & Data Management).

4. **Platform Integrity and Security:** Ensure the LMS platform is robust, secure, and capable of supporting all required functions from content delivery to assessment and analytics.
5. **Technical Team Leadership:** Provide day-to-day leadership and technical guidance for all technical teams, including e-content production, LMS management, and operations technology.
6. **Staff Professional Development:** Manage the professional development and training for all technical staff to keep their skills current with emerging e-learning technologies and standards.

1.3. Assistant Director, Centre for Distance and Online Education

Core Responsibility: To act as the primary liaison and coordinator with all internal academic departments and Schools of Studies, managing the administrative and approval processes for launching and maintaining online programmes.

Key Responsibilities

1. **Academic Department Coordination:** Serve as the main administrative point of contact for Heads of Departments and faculty involved in CDOE programmes.
2. **Faculty and Resource Planning:** Manage the scheduling, communication, and resource planning required to engage faculty as Programme Coordinators and Course Coordinators for CDOE activities.
3. **New Programme Launch :** Administratively manage the development and submission of the Programme Project Report (PPR) for every new programme.
4. **Approval Process Navigation:** Shepherd PPRs and other programme-related documentation through all internal HEI statutory bodies and manage the subsequent external approval process.
5. **Administrative and Academic Reporting:** Support the Director by preparing reports on programme status, enrolment trends, and the status of coordination with various academic departments.
6. **Central Communication Point:** Act as the central administrative hub for all communication, scheduling, and resource planning between the CDOE and the internal academic Schools of Studies.

2. Academic, Instructional, and Learner Support Services

2.1. Programme Coordinator

Core Responsibility: To hold overall academic responsibility for a specific, entire programme coordinating all aspects of its development, delivery, and assessment to ensure its academic integrity and quality.

Key Responsibilities

1. **Programme-Level Academic Ownership:** Act as the single academic lead and point of responsibility for the entire online programme.

2. **Faculty Coordination:** Coordinate the individual Course Coordinators within that programme to ensure the curriculum is coherent, integrated, and meets the stated learning outcomes.
3. **Programme Development and PPR:** Lead the academic team in the development of the Programme Project Report (PPR).
4. **Curriculum Design and Coherence:** Define the programme's structure, overall curriculum, and learning outcomes, and steer it through academic councils.
5. **Programme Quality Assurance:** Hold ultimate responsibility for the quality of the programme's delivery and review programme-level learner feedback and performance analytics.
6. **Assessment Oversight:** Ratify the assessment strategies proposed by Course Coordinators and review programme-level results to ensure fairness and integrity of its assessments.

2.2. Course Coordinators

Core Responsibility: To serve as the designated Subject Matter Expert (SME) for a specific course (e.g., "Microeconomics I"), responsible for coordinating its e-content development, actively participating in its delivery, and managing its assessment.

Key Responsibilities

1. **Subject Matter Expertise:** Act as the primary SME for the e-content production team.
2. **E-Content Development:** Write scripts, review videos, provide materials, and work with the production team to create all e-content for the course.
3. **Content Quality Sign-off:** Formally sign off on all "four quadrants" of content for their specific course, ensuring it meets the quality standards.
4. **Academic Delivery and Learner Interaction:** The Course Coordinator is personally responsible for managing the Quadrant-III "Discussion forum for raising of doubts".
5. **Doubt Resolution:** Ensure that doubts raised in the discussion forum are clarified on a real-time basis.
6. **Course-Level Assessment:** Develop all course-specific assessment tools, including formative quizzes, assignments, and questions for the summative end-semester examination.

2.3. Course Mentor

Core Responsibility: To support the Programme/Course Coordinator in facilitating academic engagement, mentoring learners, managing virtual interaction groups, and ensuring effective learner support throughout the course lifecycle.

Key Responsibilities

1. **Learner Academic Support:** Serve as the first point of contact for learners in the assigned batch for academic guidance, clarification, and motivation. Monitor learner progress, provide feedback on participation and performance, and ensure timely academic intervention when required.

2. **Virtual Interaction Management:** Facilitate and moderate virtual teacher-learner interaction groups (e.g., discussion forums, live sessions, or group chats). Encourage active participation, foster peer learning, and maintain academic decorum in all online engagements.

3. **Coordination with Course Coordinator:** Work closely with the Course Coordinator to align learner interactions with the course objectives and content delivery. Share periodic reports on learner engagement, performance trends, and feedback for continuous improvement.

4. **Assessment Facilitation:** Assist in administering formative and summative assessments by clarifying guidelines, resolving learner doubts, and ensuring academic integrity. Support the Course Coordinator in collecting learner feedback and post-assessment reflections for course enhancement.

5. **Academic Counselling and Mentorship:** Provide academic counselling to learners facing difficulties in understanding course content or managing workload. Motivate learners to complete course requirements within timelines and support them in developing effective learning strategies.

6. **Monitoring and Reporting:** Track learner participation, attendance in virtual sessions, and progress in assignments or quizzes. Submit regular progress updates and learner engagement reports to the Programme/Course Coordinator.

7. **Quality and Compliance:** Ensure that all academic interactions and mentoring activities comply with guidelines. Maintain confidentiality, professionalism, and academic standards in all learner engagements.

2.4. Examiners

Core Responsibility: To ensure the fair, credible, timely, and rigorous assessment of learner performance in accordance with the HEI's evaluation policies and UGC regulations.

Key Responsibilities

1. **Timely Evaluation:** Conduct timely evaluation of all assigned learner assessments within the defined turnaround times.

2. **Impartial Assessment:** Ensure all evaluations are impartial, fair, and free from bias, based purely on the learner's performance.

3. **Rubric Adherence:** Conduct all evaluations according to the provided rubrics and grading guidelines to ensure consistency and fairness.

4. **Assessment Integrity and Confidentiality:** Maintain strict confidentiality of all assessment materials, learner submissions, and results.

5. **Proctoring and Security Protocol Adherence:** Adhere to all institutional protocols for the secure proctored examination system.

6. **Feedback Quality:** Where required by the assessment design, provide clear, constructive, and relevant feedback to learners on their performance.

2.5. Faculty

Core Responsibility: To design, deliver, and assess academic content in alignment with the curriculum and quality standards of the online programme, ensuring learner engagement, academic rigor, and continuous support through digital platforms.

Key Responsibilities:

1. **Course Design and Planning:** Develop detailed course outlines, lesson plans, and weekly learning objectives aligned with the approved syllabus. Ensure that course content adheres to institutional and UGC quality standards for online education.]
2. **E-Content Development:** Collaborate with Course Coordinators, Technical Teams, and Instructional Designers to develop e-learning content, including lecture videos, reading materials, case studies, and self-learning resources across the four quadrants.
3. **Academic Delivery:** Conduct live and recorded sessions as per the academic schedule. Use technology-enabled pedagogies such as interactive presentations, case-based discussions, and real-world examples to enhance learner engagement.
4. **Learner Interaction and Mentorship:** Actively participate in online discussion forums, address learner queries, and provide academic guidance in a timely manner. Foster a supportive and inclusive online learning environment that promotes collaboration and participation.
5. **Assessment and Evaluation:** Design formative and summative assessments such as quizzes, assignments, and case analyses. Evaluate learner submissions objectively, provide constructive feedback, and maintain transparency and academic integrity in grading.
6. **Feedback and Continuous Improvement:** Collect and review learner feedback on course content, teaching effectiveness, and learning experience. Use insights from feedback and analytics to continuously improve content and delivery methods.
7. **Research and Academic Contribution:** Engage in scholarly activities relevant to the course domain, including research, publication, and participation in professional development related to digital pedagogy and online teaching methodologies.
8. **Coordination and Collaboration:** Work closely with Course Mentors, Programme Coordinators, and Technical Teams to ensure smooth delivery of courses and resolution of academic or technical issues faced by learners.
9. **Administrative and Reporting Responsibilities:** Maintain attendance and participation records, assessment reports, and progress data as required by the online school's academic management system. Contribute to institutional reports, accreditation documentation, and quality audits when needed.

3. Administrative Operations and General Management

3.1. Deputy Registrar (CDOE)

Core Responsibility: To serve as the senior-most administrative officer of the CDOE, managing all non-academic staff and operations, ensuring the efficient and compliant execution of admissions, examinations, and learner record-keeping.

Key Responsibilities

1. **Administrative Staff Management:** Supervise the entire administrative unit, including the Assistant Registrar(s), Section Officer(s), and other support staff as per the hierarchy.
2. **Oversight of Admissions:** Manage the *administrative* processes of admissions, ensuring all requirements are met.
3. **Oversight of Examinations:** Oversee the *administrative* conduct of examinations, ensuring all logistics.
4. **Learner Records Custodianship:** Act as the custodian of all learner records, ensuring they are maintained and preserved for a minimum period of five years.
5. **Administrative Compliance Management:** Ensure all administrative processes are fully compliant with UGC regulations and internal policies.
6. **Operational Efficiency:** Continuously monitor and improve the efficiency, accuracy, and timeliness of all administrative workflows within the CDOE.

3.2. Assistant Registrar (CDOE)

Core Responsibility: To manage the day-to-day administrative functions of the CDOE, focusing on the end-to-end learner lifecycle processes from admission to certification.

Key Responsibilities

1. **Admission Process Execution:** Manage the operational processing of applications, verification of documents, and fee collection, ensuring full compliance with the transparent procedures outlined.
2. **Fee Collection and Reconciliation:** Oversee the operational collection of all fees and ensure daily/weekly reconciliation of payments received.
3. **Examination Administration:** Coordinate the *logistics* of examinations. This includes scheduling, managing examination centres, deploying observers, and preparing result notifications.
4. **Result Notification:** Manage the administrative process of preparing and publishing result notifications.
5. **Learner Certification:** Oversee the preparation and issuance of all degrees, diplomas, and mark sheets.
6. **Certification Data Integrity:** Critically ensure that every document (degrees, mark sheets) contains all information mandated by Regulations.

3.3. Section Officer

Core Responsibility: To supervise the day-to-day work of the clerical staff (Assistants, Computer Operators), ensuring efficient file management, correspondence, and processing of all administrative tasks.

Key Responsibilities

1. **Supervision of Clerical Staff:** Manage the day-to-day work of the Assistants and Computer Operators.
2. **Workflow and Task Management:** Manage the workflow and task allocation for the clerical team, ensuring accuracy and timeliness in all processing.
3. **File and Record Management:** Maintain the physical and digital file systems for all administrative, academic, and financial records of the CDOE.
4. **Data and Processing Accuracy:** Implement checks to ensure accuracy in all data entry and processing tasks performed by the clerical team.
5. **Correspondence:** Draft official correspondence on behalf of the CDOE's administrative unit.
6. **Query Escalation Management:** Act as the first point of escalation for complex administrative queries (internal and external) that the Assistants cannot resolve.

3.4. Assistants

Core Responsibility: To provide foundational clerical support for all functions of the CDOE, including data entry, file processing, and responding to routine learner and internal queries.

Key Responsibilities

1. **Clerical Processing:** Handle the primary paperwork for all learner lifecycle events, including processing admission forms and exam form registrations.
2. **Document Generation:** Generate standard letters, notices, and other routine documents as directed.
3. **Data Entry:** Accurately enter and update learner information in the administrative database (i.e. Student Information System).
4. **Data Verification:** Verify data from various sources to ensure learner records are complete and accurate.
5. **Front-Line Support:** Manage the CDOE helpdesk or counter, resolving basic administrative queries.
6. **Query Escalation:** Escalate complex issues to the Section Officer or, if academic, to the Academic Counsellors, in a timely and accurate manner.

3.5. Computer Operators

Core Responsibility: To provide specialized data entry and document processing support to the administrative team, ensuring speed and accuracy.

Key Responsibilities

1. **Data Entry:** Perform data entry tasks, such as transcribing lists or entering assessment marks provided by examiners.
2. **Data Accuracy:** Ensure a high degree of accuracy in all data entry, with minimal errors.
3. **Digitization of Records:** Perform high-volume scanning and digitization of application forms and other physical records.
4. **Document Preparation:** Prepare and format official documents, letters, notices, and reports as directed by the administrative officers.

5. **Mail Merge and Bulk-Data Processing:** Manage tasks like mail merges for admission letters or formatting large data reports.
6. **Report Generation Support:** Assist the administrative team by running pre-defined queries and generating standardized reports from the system.

3.6. Multi-Tasking Staff (MTS)

Core Responsibility: To provide essential logistical and office support to ensure a functional, clean, and efficient work environment for the CDOE staff and visitors.

Key Responsibilities

1. **Document Movement:** Manage all internal and external document movement.
2. **Clerical and Logistical Support:** Handle all photocopying, scanning, and filing of physical records as directed.
3. **Record Retrieval:** Assist the administrative team by retrieving physical files and records from storage.
4. **Meeting and Office Setup:** Assist in setting up for meetings, including the arrangement of rooms, equipment, and hospitality.
5. **Office Supply Management:** Monitor and manage the inventory of office supplies, reporting needs to the Section Officer.
6. **Operational Support:** Provide general logistical support to the team during peak activities like admissions or examinations.

4. Technical Infrastructure, Production, and Data Management

4.1. Technical Manager (e-Learning and Technical)

Core Responsibility: To oversee and manage the complete technical and e-learning infrastructure of the online programme, ensuring seamless operation of Learning Management Systems (LMS), e-content deployment, learner access, and technology-enabled delivery. The Technical Manager ensures that all digital platforms and tools function efficiently to support academic delivery, assessment, and learner engagement.

Key Responsibilities

1. **LMS Administration and Management:** Manage the Learning Management System (LMS), including user creation, course uploads, content scheduling, and learner access control. Ensure uninterrupted functioning of the LMS and timely resolution of technical issues faced by learners, faculty, or mentors.
2. **E-Content Integration and Maintenance:** Coordinate with Course Coordinators, Mentors, and the production team to upload, update, and maintain e-content across all four quadrants. Ensure all multimedia content is optimized for quality, accessibility, and device compatibility.
3. **Technical Support and Troubleshooting:** Provide timely technical assistance to learners, faculty, and mentors regarding LMS access, video streaming, login issues, and assessments. Maintain a helpdesk or ticketing system to document and resolve issues

efficiently. Test and verify e-learning tools and platform updates regularly to ensure stability.

4. **Data Management and Analytics:** Generate and maintain analytics reports on learner engagement, course completion, and assessment performance. Share insights with Programme and Course Coordinators to support academic planning. Ensure data security, confidentiality, and compliance with institutional and UGC data protection standards.

5. **Technology Upgradation and Innovation:** Identify, evaluate, and implement emerging e-learning technologies that enhance teaching and learning effectiveness. Recommend and integrate new tools such as AI-driven analytics or interactive content systems to improve the learner experience.

6. **Coordination and Training:** Conduct orientation and training sessions for faculty, mentors, and learners on effective use of the LMS and e-learning tools. Coordinate with academic and administrative teams for smooth technical support during live sessions, webinars, and online examinations.

7. **Compliance and Quality Assurance:** Ensure that the e-learning systems, data management practices, and digital infrastructure comply with UGC (ODL/Online) Regulations and institutional quality benchmarks. Support internal audits, documentation, and review processes to maintain accreditation readiness.

4.2.1. Technical Manager (Production)

- **Core Responsibility:** To manage the entire e-content production pipeline, from pre-production (scheduling faculty, studio booking) to post-production (final output), ensuring all content is created on time, within budget, and to the required quality standards.

- **Key Responsibilities**
    1. **Production Pipeline Management:** Manage the end-to-end workflow of e-content creation, from pre-production scheduling to post-production and final output.
    2. **Faculty (SME) Coordination:** Coordinate studio booking and recording schedules with all Course Coordinators (SMEs) to ensure a smooth content development process.
    3. **Team Supervision:** Supervise the day-to-day work, scheduling, and output of the Technical Associates and Technical Assistants in the production team.
    4. **Technical Quality Control:** Ensure all audio/video output meets the technical standards of UGC guidelines. (e.g., clear audio, correct graphics).
    5. **Pedagogical Quality Control:** Ensure content adheres to pedagogical standards, including "innovative presentation techniques."
    6. **Resource and Studio Management:** Manage the scheduling and technical maintenance of all production resources, including studios, cameras, and editing software.

4.2.2. Technical Associate (Audio-Video Recording & Editing)

- **Core Responsibility:** To lead the hands-on production of high-quality audio and video content, handling complex recording, editing, and post-production tasks.
- **Key Responsibilities**
    1. **Advanced Video Editing:** Perform complex video editing, color correction, and audio mixing on all recorded footage to a high professional standard.
    2. **Post-Production Effects:** Integrate advanced graphics, animations, and simulations as required by the "four-quadrant approach."
    3. **On-Set Technical Direction:** Act as the lead technical expert on-set during recording sessions with faculty, ensuring optimal lighting, sound, and camera setup.
    4. **On-Set Quality Assurance:** Ensure all footage is captured correctly and is of high quality, minimizing the need for re-shoots.
    5. **Mentorship:** Guide and mentor, the Technical Assistants in their recording and editing tasks.
    6. **Final Output Management:** Manage the final rendering, formatting, and file organization of all video content, preparing it for upload to the LMS.

4.2.3. Technical Assistants (Audio-Video Recording)

- **Core Responsibility:** To assist in the planning, setup, and execution of high-quality audio-video recording sessions for e-content creation, ensuring smooth coordination with faculty, production teams, and technical staff.

Key Responsibilities:

1. **Studio Setup and Equipment Handling:** Prepare the recording studio for each session, including lighting, sound setup, camera positioning, and background arrangements. Ensure that all recording equipment (cameras, microphones, lighting systems, teleprompters, etc.) are in working condition and calibrated before use.
2. **Recording Operations:** Manage the live recording of video lectures, demonstrations, and interviews, ensuring clarity in audio and video quality. Coordinate with faculty and the production team during shoots to maintain continuity, framing, and instructional focus.
3. **Technical Maintenance:** Regularly check, maintain, and troubleshoot studio equipment to prevent downtime. Report any technical issues to the Technical Manager and assist in preventive maintenance activities.
4. **Coordination and Scheduling:** Work closely with Course Coordinators and Technical Managers to schedule recording sessions, prepare equipment in advance, and ensure readiness for all planned recordings.
5. **Data Management and Transfer:** Ensure safe transfer, labeling, and storage of recorded raw video and audio files. Maintain organized digital archives for easy access by editors and content developers.
6. **Quality Assurance and Safety:** Monitor recording quality in real time and take corrective action when issues arise. Follow institutional safety and equipment handling protocols during recording sessions.

4.2.4. Technical Assistants (Audio-Video Editing)

- **Core Responsibility:** To manage the post-production process of e-learning video content, ensuring that all recorded materials are edited, enhanced, and finalized as per academic and technical quality standards.

Key Responsibilities:

1. **Video Editing and Post-Production:** Edit recorded lectures, interviews, and demonstrations to produce polished and engaging video content. Incorporate titles, graphics, transitions, background music, and captions in alignment with institutional e-learning standards.
2. **Audio Enhancement and Synchronization:** Clean and balance audio tracks to eliminate noise, synchronize sound with visuals, and ensure clarity in voice and instructional material.
3. **Graphics and Multimedia Integration:** Add animations, infographics, or on-screen text to enhance comprehension and learner engagement. Work with content teams to ensure accuracy of visuals and instructional flow.
4. **File Management and Archiving:** Organize, label, and store edited project files and final outputs systematically. Maintain backups of raw and edited media on secure institutional servers.
5. **Coordination with Production and Academic Teams:** Collaborate with the Technical Manager, Course Coordinators, and Content Developers to understand course requirements, editing timelines, and expected output formats.
6. **Quality Assurance and Exporting:** Review all final videos for technical and academic accuracy before submission. Export files in suitable formats for uploading to the LMS and other digital platforms.

4.3. Platform and Data Management Team

4.3.1. Technical Manager (LMS & Data Management)

- **Core Responsibility:** To ensure the 24/7 availability, functionality, security, and compliance of the Learning Management System (LMS) and its associated databases.
- **Key Responsibilities**
    1. **LMS Administration:** Manage all system-level configurations, updates, and integrations of the Learning Management System (LMS).
    2. **Platform Uptime and Performance:** Guarantee the LMS is operational, accessible, and high-performing 24/7 for all learners.
    3. **Data Management and Integrity:** Ensure the integrity, accuracy, and proper storage of all learner data on the platform.

4. **Data Security and Privacy:** Implement and manage protocols to ensure the security and privacy of all learner data, in compliance with data protection norms and UGC requirements.
5. **System Backups and Recovery:** Manage all platform backups and disaster recovery plans to ensure business continuity.
6. **Platform Compliance:** Ensure the LMS (whether SWAYAM or non-SWAYAM) meets all technical requirements of Annexure IX, including user authentication, activity tracking, and analytical reporting.

4.3.2. Technical Assistants (LMS & Data Management)

- **Core Responsibility:** To provide daily operational support for the LMS, managing course content, user accounts, and generating data reports.
- **Key Responsibilities**
  1. **Course Shell and Content Uploading:** Create new course shells on the LMS, upload all "four quadrants" of content provided by the production team.
  2. **Assessment Tool Configuration:** Set up assessment tools (quizzes, assignment dropboxes) as specified by the Course Coordinators.
  3. **User Enrollment and Management:** Manage all user accounts, including the batch enrollment of learners, managing user permissions, and creating cohorts.
  4. **LMS User Support:** Provide Tier 2 technical support, troubleshooting user-side technical issues escalated from the Help Desk.
  5. **Data Reporting:** Generate and distribute regular reports on learner activity, engagement, and assessment results as required by the Director, Programme Coordinators, and CIQA.
  6. **LMS Maintenance:** Assist the manager in daily platform maintenance, checking for errors, broken links, and ensuring all content is displaying correctly.

4.4.1. Technical Manager (Admission, Examination & Result Processing)

- **Core Responsibility:** To own and manage the technology platforms for online admissions, secure proctored examinations, and result processing, ensuring 100% integrity, security, and reliability.
- **Key Responsibilities**
  1. **Examination System Management:** This is a high-stakes KRA. The Manager must manage the end-to-end proctored examination platform, ensuring it is fully reliable and secure.
  2. **Exam Security and Compliance:** Ensure the exam platform is fully compliant with Regulation 15 and the rigorous technical standards of Annexure II (e.g., secure browser, proctoring, CCTV recording, biometric authentication).
  3. **Admission Portal Management:** Ensure the 24/7 functionality, security, and user-friendliness of the online admission portal.
  4. **Portal Integration Management:** Manage the technical integration of learner authentication (Aadhaar/Passport) and the digital payment gateway.

5. **Secure Data Processing:** Manage the secure, encrypted technical workflow for processing results, from receiving raw data from the exam platform to preparing it for declaration.
6. **Platform Vendor Management:** Act as the primary technical liaison with any external vendors providing the admission or examination platforms, ensuring service level agreements (SLAs) are met.

4.4.2. Technical Assistants (Admission, Examination & Result Processing)

- **Core Responsibility:** To provide daily operational support for the admission, examination, and result processing platforms.
- **Key Responsibilities**
    1. **Admissions Backend Management:** Technically manage the application backend, process verified applications and prepare data for the enrolment systems.
    2. **Fee Gateway Reconciliation:** Assist in the daily technical reconciliation of the fee payment gateway, flagging any failed or pending transactions.
    3. **Exam System Configuration:** Set up examination schedules in the system, batch learners, and configure the proctoring rules for specific exams.
    4. **Exam Credential Management:** Generate and securely manage access credentials for learners for upcoming examinations.
    5. **Result Data Processing:** Securely handle and process the raw exam data, compile marks, and run validation checks.
    6. **Result Data Preparation:** Prepare the final compiled data for review and final declaration by the HEI's Controller of Examinations.

Annexure 3 - Guidelines for Online Assessments

Online Remote Proctored Examinations

- Weightage for Online Proctored Examination would be 70%, while for Continuous Internal Assessment the weightage is 30%
- Examinations will be conducted tentatively in the month of December and June every year for respective batches. This is subject to UGC notification on every admission batch last date for enrolment. The final dates would be communicated to students well in advance.
- Students would be filling in the online exam form for the Slot Booking Process through the University website. The student selects the date, slot time and subject while filling in the online exam form.
- The Controller of Examination would publish the exam notification with the date for each Subject. The student can select the slot within the 3 online exam time slots each day to complete the said exams.
    - 10 am to 12 pm
    - 12.30 pm to 2.30 pm
    - 3 pm to 5 pm
- Remote Proctored Online Exams would be for 2 hours each subject, and it would be a mix of questions.
    - Objective Type Question – 49 MCQ with 1 mark each – Total 49 marks
    - Subjective Type 3 Questions x 7 marks each – Total 21 marks
    - Total Exam Scores - 70 Marks.
- Passing criteria for each course/subject is 40%.
- To appear for the examination student needs to complete all assignments as per last date provided by the university.
- The student can give backlog examination for previous semester/year if any, in the next exam cycle along with the fresh subjects of the subsequent semester/year.
- Exam Fees for First Attempt is included / paid during admission by the students.
- For Second Attempt Examination (Including for Absenteeism; if any) or Re-appearing for Examination; the applicable Online Exam Fees (Per Subject) would be required to be paid by students.
- Examination Fees are non-transferable and non-refundable and there would be no exceptions for the said examinations
- Students who have past due fees payments will not be allowed to give their examinations
- The results are declared within 30 days from date of last examination date of respective exam cycle.
- Mock examinations shall be conducted for fresh students giving their exams for the first time.

Pre - Examination Process timelines	
Notification for Online Exams	45 days before exam starts

Exam form live on website/examination portal	30 Days before exam starts the Exam Form is Live on website. (Form is live for 15 Days)
Readiness of Proctors and Evaluators	15 Days before exam starts
Last date for online exam form filling by the students	7 days before exam starts

Online Remote Examination Process:

- University Exam Team would be trained on the Online Exam Portal in advance
- University Faculty would submit MCQ Type around 300 Questions with Answer Key and around 80 to 100 Subjective Questions to the University Exam team in advance for system updates.
- The Exam Portal would randomly select the questions from the uploaded question bank and allocate the required count of questions to student for exam attempt.
- Randomization ensures that no 2 students are getting same series of questions in online exams.
- University Exam team Official would create the online test and upload the question bank in the Online Exam Portal.
- Approved Proctors and Evaluators would be trained on Online Remote Proctoring Portal before the examination.

Online Remote Proctored Exam Pattern:

- ➢ Objective Type Question – 49 MCQ with 1 mark each – Total 49 marks
- ➢ Subjective Type 3 Questions x 7 marks each – Total 21 marks
- ➢ Term-End Online Exam Scores - 70 Marks

- For Subjective Type Questions: Students can directly type in the Exam portal ; for subjects with graphs or language students can be asked to upload the answer sheet in the exam portal.
- Online Auto Proctor would be kept as automatic by default in the system; manual proctoring process would ensure all examination hygiene aspects are factored considering the security and exam sanctity.
- The list of approved proctors and evaluators would be trained in advance before the exams.
- Once each subject exam/test is configured in the Exam Portal, University Exam Team would give its readiness of exams for each semester> each subject for every batch.
- Exam Notification with Dates would be released by COE of the University providing the students sufficient time to book the exam slots.
- Student Can select the Subject, Date and Time within the Timelines Dates mentioned by COE.
- During Online Exam, the Exam Portal would randomly picks up questions and during exam display the same to students.
- Post exams – the MCQ based objective type of questions are evaluated by the system. The Exam Team officials would allocate the students to approved evaluators for evaluation subjective questions.
- University Exam Team official would work on result sheet by considering Internal scores and Online Exam scores for each student; the result sheet would be verified and approved by the Controller of Exams and then post other internal HEI approvals; the online result can be published.

Project Work, where applicable-

For programs having project work; students are required to submit a soft copy of the project undertaken.

- Soft Copies of the Project Report should be mailed to university and also upload it in LMS
- The project should be industry related topic selection as advised by the university.
- Refer the project guidelines as mentioned on the website.
- Project should be done by the student and must be original. Plagiarism will not be accepted

Instructions for Students for Online Remote Proctored Examinations:

Attend Mock Examination: It is recommended to all learners that they must attend the mock test prior to the actual examination. The mock test will help you familiarize yourself with the exam interface, check your device compatibility, and ensure that you understand the exam procedures. This step is crucial for a smooth and stress-free examination experience.

Laptop or Desktop Preparation: Please do not use your office laptop for the examination, as it may have a firewall or third-party antivirus software installed that could interfere with the exam software. Ensure that you use a personal laptop or desktop with an inbuilt webcam and microphone, updated Chrome or Firefox browsers, etc.

Internet Connectivity: Ensure you have a stable and high-speed internet connection throughout the duration of the exam. It is recommended to use a wired connection if possible to avoid connectivity issues. Also, avoid using the internet through smartphone hotspots since these do not provide stable internet connection.

Power Backup: Ensure you have a reliable power backup solution in place, such as a fully charged laptop battery or an uninterruptible power supply (UPS), to avoid disruptions during the exam due to power outages. This will help prevent any loss of progress or connectivity issues caused by unexpected power failures.

The minimum hardware, software and connectivity requirements for taking Exams through Online Proctored Examination Platform is provided below. Students should review the following requirements for your camera, operating system, upload/download speeds, RAM, ports, microphones and browsers. Also included is a list of technology not currently supported.

TYPE	MINIMUM	RECOMMENDED
Internet Connection	Wifi Connection	Wired Connection
PC Users	Windows 8 (Windows 10 S mode is not supported)	Windows 10 (10 S mode is not supported)
Mac Users	MacOS 10.13 (Oldest Still Maintained Version)	MacOS 10.15

CPU	more than 2 core CPU less than 85% CPU Usage	more than 4 core CPU less than 50% CPU Usage
Webcam	640x480 resolution	1280x720 resolution
Internet Download Speed	1 Mbps	12 Mbps
Internet Upload Speed	1 Mbps	3 Mbps
RAM	4 GB less than 90% Ram Usage	16 GB less than 70% Usage
Connectivity Ports	1935, 843, 80, 443, 61613, UDP/TCP	1935, 843, 80, 443, 61613, UDP/TCP
Screen Resolution	1366 x 768	1920 x 1080 and above
Chromebook Users (Only for Automated Proctoring. Is not Supported for Live Proctoring)	Chrome device is running the latest version of Chrome OS.	Chrome device is running the latest version of Chrome OS.

1.1 Additional Requirements:
- A functioning microphone (some web cameras have them built-in); microphone should not be part of headphones
- Headphones are generally not permitted, check with your testing organization to determine if headphones are permitted
- A compatible browser: Google Chrome (preferred) or Mozilla Firefox
- Webcam and microphone (built-in or external) – test your webcam at https://webcamtests.com/
- Connection to network with sufficient internet speed: at least 1 Mbps download speed and 1 Mbps upload – test internet speed at www.speedtest.net

1.2 Not Supported:
- Microsoft Edge browser
- Google Chromebooks (for Live Proctoring only)
- Tablets (Nexus, iPad, Tab, Note, etc.)
- Smartphones
- Linux operating systems
- Windows 10 in S mode or Surface RT
- Connecting from within a virtual machine. You will be asked to reconnect using your host operating system to take your exam
- Apple Boot Camp
- Remote Access Software
- Inactive Version of Windows and Test Builds/Test Mode

1.3 Pop-up blocker
Pop-up blockers must be either off or disabled. Disable your pop-up blocker like this:
- Open Chrome on your computer.
- Click on the icon with three vertical dots.
- Click More, then Settings on the top right.
- Go to Privacy and security and click Site settings.
- Click Pop-ups and re-directs.

- Turn the setting to Allowed at the top.

Important : The Institute regularly takes actions to optimize its examination system and hence please note that the above mentioned Hardware, software, equipment and connectivity requirements might change at institute's discretion. All students will need to 100% comply with any such changed specifications announced by the Institute.

General Instructions

The timing for the Proctored Online Examinations will strictly be as per the time table schedule (Indian standard Time) communicated. This is also applicable to the candidates appearing for the examination from OUTSIDE India.

• Exams can be taken on devices such as Laptop/ Desktop. Charge the Laptop /Tablet well in advance to last for at least 2 hours.

• The device should have continuous internet connectivity. Do not share the phone's hotspot with any other device while writing the examination.

• For the smooth attempt of the online examination, students are advised to:

a) Sit in a closed room having enough light for the Camera to detect himself/herself. Make sure that you sit, facing the light during the examination. Do not sit against or near the window.

b) Please make sure that there is no noise around you during the examination, otherwise it may be detected and captured as deviation.

c) Position the device in such a way that the front camera captures your face properly and you can sit for one hour to take up the examination conveniently without moving the device.

d) If your device is using a Wi-Fi router, make sure to sit near the Wi-Fi Router/Modem to avoid any signal related issues.

• The student should compulsorily login into the portal 30 minutes before the commencement of the examination.

• The following activities are not permitted during the conduct of the online examination:

a) Presence of any other person in the room where the student is taking the examination.

b) Movement from one place to another during the examination.

• Students are Not Allowed to refer to any textbook(s) or any other material during the notified examination time.

• Students are permitted to use Rough paper and pen /pencil for solving only analytical questions appearing in the question paper and also you can make use of permitted scientific calculators. Before using rough papers and calculator kindly show it in your PC/Mobile camera and then start using it.

• Once a user logs into the system with Username and Password and Please allow camera, location access, and audio device access when prompted. If you do not give access to any of these, you will not be able to appear for the examination or the remote proctor can disable your examination in due course of time.

• In case of disconnection of network/power failure during the examination, First wait for internet connectivity (do it as fast and resume test within 2 minutes) and click on "Resume " button, If not able to reconnect after 2 minutes, call concern administration for providing appropriate solutions to further proceed with test.

• It is advised to use the same Laptop/ Desktop to appear for the mock examination and for the final online examination.

• A helpdesk number will be provided to troubleshoot technical issues during the examination process. The student can reach out to this number in such cases.

2. Examination Rules

• Every student will be required to login through the secure ID and password on the online examination taking platform on the day of the examination (the time schedule, URL, User ID and password will be provided in the LMS portal and will also be sent to the registered e-mail ID / SMS will be sent to the registered mobile phone).

• At the beginning of each session, the student undergoes an identity verification at 2 levels,

- Level 1: Capture of facial photo. During the examination, the student is suppose to click and upload his photograph in the system; the system constantly monitors the picture of the student taking the examination with the facial photo captured initially for any mismatch. In case of any mismatch, the system will capture the anomaly and a notification to the student / live proctor is also instantly displayed.
- Level 2: Student must display University ID / Government authorized ID Proof at the beginning of the examination.

• Only 2 attempts will be allowed for every students for every session of the day for a test. After two attempts test student will not be able to take test again for the respective session of the day

• The student should ensure that he/she Clicks on "Submit" button available on right top position of the screen before logging out of the exam.

• The Online Examination system will issue regular warnings for any deviations of the norms specified, on the screen of your device. The maximum number of warning will be 10 after which the test gets terminated.

• If a student is violating any rules during the examination or trying to adopt any unfair means, the system will automatically collect data based on the following deviations and alert the student and will immediately alert the online live-proctor.

➢ Focus changed to a different window: student tabs out of the examination taking window.
➢ Browser not supported: Student is using an older browser version or a non-compatible browser.
➢ Webcam is disabled: Students webcam is disabled.
➢ Face is not visible in the camera: Student is not looking into the camera.
➢ Several faces in front of the camera: There are other people along with the examination taker.
➢ Face does not match the profile: Student taking the examination is not the same person whose photo was captured before starting the examination and the photo of the student as available in the University database.
➢ Microphone muted or its volume is low: Student has muted the microphone.
➢ Conversation or noise in the background: System has captured background noise.
➢ Screen activities are not shared: student has stopped screen share activity. Sharing of screen is not necessary for the users of smartphones.
➢ Second display is used: Additional display like extended monitor has been connected.
➢ Full-screen mode is disabled: student has disabled full screen mode.

3. Examination code of conduct and Malpractices
   o Students are not allowed to leave their seat during the examination.
   o Students are not allowed to consult other people for any information during the time of the examination.
   o The system uses Artificial Intelligence to detect and record face emotions, eyeball movement, and all other activities.
   o If a student indulges in suspicious and objectionable activities as detected and recorded by the system, he/she will be booked under malpractice and action will be taken as per the rules and regulations of the University.
   o The Online Examination system will issue regular warnings on the screen of your device. The number of warnings issued to each student will be duly recorded in the online examination system and this will affect the overall credibility score of the student, which may lead to cancellation of your examination.
   o Taking photos or recording videos and sharing it with others or indulging in suspicious and objectionable activities during the examination will be automatically recorded and will be treated as malpractice.
   o Do not use headphones, noise cancellation devices, Bluetooth devices during the examination. If used, it will be considered as malpractice.
   o In addition to auto proctoring by the online examination system, Manual Proctors (Invigilators) will continuously watch and monitor the students during the entire duration of the examination
   o Students are not allowed to refer to any textbook(s) in the notified examination time and they should appear for the examination without moving out from their seat during the examination.

- Students are not allowed to consult other people for any information during the time of the examination.
- Students are NOT allowed to take photos, take screen shots, hear audio, or record videos of the examination and then share it with others during the online examination, a remote proctor would watch such unwanted activities. If found doing such activities, it will be treated as malpractice.
- If a student indulges in suspicious and objectionable activities as detected and recorded by the system, he/she will be booked under malpractice and action will be taken as per the rules and regulations of the Institution
- Do not use headphones, noise cancellation devices, Bluetooth devices during the examination. If used, it will be considered as malpractice.
- Do not try to navigate from the main screen. Doing so will automatically terminate your examination.
- While using laptop or desktop, you are advised not to use the keyboard while you are attempting the examination other than chatting with the proctor; you are only allowed to scroll the cursor with the mouse to answer the question.
- You are not allowed to start the examination from multiple devices at a time. However, you may change the device, if there is a fault during the examination and login again in the new device.
- Do not leave your place for any reason during the examination.
- Do not have any light source behind your face.
- Do not cover your face with Hair, clothing (mask), hands or anything else.
- Do not use headphones, ear-buds, or any other type of listening equipment.
- Do not have any background noise/ voices / music or Television.
- Do not wear sunglasses during the examination.
- Do not entertain any other people in the room near you.
- Do not communicate with any person by any means during the examination.
- Do not have any programs or applications like MS Teams, Zoom, Google Meet etc. that use the webcam, microphone & screen-share during the examination.
- Do NOT take photos, screen shots, hear audio, or record videos of the examination and then share it with others during the online examination, a remote proctor would watch such unwanted activities. If found doing such activities, it will be treated as malpractice.

Annexure 4 – Continuous Internal Assessment Pattern for PG Courses

Particular	A1 (Objective Type)	A2 (Objective Type)
Weightage %	15%	15%

Question Pattern for the CIA Components

A-1

1.There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying 1 mark each

2. The time for the A-1 assignment will be 15 minutes

3. All questions are compulsory

4. There will be NO NEGATIVE MARKING for the wrong answers.

A-2

1.There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying 1 mark each

2. The time for the A-2 assignment will be 15 minutes

3. All questions are compulsory

4. There will be NO NEGATIVE MARKING for the wrong answers.

Annexure 5 – End-term Examination Pattern

Centre for Distance and Online Education

End Term Examination

[PROGRAM NAME]

[COURSE NAME][COURSE CODE]

Time: 2 Hours	Max. Marks: 70
The paper is divided into 2 sections. Section A comprises of 49 compulsory objective questions of 1 mark each Section B of 3 essay type subjective questions carrying 7 marks each.	
SECTION – A (49 X 1 = 49 Marks)	
Answer all the questions. Each question carries one mark.	
Q. No. 1 to Q. No. 49 - Objective questions with four multiple choices.	
SECTION – B (3 X 7 = 21 Marks)	
Q. No. 50 to Q. No. 52 - 3 Essay Type Question	

In proctoring exam mode, student can submit their answer in following mode

1. Type the essay type answer in the format bar provided in the examination window
2. Option to Upload the typed answer in the word document format from the upload options.
3. Option to Upload the Math table and Diagram from upload options. (jpeg and pdf format)

Annexure 6 –Guidelines for Internship Dissertation–

Name of the Course	Credits	Continuous Internal Assessment	External Assessment	Total Marks
Internship Dissertation	3	30	70	100

Detailed Bifurcation of Internal and External Marks

CIA	**Project Proposal/ Synopsis (30%)** • Choice and Relevance of the topic • Clarity about Objectives, proposed Methodology and Scope.	5% 25%
External	**Project Report (70%)** • Design of the study and methodology, Review of earlier work/literature available for the subject, data collection primary, secondary, questionnaire used where applicable, field work • Analysis and Interpretation of data, Data Processing technique (manual/computer) quantitative OR other tools. • Made use of Innovative technique/approach to problem solving • Finding of Research Study; recommendations, suggestions, policy issues • Report writing, languages, composition & chapter scheme • Usefulness of the Study; applicability in business/industry, in decision making/system development	15% 15% 10% 10% 10% 10%

Note: Project reports with plagiarism above 10% will not be accepted.

If the student is unsuccessful in the project, she/he should re-do the whole cycle, right from the submission of the project synopsis. Students are advised to select a new topic for the project and should prepare and submit the project synopsis on the LMS as per the project guidelines. There are no separate slots for the submission of the project synopsis / project reports for the failed students.

I. **About Project Work**

- The topics for project may be taken from any one of the following sources:

  (i)   Comprehensive case study, covering single organisation with multifunctional area problem formulation, analysis and recommendations.

  (ii)   Inter organisational comparison of performances in different functional areas including management practices.

  (iii)   Field study / Empirical study

II Considering the importance of Project Work for an MBA program, the department has drawn the following guidelines:

A. Submission of Project Proposal and Synopsis

The Project should be carried out under a Guide/ Project supervisor.

Note: It is recommended that students choose supervisors who are active professionals in fields related to the chosen topic. For example, if the selected topic is from the area of finance, the supervisor should preferably be a financial expert, so on and so forth. Ensure that you include the following while submitting the Project Proposal:

  a. Performa for Approval of Project Proposal duly filled and signed by both the student and the Project Guide with date-Annexure A.

  b. Profile of the company and Bio-data of the Project Guide with her/his signature and date.

  c. Synopsis of the project proposal (12-15 pages).

Students should submit the synopsis, duly signed by the supervisor and the learner and uploaded in the soft copy format (pdf.) to the University's Online Portal using their respective login credentials.

  1. Content of Project Work Synopsis**:** The project synopsis needs to be prepared keeping in mind the following points.

  a) Title of the project

  b) Introduction and Objectives of the Study - Maximum 200 words

  c) Problem Statement

  d) Research Methodology and References

A project's synopsis should be prepared in consultation with the 'project supervisor' and submitted to the Course Coordinator by using respective login credentials.

- Communication of approval / non-approval of the project proposal will be sent to the candidate within one month of the receipt of the proposal.

B. Submission of Project Report:

Report should contain the following:

☐ Table of Contents

a.	Acknowledgements	Page No.
b.	Self-Certificate	
c.	Certificate issued by the Organization	
d.	Executive Summary	
e.	List of Tables	
f.	List of Figures	
g.	Introduction and Design of the study	

This summary should cover everything of the project, all points of the project report shall be covered in this section, such as significance of the study, objectives, hypothesis, research methodology, data collection analysis, interpretation, findings and recommendations. In nut shell, executive summary should be a snapshot of the entire project work. This summary should not exceed 3 pages.

1 **INTRODUCTION**

1.1 Background of the study

1.2 Need and Significance of the study

1.3 Statement of problem

1.4 Objectives of the study

1.5 Scope of the study

1.6 Limitations of the study

2 **ORGANIZATION OF THE REPORT**

(Suitable headings based on reviews)

3 **THEORETICAL FRAMEWORK (if any)**

(Suitable headings)

4 **RESEARCH METHODOLOGY**

4.1 Objectives

4.2 Hypothesis

4.3 Research Design

4.4 Sources of Data

4.5 Primary and Secondary data

4.6 Population

4.7 Sample Design

4.8 Sampling method

4.9 Method of data collection

4.10 Drafting a questionnaire

4.11 Pilot survey (Reliability and Validity of the instrument)

4.12 Data analysis techniques

5 **DATA ANALYSIS**

5.1 (suitable headings may be provided)

6 **SUMMARY OF FINDINGS AND CONCLUSION**

7 **RECOMMENDATIONS PROPOSED MODELS (if any)**

APPENDICES
BIBLIOGRAPHY
QUESTIONNAIRE
SCHEDULES

ANNEXURE: Every Project Report should contain necessary annexure such as Performa of Questionnaire/ Interview Schedule.

The project must be uploaded online only; no other format of project submission will be accepted by the University. For uploading project reports to the student portal, guidelines will be provided by the Course Coordinator on the university portal Communication about approval/rejection/acceptance with suggestion will be made available in the login dashboard of the students.

III.   **Specifications**

Page numbers - All text pages as well as Program source code listing should be numbered at the bottom centre of the pages.

- **Normal Body Text: Font Size**: 12, Times New Roman, Double Spacing, Justified. 6 point above and below Para spacing.

- **Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

- **Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned,

  30 point above and below spacing. **Coding Font size:** 10, Courier New, Normal.

16. Circumstances the project report will be accepted after the due date, neither in online nor in offline format.

Please Note:

1. Revaluation of Project Report is not allowed.
2. Resubmission of Project Report for Class Improvement is not allowed.

IV   Formats of various certificates are as:

IV (a) <u>Proforma for Final Project Proposal</u>

Enrolment .No....................................

Name and Address of Student..

Ph.No. :... Email ID: ....

Title of the Project:.. Subject Area: Marketing Management / Financial Management / Human Resource a / Retail Management / Risk Management / Healthcare Management / Agri Business/Information Technology Management

Specify...

Name, Designation and Official Address of the Project Guide.. ………………………………………………………………………………………………… ……………………………………………………………………..…..

Signature of the student   Signature of the Guide Date:

                                                                                        Date:

<div align="center">

(For Office use only)

</div>

Synopsis
Approved

Not Approved

Comments / Suggestions for reformulation of the project. Date: Signature of the Evaluator

IV (b) <u>Acknowledgements</u>

I take this opportunity to express my sincere gratitude to all those who have contributed to the successful completion of my MBA project titled *"[Project Title]"*.

First and foremost, I would like to extend my heartfelt thanks to [Name of Project Guide], [Designation], [Department/Company Name], for their constant guidance, valuable insights, and encouragement throughout the course of this project. Their expertise and constructive feedback have been instrumental in shaping this work.

My sincere appreciation extends to all faculty members of the ATLAS- CDOE Skilltech University for their continuous support and inspiration during my MBA programme.

I would also like to acknowledge the assistance of the library staff, research support team, and other institutional resources that facilitated my research.

Finally, I owe my deepest gratitude to my family and friends for their unwavering support, motivation, and understanding throughout this journey.

Student Name
Program
Batch
Registration Number
Signature

IV (c) <u>Cover Page Format</u>

Title of the Project/report

(Times New Roman, Italic, Font size = 24)

Project Report

Submitted in partial fulfilment of the requirements

For the award of the degree

of

Master of Business Administration

(Bookman Old Style, 16 point, centre)

Submitted by:

Mr. /Ms.　　　:...

Enrolment No. :..

Project Supervisor

(Guide Name)

(Designation)

Atlas Skilltech University

Centre for Distance and Online Education (CDOE)