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Autonomous Institution Affiliated to Bangalore City University

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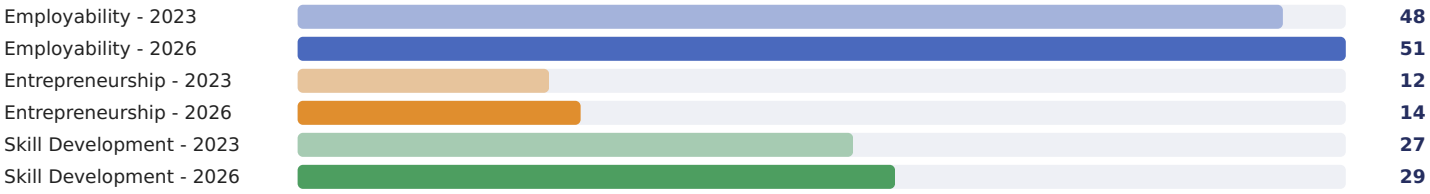
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COURSES FOCUSING ON EMPLOYABILITY • ENTREPRENEURSHIP • SKILL DEVELOPMENT

MBA Syllabus - 2023 Scheme vs 2026 Scheme | NAAC Criteria 1.1.3

87 → 94 ▲7	48 → 51 ▲3	12 → 14 ▲2	27 → 29 ▲2
TOTAL COURSES 2023 → 2026	EMPLOYABILITY	ENTREPRENEURSHIP	SKILL DEVELOPMENT

Focus Area Comparison - 2023 vs 2026 Scheme



Semester-wise Distribution of Focus Areas (2026 Scheme)

Semester	Employability	Entrepreneurship	Skill Development	Total
Sem 1	4	1	4	**9**
Sem 2	6	2	5	**13**
Sem 3	24	7	14	**45**
Sem 4	17	4	6	**27**

HIGHLIGHTS

- 100% of MBA courses map to at least one focus area in both schemes.
- Skill Development grew from 27 to 29 courses — driven by AI, analytics & digital tools.
- Entrepreneurship expanded from 12 to 14 with the new E&FEM specialization.
- Companion evidence: '1.1.3 Syllabi Highlighted…' PDF with three-color highlighting.

2023 Scheme - Courses Mapped to Focus Areas (87 Courses)

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
1	21MBA111	**Marketing Management**	1	Employability	Modules: Marketing Segmentation, Targeting and Positioning; Marketing Mix Strategies; Key Marketing Metrics	Field projects, live campaigns & case presentations
2	23MBA211	**Application Of Statistics In Business**	1	Skill Development	Modules: Correlation & Regression Analysis; Testing of Hypotheses	Hands-on lab with industry tools, live data sets & dashboards
3	23MBA212	**Economics For Managers**	1	Employability	Modules: Consumer Behavior and Demand Analysis; Theory of Production and Analysis of cost	Case-based teaching, presentations & applied assignments
4	23MBA213	**Business Research Methods**	1	Skill Development	Modules: Data Analysis and Report Writing; Practical Lab Session	Research problem, literature review, synopsis & publication
5	23MBA311	**Managerial Accounting**	1	Employability	Modules: Cash flow Statement and Ratio Analysis; Other Techniques of Financial Statement Analysis; Cost Reduction Techniques	Live market tracking, cases & financial modelling
6	23MBA611	**Management And Organisational Behaviour**	1	Employability	Modules: Organization Design and Structure; Motivation, Leadership and Group dynamics	Case-based teaching, presentations & applied assignments
7	23MBA711	**It Skills For Managers**	1	Skill Development	Modules: Building basic proficiency in PowerPoint; Excel skills for Business Specialization; Data analytics Visualization using Power BI	Hands-on computer lab on business & IT tools
8	23MBA712	**Communication And Soft Skills**	1	Employability	Modules: Introduction to Communication and its Importance; People Skills	Resume building, GD, PI & presentation practice
9	23MBA121	**Digital Marketing**	2	Skill Development	Modules: Introduction to Digital Marketing; Digital Marketing Strategy; Search Engine Optimisation and Web Analytics	Field projects, live campaigns & case presentations
10	23MBA221	**Entrepreneurship And Start-Up Management**	2	Entrepreneurship	Modules: Entrepreneurship and Innovation; Entrepreneurial Stages- Idea Generation, Prototyping and feasibility; Eco- System Supporting Growth and Funding of Entrepreneurship	Business plan development, ideathons & incubation (CIEI-RVIM)
11	23MBA321	**Financial Management**	2	Employability	Modules: Introduction to Financial Management & Time Value of Money; Capital Structure, Leverage and Dividend Policy	Case-based teaching, presentations & applied assignments
12	23MBA421	**Application Of Operations Research In Business**	2	Skill Development	Modules: Linear Programming Problem LPP; Network Analysis and Simulation	Research problem, literature review, synopsis & publication
13	23MBA621	**Human Resource Management**	2	Employability	Modules: Job Analysis and Human Resource Planning; Recruitment, Selection, Induction and Internal Mobility; Training and Development, Performance Appraisal and Compensation	Role plays, negotiation exercises & frameworks
14	23MBA721	**Business Analytics Skills**	2	Skill Development	Modules: Introduction to Business Analytics & Python Interface; Introduction to Tableau Fundamentals & Data Exploration; Data Visualization Techniques & Dashboard Creation	Hands-on lab with industry tools, live data sets & dashboards
15	23MBA722	**Employability Skills**	2	Employability	Modules: Career Planning; Resume Building; Interview Skills and Mock Interview	Resume building, GD, PI & presentation practice
16	23MBA821	**Social Immersion Programme**	2	Employability	Two-week community field immersion (NGO/ Govt/Panchayat): social problem study, capacity building & hard-bound report	Field immersion with industry/NGOs; report & viva
17	23MBA822	**Open Electives I**	2	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
18	23MBA823	**Health And Wellness**	2	Employability	Modules: Personal health and Overall wellbeing; Sports	Practice-based fitness, yoga & wellbeing sessions
19	21MBA231	**Strategic Management & Corporate Governance**	3	Employability	Modules: Formulation of Strategic Actions & Auditing; Implementation and Evaluation of Strategic Actions; Corporate Governance	Case-based teaching, presentations & applied assignments
20	23MBA431	**Operations And Supply Chain Management**	3	Employability	Modules: Production and Operations Management Functions; Supply chain management and Logistics; Designing the supply chain network	Hands-on lab with industry tools, live data sets & dashboards
21	23MBA731	**Domain Specific Skill**	3	Employability	Domain-specific MOOC certification modules aligned to chosen specialisation track	Hands-on lab with industry tools, live data sets & dashboards
22	23MBA831	**Business Immersion**	3	Employability	Corporate immersion/internship: industry problem study, functional exposure & project report with viva	Field immersion with industry/NGOs; report & viva
23	23MBA832	**Design Thinking And Creativity For Business**	3	Entrepreneurship	Modules: Introduction to Design Thinking, Empathy Mapping; Ideate and Synthesise Solution; Validate and Refine	Design thinking workshops & prototyping
24	23MBA833	**Open Elective Ii**	3	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
25	23MBA131	**Sales And Distribution Management**	3	Employability	Modules: Sales Force Management; Emerging Trends in Sales and Distribution Management	Field projects, live campaigns & case presentations
26	23MBA132	**Consumer Behaviour And Neuro Marketing**	3	Employability	Modules: Consumer As An Individual; Consumer in Their Social and Cultural Settings & Consumers	Field projects, live campaigns & case presentations
27	23MBA133	**Service And Retail Marketing**	3	Employability	Modules: Foundations of services marketing; Introduction to Retailing	Hands-on lab with industry tools, live data sets & dashboards
28	23MBA134	**Business Analytics For Marketing**	3	Skill Development	Modules: Overview of Marketing Analytics; Marketing Analytics with specific functions in Marketing; Emerging Trends in Analytics	Hands-on lab with industry tools, live data sets & dashboards

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
29	23MBA135	**Business And Social Marketing**	3	Employability	Modules: Segmenting the Business Markets and Product Management; Pricing and Promotion Techniques in Business Marketing; Introduction to Social Marketing and Developing Social Marketing Strat	Field projects, live campaigns & case presentations
30	23MBA136	**Application Of Digital Marketing**	3	Skill Development	Modules: Planning and creating Website; Mobile Marketing; Creating and developing Social Media Identity	Field projects, live campaigns & case presentations
31	23MBA232	**Social Entrepreneurship And Innovation**	3	Entrepreneurship	Modules: Introduction to Social Entrepreneurship; Forms of Social Entrepreneurship; Social Entrepreneurship Tools and Approaches	Business plan development, ideathons & incubation (CIEI-RVIM)
32	23MBA233	**Business Model Canvas & Business Plan Development**	3	Entrepreneurship	Modules: Introduction to Business Planning; Preparing a Business Plan Part A Introduction, Marketing and Operation; Emerging trends and Support process for Business planning	Business plan development, ideathons & incubation (CIEI-RVIM)
33	23MBA234	**Entrepreneurship In Action Part I (Practice Based**	3	Entrepreneurship	Modules: Entrepreneurial aptitude and skill; Building the Business Model; Feasibility Analysis	Business plan development, ideathons & incubation (CIEI-RVIM)
34	23MBA235	**Entrepreneurial Leadership**	3	Entrepreneurship	Modules: The Start-up Leadership a new way of thinking; New worldview for an Entrepreneur; Entrepreneurial Leader	Business plan development, ideathons & incubation (CIEI-RVIM)
35	23MBA236	**Technology For Start-Ups And Family Businesses**	3	Entrepreneurship	Modules: Technology for Startups & Family Businesses; Digital Ecosystems for Growth; Application of IOT for Successful Automation	Business plan development, ideathons & incubation (CIEI-RVIM)
36	23MBA237	**Corporate Entrepreneurship**	3	Entrepreneurship	Modules: Introduction to Corporate Entrepreneurship; Entrepreneurial Leadership; International Corporate Entrepreneurship	Business plan development, ideathons & incubation (CIEI-RVIM)
37	23MBA331	**Investment Analysis And Portfolio Management**	3	Employability	Modules: Fundamental & Technical analysis; Portfolio Theory and Performance Evaluation	Live market tracking, cases & financial modelling
38	23MBA332	**Business Valuation And Financial Modeling**	3	Skill Development	Modules: Business Valuation Overview; Financial Evaluation of M & A	Live market tracking, cases & financial modelling
39	23MBA333	**Tax Management**	3	Employability	Modules: Overview Income Tax; Corporate Taxation - Minimum Alternative Tax	Live market tracking, cases & financial modelling
40	23MBA334	**Merchant Banking And Financial Services**	3	Employability	Modules: Introduction to Merchant Banking; NBFCs; Micro-finance; Leasing & Hire Purchase Banking	Live market tracking, cases & financial modelling
41	23MBA335	**Financial Analytics**	3	Skill Development	Modules: Fundamentals of Financial Analytics FA; Predictive Analytics in Finance; Application of Analytics in Finance Used cases	Hands-on lab with industry tools, live data sets & dashboards
42	23MBA336	**Cost Management**	3	Employability	Modules: Introduction to Cost Management; Marginal Costing	Live market tracking, cases & financial modelling
43	23MBA432	**Supply Chain Designing,Sourcing**	3	Employability	Modules: Supply Chain Sourcing; Contingency Planning and Risk Management in SCM	Hands-on lab with industry tools, live data sets & dashboards
44	23MBA433	**Scm For E -Commerce**	3	Employability	Modules: E – SCM strategies and CRM; Architecting the e- SCM Environment	Case-based teaching, presentations & applied assignments
45	23MBA434	**Logistics Management**	3	Employability	Modules: Overview of Logistics; Inventory and Warehousing Management	Plant visits, simulations & case-based problem solving
46	23MBA435	**Business Process Modeling (Bpm) And**	3	Skill Development	Modules: Introduction to Enterprise Resource Planning; Understanding ERP; ERP and E-commerce	Case-based teaching, presentations & applied assignments
47	23MBA436	**Business Dynamics Modeling And Simulation**	3	Skill Development	Modules: System Simulation; Simulation Modeling and Analysis of Manufacturing systems; Cyclical Dynamics and the Process of Model Building	Case-based teaching, presentations & applied assignments
48	23MBA437	**Lean Management**	3	Employability	Modules: Lean Tools and Techniques; Lean Management and Implementation	Case-based teaching, presentations & applied assignments
49	23MBA531	**Predictive Analytics Using R**	3	Skill Development	Modules: Data Preprocessing & Visualization; Supervised Machine Learning; Unsupervised Machine Learning	Hands-on lab with industry tools, live data sets & dashboards
50	23MBA532	**Descriptive Analytics And Data**	3	Skill Development	Modules: Getting Started with Tableau; Building and Customizing Visualizations; Analysis through Tableau	Hands-on lab with industry tools, live data sets & dashboards
51	23MBA533	**Big Data Analytics**	3	Skill Development	Modules: Big Data and Database Management Systems; HIVE Basics	Hands-on lab with industry tools, live data sets & dashboards
52	23MBA534	**Data Warehousing And Data Mining**	3	Skill Development	Modules: Data Warehousing, Business Analysis and OLAP; Introduction to WEKA and Applications; Introduction to Data Mining and Applications	Hands-on lab with industry tools, live data sets & dashboards
53	23MBA535	**Analytics Applications In Functional Areas**	3	Skill Development	Modules: Analytics applications in Marketing; Analytics applications in Finance; Analytics applications in Supply Chain and Operations	Hands-on lab with industry tools, live data sets & dashboards
54	23MBA536	**Business Intelligence**	3	Skill Development	Modules: Introduction to Power BI and Its applications; Business Intelligence Issues and Challenges; Emerging Trends in Business Intelligence	Hands-on lab with industry tools, live data sets & dashboards
55	23MBA631	**Talent Management And Employee Engagement**	3	Employability	Modules: Talent Planning; Developing & Retaining Talent; Employee Engagement	Role plays, negotiation exercises & frameworks
56	23MBA632	**Performance Management And Competency Mapping**	3	Employability	Modules: Foundations of Performance Management; Performance Appraisal; Competency Mapping	Case-based teaching, presentations & applied assignments
57	23MBA633	**Industrial Relations And Employment Laws**	3	Employability	Modules: Collective Bargaining & Negotiation; Grievance procedure and Discipline management	Role plays, negotiation exercises & frameworks

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
58	23MBA634	**Hr Analytics**	3	Skill Development	Modules: Overview of HR Analytics; Predictive Analytics based on Regression; Emerging Trends in HR Analytics	Hands-on lab with industry tools, live data sets & dashboards
59	23MBA635	**Compensation And Reward Management**	3	Employability	Modules: Fundamentals of Compensation Management; Job Evaluation, Compensation Structures and Incentive Schemes; Reward and Recognition Management	Role plays, negotiation exercises & frameworks
60	23MBA636	**International Human Resource Management**	3	Employability	Modules: International Recruitment and Selection; International Performance Management and International Compensation	Role plays, negotiation exercises & frameworks
61	23MBA241	**International Business**	4	Employability	Modules: International Trade theories and their application; Contemporary development in International Business	Case-based teaching, presentations & applied assignments
62	23MBA242	**Values –Ethics –Esg**	4	Employability	Modules: Ethics in Business Management; Legal Governance	Case-based teaching, presentations & applied assignments
63	23MBA841	**Managerial Research Skills Lab**	4	Skill Development	Guided research immersion: problem identification, literature review, instrument design, data analysis & research paper	Research problem, literature review, synopsis & publication
64	23MBA141	**Integrated Marketing Communication**	4	Employability	Modules: Creative Strategy and Media Planning; Emerging trends in promotion	Resume building, GD, PI & presentation practice
65	23MBA142	**Product And Brand Management**	4	Employability	Modules: Product Concept, Ideation and Validation; Market analysis, Market identification and Go-to Market Strategies; Introduction to Branding, Advantages of branding	Field projects, live campaigns & case presentations
66	23MBA143	**Rural And Green Marketing**	4	Employability	Modules: Rural Marketing Strategies; Sustainability; Contemporary Development in Rural and Green Marketing	Field projects, live campaigns & case presentations
67	23MBA144	**Customer Experience Management**	4	Employability	Modules: Customer Experience - Building Customer Journey; Customer Experience Transformation	Case-based teaching, presentations & applied assignments
68	23MBA243	**Entrepreneurship Ecosystem In India**	4	Entrepreneurship	Modules: Entrepreneurship Ecosystem in India; Elements of Startup Support; The State of the Indian Startup Ecosystem	Business plan development, ideathons & incubation (CIEI-RVIM)
69	23MBA244	**Entrepreneurship In Action Part- Ii (Practice**	4	Entrepreneurship	Modules: Business Planning, Presentation and Pitching; Core Team Formation; Raising funds for the Business	Business plan development, ideathons & incubation (CIEI-RVIM)
70	23MBA245	**Managing And Growing Family Business**	4	Entrepreneurship	Modules: Family Business Concept and theories; Governance in Family Business; Contemporary Developments in Family Business	Business plan development, ideathons & incubation (CIEI-RVIM)
71	23MBA246	**Financial Management For Entrepreneurs**	4	Entrepreneurship	Modules: Introduction to Entrepreneurial Finance; Venture Capital Financing of Startups; Financing Start-ups and Small Firms	Business plan development, ideathons & incubation (CIEI-RVIM)
72	23MBA341	**Risk Management And Derivatives**	4	Employability	Modules: Introduction to Derivatives; Hedging Using Options	Live market tracking, cases & financial modelling
73	23MBA342	**International Financial Management**	4	Employability	Modules: Exchange Rate Management; Foreign Exchange Risk Management	Case-based teaching, presentations & applied assignments
74	23MBA343	**Behavioral Finance**	4	Employability	Modules: Introduction to Behavioral Finance; Behavioral Aspects of Investing; Behavioral Corporate Finance	Live market tracking, cases & financial modelling
75	23MBA344	**Banking And Insurance**	4	Employability	Modules: Financial System; Banking System and Structure in India	Live market tracking, cases & financial modelling
76	23MBA441	**World Class Manufacturing**	4	Employability	Modules: WCM Models, Quality & Global Competitiveness; WCM Systems, Tools & Techniques; Lean Production Systems	Plant visits, simulations & case-based problem solving
77	23MBA442	**Business Process Improvement**	4	Employability	Modules: Business vision and process objectives; BPI implementation methodology; Change Management	Case-based teaching, presentations & applied assignments
78	23MBA443	**Business Analytics For Scm**	4	Skill Development	Modules: Overview of Supply Chain Analytics; ICT Tools for Supply Chain Management; Supply chain Analytics	Hands-on lab with industry tools, live data sets & dashboards
79	23MBA444	**Strategic Quality Management**	4	Employability	Modules: Principles and Practices of TQM; Implementing Total Quality Management; Quality Standards	Plant visits, simulations & case-based problem solving
80	23MBA541	**Machine Learing Using Python**	4	Skill Development	Modules: Introduction to Machine learning and Python; Supervised Learning Algorithms; Neural Network and Time series analysis	Case-based teaching, presentations & applied assignments
81	23MBA542	**Emerging Technologies**	4	Skill Development	Modules: Overview of Basic Principles of Emerging Technologies; Artificial Intelligence	Case-based teaching, presentations & applied assignments
82	23MBA543	**It Risk Management And Data Security**	4	Skill Development	Modules: Fundamentals of IT Risk and Cyber Security CS; Risk Management Tools and Techniques; IT Risk Mitigation	Hands-on lab with industry tools, live data sets & dashboards
83	23MBA544	**Analytics For E-Commerce And Retail**	4	Skill Development	Modules: Settings in Google Analytics; Customer Experience and analytics; Retail & Data Analytics	Hands-on lab with industry tools, live data sets & dashboards
84	23MBA641	**Managing Teams**	4	Employability	Modules: Forming, Leading and Analyzing Teams; Negotiation Skills; High Performance Teams	Role plays, negotiation exercises & frameworks
85	23MBA642	**Learning Organisations And Knowledge Management**	4	Employability	Modules: Creating and Managing Learning Organisation; Knowledge Management; Knowledge Capture and Codification	Role plays, negotiation exercises & frameworks
86	23MBA643	**Leadership And Change Management**	4	Employability	Modules: Introduction to Leadership and Leadership theories; Planned Change and Organisational Development	Role plays, negotiation exercises & frameworks

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
87	23MBA644	**Learning And Development**	4	Employability	Modules: Training Need Analysis and Organization of Training Programme and Meth; Learning and Career Development	Role plays, negotiation exercises & frameworks

2026 Scheme - Courses Mapped to Focus Areas (94 Courses)

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
1	26MBA111	**Marketing Management**	1	Employability	Modules: Foundations of Marketing; Consumer Behaviour and Strategic Marketing; Marketing Metrics and Customer Relationships	Field projects, live campaigns & case presentations
2	26MBA211	**Application Of Statistics In Business**	1	Skill Development	Modules: Measures of Dispersion, Skewness and Kurtosis; Correlation & Regression Analysis; Testing of Hypotheses and Contemporary developments in Statistics	Hands-on lab with industry tools, live data sets & dashboards
3	26MBA212	**Economics For Decision Making**	1	Employability	Modules: Consumer Behavior and Demand Analysis: 12; Theory of Production and Analysis of cost; Market Structures and Pricing	Case-based teaching, presentations & applied assignments
4	26MBA213	**Business Research Methods**	1	Skill Development	Modules: Business Research design; Data Analysis and Report Writing; Practical Lab Session	Research problem, literature review, synopsis & publication
5	26MBA611	**Management And Organisational Behaviour**	1	Employability	Modules: Introduction to Management; Motivation and Leadership	Case-based teaching, presentations & applied assignments
6	26MBA811	**Open Elective- I**	1	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
7	26MBA812	**Creative Expression And Visual Thinking**	1	Entrepreneurship	Modules: Introduction & Induction; Freeing Hand-Eye-Mind Coordinated Exploration; Visual Dialogue & Creative Thinking	Design thinking workshops & prototyping
8	26MBA711	**It Skills For Managers**	1	Skill Development	Modules: Building proficiency in PowerPoint; Advanced Excel skills for Business; Data Analytics & Visualization using Power BI	Hands-on computer lab on business & IT tools
9	26MBA712	**Communication And Soft Skills**	1	Employability	Modules: Interpersonal, Professionalism, and Negotiation; AI Literacy and Hybrid Workplace Dynamics	Resume building, GD, PI & presentation practice
10	26MBA121	**Digital Marketing**	2	Skill Development	Modules: Introduction to Digital Marketing; Digital Marketing Strategy; Search Engine Optimisation and Web Analytics	Field projects, live campaigns & case presentations
11	26MBA221	**New Age Entrepreneurship**	2	Entrepreneurship	Modules: Entrepreneurship and Innovation; Entrepreneurial Stages- Idea Generation, Prototyping & Feasibility; Scaling and funding of Entrepreneurship	Business plan development, ideathons & incubation (CIEI-RVIM)
12	26MBA321	**Financial Management**	2	Employability	Modules: Investment Decision; Dividend Policy and Leverages	Case-based teaching, presentations & applied assignments
13	26MBA421	**Application Of Operations Research & Project**	2	Skill Development	Modules: Introduction to Operations Research; Sequencing and Replacement problems; Project Management	Research problem, literature review, synopsis & publication
14	26MBA621	**Human Resource Management**	2	Employability	Modules: Introduction to Human Resource Management; Job Analysis and Human Resource Planning; Recruitment, Selection, Induction and Internal Mobility	Role plays, negotiation exercises & frameworks
15	26MBA422	**Supply Chain Management**	2	Employability	Modules: Foundations of Operations & Supply Chain Strategy; Planning and Forecasting; Contemporary Trends and Future of SCM	Hands-on lab with industry tools, live data sets & dashboards
16	26MBA825	**Creativity And Design Thinking For Business**	2	Entrepreneurship	Modules: Introduction To Design Thinking, Empathy Mapping; Problem Mapping; Ideate And Synthesise Solution	Design thinking workshops & prototyping
17	26MBA721	**Business Analytics Skills**	2	Skill Development	Modules: Introduction to Business Analytics & Python Interface; Introduction to Tableau Fundamentals & Data Exploration; Data Visualization Techniques & Dashboard Creation	Hands-on lab with industry tools, live data sets & dashboards
18	26MBA722	**Employability Skills**	2	Employability	Modules: Career Design & Personal Branding; Resume & Digital Profile Building; Behavioural and Technical Interview Skills	Resume building, GD, PI & presentation practice
19	26MBA821	**Business Immersion Programme**	2	Employability	Corporate immersion/internship: industry problem study, functional exposure & project report with viva	Field immersion with industry/NGOs; report & viva
20	26MBA822	**Open Elective- Ii**	2	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
21	26MBA823	**Open Elective- Iii (During Bip)**	2	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
22	26MBA824	**Health And Wellness**	2	Employability	Modules: Human Anatomy & Physiology Basics; Philosophy & Practice of Ashtanga Yoga	Practice-based fitness, yoga & wellbeing sessions
23	26MBA231	**Strategic Management & Corporate**	3	Employability	Modules: Formulation of Strategic Actions & Auditing; Implementation and Evaluation of Strategic Actions; Corporate Governance	Case-based teaching, presentations & applied assignments
24	26MBA531	**Generative Artificial Intelligence For Business**	3	Skill Development	Modules: Generative AI in Business; Tools, Prompts, and Practice; Computer Vision and NLP using Hugging Face	Hands-on lab with industry tools, live data sets & dashboards
25	26MBA831	**Social Immersion Programme**	3	Employability	Two-week community field immersion (NGO/ Govt/Panchayat): social problem study, capacity building & hard-bound report	Field immersion with industry/NGOs; report & viva

Sl.	Course Code	Course Title	Sem	Focus Area	Course Content with Direct Bearing (Syllabus Modules)	Activities with Direct Bearing
26	26MBA832	**Open Elective- Iv**	3	Skill Development	Self-paced MOOC (Coursera) modules on chosen domain with graded assessments & capstone project	Self-paced MOOC certification with graded assessments
27	26MBA131	**Sales And Distribution Management**	3	Employability	Modules: Introduction to Sales Management; Sales Force Management; Introduction to Distribution Management	Field projects, live campaigns & case presentations
28	26MBA132	**Business And Social Marketing**	3	Employability	Modules: B2B Market Fundamentals and Organizational Buying; Strategic B2B Management; Social Marketing Planning and Evaluation	Field projects, live campaigns & case presentations
29	26MBA133	**Service And Retail Marketing**	3	Employability	Modules: Foundations of Services Marketing; Introduction to Retailing; Retail Technology and Trends	Hands-on lab with industry tools, live data sets & dashboards
30	26MBA134	**Business Analytics For Marketing**	3	Skill Development	Modules: Digital, Web, and Social Media Analytics; Advanced Marketing Mix Modelling; Data Visualization and Emerging Trends	Hands-on lab with industry tools, live data sets & dashboards
31	26MBA135	**Consumer Behavior And Neuromarketing**	3	Employability	Modules: Factors influencing Consumer Behaviour; Customer Experience Journey	Field projects, live campaigns & case presentations
32	26MBA136	**International Marketing**	3	Employability	Modules: International Market Entry Strategies & Global Marketing Mix; International Branding & Global Brand Management; Luxury Branding & Global Consumer Experience	Field projects, live campaigns & case presentations
33	26MBA137	**E-Commerce And Digital Supply Chain**	3	Skill Development	Modules: Digital Marketing for Conversion and Acquisition; Digital Supply Chain and Fulfillment; E-commerce Analytics and Future Trends	Hands-on lab with industry tools, live data sets & dashboards
34	26MBA232	**Social Entrepreneurship And Innovation**	3	Entrepreneurship	Modules: Introduction to Social Entrepreneurship; Forms of Social Entrepreneurship; Social Entrepreneurship Tools and Approaches	Business plan development, ideathons & incubation (CIEI-RVIM)
35	26MBA233	**Business Model Canvas & Business Plan**	3	Entrepreneurship	Modules: Introduction to Business Planning; Preparing a Business Plan Part A Introduction, Marketing and; Emerging trends and Support process for Business planning	Business plan development, ideathons & incubation (CIEI-RVIM)
36	26MBA234	**Entrepreneurship In Action Part I**	3	Entrepreneurship	Modules: Entrepreneurial aptitude and skill; Building the Business Model; Feasibility Analysis	Business plan development, ideathons & incubation (CIEI-RVIM)
37	26MBA235	**Green And Agri-Tech Entrepreneurship**	3	Entrepreneurship	Modules: Foundations of Green & Agri-Tech Entrepreneurship; Agri Value Chains, Innovation Opportunities & Ecosystem; Business Models, Strategy & Green Financing	Business plan development, ideathons & incubation (CIEI-RVIM)
38	26MBA236	**Entrepreneurial Leadership**	3	Entrepreneurship	Modules: The Start-up Leadership a new way of thinking; New worldview for an Entrepreneur; Entrepreneurial Leader	Business plan development, ideathons & incubation (CIEI-RVIM)
39	26MBA237	**Technology For Startups And Family**	3	Entrepreneurship	Modules: Technology for Startups & Family Businesses; Digital Ecosystems for Growth; Data Science for Data - Driven Decisions	Business plan development, ideathons & incubation (CIEI-RVIM)
40	26MBA238	**Corporate Entrepreneurship**	3	Entrepreneurship	Modules: Introduction to Corporate Entrepreneurship; Entrepreneurial Leadership; International Corporate Entrepreneurship	Business plan development, ideathons & incubation (CIEI-RVIM)
41	26MBA332	**Business Valuation And Mergers &**	3	Employability	Modules: Business Valuation Overview; Mergers and Acquisitions and Business Restructuring	Live market tracking, cases & financial modelling
42	26MBA333	**Tax Management**	3	Employability	Modules: Overview Income Tax; Corporate Taxation - Minimum Alternative Tax	Live market tracking, cases & financial modelling
43	26MBA334	**Fintech & Financial Analytics**	3	Skill Development	Modules: Predictive Analytics & Time Series Modelling; Portfolio Analytics & Risk Modelling; Credit Risk, Fraud Analytics & Bankruptcy Prediction	Hands-on lab with industry tools, live data sets & dashboards
44	26MBA335	**Investment Banking And Financial Services**	3	Employability	Modules: Issue Management; Financial Services -1; Mutual Funds and Contemporary Issues	Live market tracking, cases & financial modelling
45	26MBA336	**Cost Management**	3	Employability	Modules: Introduction to Cost Management; Marginal Costing; Standard Costing and Budgetary Control	Live market tracking, cases & financial modelling
46	26MBA337	**Forensic Accounting And Auditing**	3	Employability	Modules: Fundamentals of forensic accounting & Fraud auditing; Fraud Prevention	Live market tracking, cases & financial modelling
47	26MBA431	**World Class Manufacturing**	3	Employability	Modules: Contemporary Practices basic introduction; Lean Production Practices; Introduction to Industrial IoT and Industry 4.0	Plant visits, simulations & case-based problem solving
48	26MBA432	**Demand And Supply Management**	3	Employability	Modules: Demand Forecasting and Aggregate Planning; New Trends, IT, and AI Applications	Case-based teaching, presentations & applied assignments
49	26MBA433	**Logistics Design And Management**	3	Employability	Modules: Inventory Management and Warehousing; New Trends and AI in Logistics	Plant visits, simulations & case-based problem solving
50	26MBA434	**Scm Technology And Analytics**	3	Skill Development	Modules: Foundations of SCM and Digitalization; ERP Applications and Transactions; Data Analytics and Modelling	Hands-on lab with industry tools, live data sets & dashboards
51	26MBA435	**Service Operations Management**	3	Employability	Modules: Foundations of Service Operations; Service System Design and Layout; Demand Management and Capacity Planning for Services	Plant visits, simulations & case-based problem solving
52	26MBA436	**Project Management For Operational**	3	Employability	Modules: Fundamentals of Project Management; Scope, Time, and Quality Management; Team Leadership, Stakeholders, and Procurement	Plant visits, simulations & case-based problem solving
53	26MBA437	**Operations Strategy And Network Design**	3	Employability	Modules: Operations Foundations and Strategic Alignment; Process and Capacity Strategy; Risk, Resilience, and Sustainability Strategy	Plant visits, simulations & case-based problem solving

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54	26MBA532	**Predictive Analytics Using R**	3	Skill Development	Modules: Data Preprocessing & Visualization; Supervised Machine Learning; Unsupervised Machine Learning	Hands-on lab with industry tools, live data sets & dashboards
55	26MBA533	**Data Visualization And Story Telling Using**	3	Skill Development	Modules: Getting Started with Tableau; Building and Customizing Visualizations; Dashboard Design and Data Communication	Hands-on lab with industry tools, live data sets & dashboards
56	26MBA534	**Database Management Using Mysql**	3	Skill Development	Modules: Introduction to Databases and MySQL; Advanced SQL Programming; Practical Applications and Case Studies	Hands-on lab with industry tools, live data sets & dashboards
57	26MBA535	**Analytics Applications In Functional Areas**	3	Skill Development	Modules: Analytics applications in Marketing; Analytics applications in Supply Chain and Operations; Analytics applications in other functional areas	Hands-on lab with industry tools, live data sets & dashboards
58	26MBA536	**Data Warehousing And Data Mining**	3	Skill Development	Modules: Data Warehousing, Business Analysis and OLAP; Introduction to Data mining using Orange; Introduction to Data Mining and Applications	Hands-on lab with industry tools, live data sets & dashboards
59	26MBA537	**Big Data Analytics**	3	Skill Development	Modules: Introduction to Big Data & Ecosystems and its applications; HIVE Basics; NoSQL Databases & Apache Pig	Hands-on lab with industry tools, live data sets & dashboards
60	26MBA538	**Applications Of Generative Ai**	3	Skill Development	Modules: Research Using AI; Image Creation Using AI; Analysis Using AI & Text Generation Using AI	Hands-on lab with industry tools, live data sets & dashboards
61	26MBA631	**International Human Resource Management**	3	Employability	Modules: Introduction to International HRM; International Recruitment and Selection; International Performance Management and Compensation	Role plays, negotiation exercises & frameworks
62	26MBA632	**Performance Management And Competency Mapping**	3	Employability	Modules: Foundations of Performance Management; Performance Appraisal; Competency Mapping	Case-based teaching, presentations & applied assignments
63	26MBA633	**Industrial Relations And Employment Laws**	3	Employability	Modules: Collective Bargaining & Negotiation & Trade Unions; Grievance Handling and Discipline Management; Emerging Trends in Industrial Relations	Role plays, negotiation exercises & frameworks
64	26MBA634	**Ai And Hr Analytics**	3	Skill Development	Modules: Foundations of AI and HR Analytics; Predictive Analytics based on Regression; Emerging Trends in HR Analytics	Hands-on lab with industry tools, live data sets & dashboards
65	26MBA635	**Compensation And Reward Management**	3	Employability	Modules: Job Evaluation, Pay Structures and Incentive Schemes; Reward and Recognition Management; Compensation for Startups & New-Age Organizations	Role plays, negotiation exercises & frameworks
66	26MBA636	**Talent Management And Employee Engagement**	3	Employability	Modules: Introduction to Talent Management; Developing & Retaining Talent; Employee Engagement	Role plays, negotiation exercises & frameworks
67	26MBA637	**Strategic Human Resource Management**	3	Employability	Modules: HR Strategy Formulation and Alignment; Strategic Workforce Planning; SHRM in Mergers, Acquisitions, and Restructuring	Role plays, negotiation exercises & frameworks
68	26MBA241	**International Business**	4	Employability	Modules: Strategic Entry and Operations; Contemporary Trends in International Business	Case-based teaching, presentations & applied assignments
69	26MBA242	**Values –Ethics –Esg**	4	Employability	Modules: Ethics in Business Management; Ethics in Functional areas of Management; Legal Governance	Case-based teaching, presentations & applied assignments
70	26MBA841	**Managerial Research Skills Lab**	4	Skill Development	Guided research immersion: problem identification, literature review, instrument design, data analysis & research paper	Research problem, literature review, synopsis & publication
71	26MBA141	**Integrated Marketing Communication**	4	Employability	Modules: Foundations & Strategic Role of IMC; Advertising, Creative Strategy & Message Design; Media Planning, Event Marketing & Image Marketing	Resume building, GD, PI & presentation practice
72	26MBA142	**Rural And Green Marketing**	4	Employability	Modules: Customizing the Rural Marketing Mix; Sustainable Strategy and Circular Economy; Contemporary Trends and Future Outlook	Field projects, live campaigns & case presentations
73	26MBA143	**Product And Brand Management**	4	Employability	Modules: Product Concept, Ideation and Validation; Market analysis, Market identification and Go-to Market Strategies; Contemporary Developments in Product and Brand Management	Field projects, live campaigns & case presentations
74	26MBA144	**Customer Experience Management**	4	Employability	Modules: Digital CX, Design, and Engagement Platforms; CX Measurement and Governance; Internal Alignment and CX Transformation	Case-based teaching, presentations & applied assignments
75	26MBA243	**Entrepreneurship Ecosystem In India**	4	Entrepreneurship	Modules: Entrepreneurship Ecosystem in India; Elements of Startup Support; The State of the Indian Startup Ecosystem	Business plan development, ideathons & incubation (CIEI-RVIM)
76	26MBA244	**Entrepreneurship In Action Part- Ii**	4	Entrepreneurship	Modules: Business Planning, Presentation and Pitching; Core Team Formation; Raising funds for the Business	Business plan development, ideathons & incubation (CIEI-RVIM)
77	26MBA245	**Managing And Growing Family Business**	4	Entrepreneurship	Modules: Family Business Concept and theories; Governance in Family Business; Contemporary Developments in Family Business	Business plan development, ideathons & incubation (CIEI-RVIM)
78	26MBA246	**Financial Management For Entrepreneurs**	4	Entrepreneurship	Modules: Introduction to Entrepreneurial Finance; Venture Capital Financing of Startups; Financing Start-ups and Small Firms	Business plan development, ideathons & incubation (CIEI-RVIM)
79	26MBA341	**Risk Management And Derivatives**	4	Employability	Modules: Introduction to Derivatives; Hedging Using Options	Live market tracking, cases & financial modelling

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80	26MBA342	**International Financial Management**	4	Employability	Modules: Exchange Rate Management Hours; Foreign Exchange Risk Management	Case-based teaching, presentations & applied assignments
81	26MBA343	**Banking And Insurance**	4	Employability	Modules: Life Insurance Concepts & Practices; AI and Contemporary Issues in BFSI	Live market tracking, cases & financial modelling
82	26MBA344	**Behavioral Finance**	4	Employability	Modules: Introduction to Behavioral Finance; Contemporary Issues in Behavioural finance	Live market tracking, cases & financial modelling
83	26MBA441	**Strategic Sourcing And Supplier Relationship**	4	Employability	Modules: Introduction and Supplier Relationship Management; Strategic Sourcing Process; Negotiation and Contract Management	Plant visits, simulations & case-based problem solving
84	26MBA442	**E-Commerce And Digital Supply Chain Management**	4	Skill Development	Modules: E-SCM Hosting and Managing the Platform; Digital Transformation	Hands-on lab with industry tools, live data sets & dashboards
85	26MBA443	**Quality Management And Lean Six Sigma**	4	Employability	Modules: Business Process Re-engineering BPR; Process Governance and Sustained Excellence	Plant visits, simulations & case-based problem solving
86	26MBA444	**Cross-Functional Integration For Scm**	4	Employability	Modules: The Foundations of Functional Alignment; The SCM-Marketing Interface; The SCM-Human Resources Interface	Case-based teaching, presentations & applied assignments
87	26MBA541	**Machine Learing Using Python**	4	Skill Development	Modules: Introduction to Machine learning and Python; Supervised Learning Algorithms; Neural Network and Time Series Analysis	Case-based teaching, presentations & applied assignments
88	26MBA542	**Emerging Technologies**	4	Skill Development	Modules: Overview of Basic Principles of Emerging Technologies; Cloud Computing and Internet of Things IoT; Emerging Technologies and Contemporary Issues	Case-based teaching, presentations & applied assignments
89	26MBA543	**Cybersecurity Fundamentals: Risk, Governance &**	4	Skill Development	Modules: Fundamentals of IT Risk and Cyber Security CS; Risk Management Tools and Techniques; IT Risk Mitigation	Live market tracking, cases & financial modelling
90	26MBA544	**Analytics For E-Commerce And Retail**	4	Skill Development	Modules: Introduction to Google Analytics; Customer Experience and analytics; Overview of Retailing Analytics	Hands-on lab with industry tools, live data sets & dashboards
91	26MBA641	**Leadership And Change Management**	4	Employability	Modules: Foundations of Leadership; Theories of Leadership; Organisational Development & OD Interventions	Role plays, negotiation exercises & frameworks
92	26MBA642	**Learning Organisations And Knowledge Management**	4	Employability	Modules: Creating and Managing Learning Organisation; Knowledge Capture and Codification; Knowledge Sharing/Transfer	Role plays, negotiation exercises & frameworks
93	26MBA643	**Managing Teams**	4	Employability	Modules: Forming, Leading and Developing Teams; Conflict Management in Organizations; Negotiation Skills	Role plays, negotiation exercises & frameworks
94	26MBA644	**Learning And Development**	4	Employability	Modules: Introduction to Learning and Development; Training, Training Design & Training Methods; Learning and Career Development	Role plays, negotiation exercises & frameworks

