



DEPARTMENT OF MANAGEMENT STUDIES

CIRCULAR

Date: 12.02.2025

Department of Management Studies is going to conduct Board of Studies (BoS) meeting for the MBA programme on 14.02.2025 from 02.00 PM in blended mode. Following is the link for meeting https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZTE4MmNINmQtYWMzMC00ZDJjLWZlYzctNTkyYiBjMTbbOWNk%40thread.v2/0?context=%7b%22Tid%22%3a%223b0993d8-31db-4db6-b617-64ac193c7ace%22%2c%22Oid%22%3a%2252934f9c-499c-4097-bf7a-39826c1f8add%22%7d
All the members are requested to make it convenient to attend the meeting.

The members are


Sl.No	Name of the Member	Designation and Address	Role
1.	Dr.Sarita Satpathy	Professor and HOD	Chairperson
2.	Dr.K.Kalpana	Professor and Dean School of Law and Management, VFSTR	Internal Member-Ex Officio
3.	Dr.Parthasaradhy Ramachandran	Chairman/HOD, Department of Management Studies, Indian Institute of Science(IISc), Bangalore(BHARAT) Contact No: 7411187971 E-Mail: chairman@mgmt.iisc.ac.in	External Member(Academia) (Operations & Supply chain management)
4.	Dr.Rambir Singh Pundir	Professor, International Agriculture Business Institution, Anand Agricultural University, Gujarat(BHARAT) Contact No: 9429252540 E-Mail: rspundir@asu.in	External Member Academia (Agriculture & Business management)
5.	Dr.M.Punniyamoorthy	Professor, Department of Management Studies, National Institute of Technology(NIT) Trichy, Tamilnadu(BHARAT) Contact No: 9443866660	Invited member(Research) (Data Science & Business analytics)

		E-Mail: punniya@nitt.edu	
6.	Dr. N.Lakshmi, MS	Professor and HOD of ophthalmology, NRI Medical College & Super Speciality Hospital, Chinakakani Mangalagiri(Md), Guntur(dt), AP(BHARAT) Contact No: 8985862619 E-Mail: laxmieye@gmail.com	External Member(Academia) and Hospital Administration)
7.	Dr.Naveen Kumar	CEO-DVC Hospital (Super Speciality), Vadlamudi, Guntur, AP. (BHARAT) Contact No :8143628336	External Member(Industry and hospital operations)
8.	Dr R. Kasilingam	Professor, Department of Management Studies, School of Management, Pondicherry University-605014. Kasilingam.dms@pondiuni.edu.in 9840179939, 8072208493	External Member (Academia & Research) (Management, Commerce and Law)
9.	Mr P Veera Swamy	Vice President Human Resources (Agri Business Division), ITC, Guntur	External Member- Industry
10.	Dr.B.M.Rao	Professor, Department of MBA,VFSTR	Internal Member
11.	Dr.D.Viyay Krishna	Professor, Dean T&P	Internal Member
12.	Dr.Muthusamy Pachiyannan	Associate Professor, Department of R&D,VFSTR	Internal Member- Nominated by Dean R&D
13.	Dr.K.Phani Kumar	Associate Professor, Department of MBA,VFSTR	Internal Member
14.	Dr P.Lakshmi Narayanamma	Associate Professor, Department of MBA,VFSTR	Internal Member
15.	Dr T. Priyanka	Assistant Professor, and CDMC Coordinator, DoMS, VFSTR Deemed to be University	Internal Member- Nominated by Dean SLM
16.	Dr S.Durga	Assistant Professor, Department of MBA, VFSTR	Internal Member

17.	Dr. A.Sai Mani deep	Assistant Professor, Department of MBA, VFSTR	Internal Member
18.	Dr. S.Suneel	Assistant Professor, off campus, Hyderabad	Internal Member
19.	Dr.T.Ramesh	Professor, Director and HOD Department of Agriculture Sciences, VFSTR Deemed to be University	Internal Member
20.	Dr.T. Pichaiah	HOD, Department of Bio Medical Engineering	Internal Member
21.	Dr.CH.Hymavathi	Associate Professor, Department of MBA and Deputy director, CDOE, VFSTR.	Internal Member (Online courses)
22.	Dr.Bandaru Srinivasa Rao	Professor ,Department of MBA, VFSTR	Member Secretary

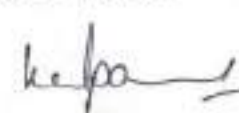
Agenda of the BoS Meeting:

1. To Discuss and finalize the curriculum structure and credits distribution of MBA Programme for the regulation 2025 (R25-C25).
2. To Discuss and finalize pre semester concept.
3. To Discuss about the SDG and IKS components in the syllabus.
4. To approve the R25-C25 curriculum, syllabus and assessment schemes of MBA Programme and recommend to the Academic council.
5. To Review of the Course Outcome (CO), PO and PSO target level for the 2025-27 batch


Dr. Bandaru Srinivasa Rao
BoA


Dr. Saritha Satpathy
HOD

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Dr. K. Kalpana
Dean - SLM
**Dean School of Law & Management
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DEPARTMENT OF MANAGEMENT STUDIES

Date: 14.02.2025

Minutes of Board of Studies Meeting

Board of Studies (BoS) meeting of MBA programme was conducted on 14.02.2025 in blended mode 02.00 PM in blended mode. Following is the link for meeting https://teams.microsoft.com/j/meetup-join/19%3ameeting_ZTE4MmNINmOtYWMzMC00ZDJjLWlZYZctNTkyYjBjMThhOWNk%40threadLv2/0?context=%7b%22Tid%22%3a%223b0993d8-31db-4db6-b617-64ac193c7ace%22%2c%22Oid%22%3a%2252934f9c-499c-4097-bf7a-39826c1f8add%22%7d





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5. To Review of the Course Outcome (CO), PO and PSO target level for the 2025-27 batch
6. Any other points with the permission of Chairperson.

The following members were present either thorough offline or online.

Sl.No	Name of the Member	Designation and Address	Role	Signature
1.	Dr.Sarita Satpathy	Professor and HOD	Chairperson	
2.	Dr.K.Kalpana	Professor and Dean School of Law and Management, VFSTR	Internal Member-Ex Officio	
3.	Dr.Parthasaradhy Ramachandran	Chairman/HOD, Department of Management Studies, Indian Institute of Science(IISc), Bangalore(BHARAT) Contact No: 7411187971 E-Mail: chairman@mgmt.iisc.ac.in	External Member(Academia) (Operations & Supply chain management)	online
4.	Dr Rambir Singh Pundir	Professor, International Agriculture Business Institution, Anand Agricultural University,	External Member Academia	online

		Gujarat(BHARAT) Contact No: 9429252540 E-Mail: rspundir@aaau.in	(Agriculture & Business management)	
5.	Dr.M.Punniyamoorthy	Professor, Department of Management Studies, National Institute of Technology(NIT) Trichy, Tamilnadu(BHARAT) Contact No: 9443866660 E-Mail: punniya@nitt.edu	Invited member(Research) (Data Science & Business analytics)	online
6.	Dr. N.Lakshmi, MS	Professor and HOD of ophthalmology. NRI Medical College & Super Speciality Hospital, Chinakakani Mangalagiri(Md), Guntur(dt), AP(BHARAT) Contact No: 8985862619 E-Mail: laxmieye@gmail.com	External Member(Academia) and Hospital Administration)	Online
7.	Dr.Naveen Kumar	CEO-DVC Hospital (Super Speciality), Vadlamudi, Guntur, AP. (BHARAT) Contact No :8143628336	External Member(Industry and hospital operations)	online
8.	Dr R. Kasilingam	Professor, Department of Management Studies, School of Management, Pondicherry University-605014. Kasilingam.dms@ponduni.edu.in 9840179939, 8072208493	External Member (Academia & Research) (Management, Commerce and Law)	Online
9.	Mr P Veera Swamy	Vice President Human Resources (Agri Business Division), ITC, Guntur	External Member-Industry	Absent
10.	Dr.B.M.Rao	Professor, Department of MBA,VFSTR	Internal Member	BM Rao

11.	Dr. D. Viyaya Krishna	Professor, Dean T&P	Internal Member	
12.	Dr. Muthusamy Pachyannan	Associate Professor, Department of R&D, VFSTR	Internal Member-Nominated by Dean R&D	Absent
13.	Dr. K. Phani Kumar	Associate Professor, Department of MBA, VFSTR	Internal Member	
14.	Dr. P. Lakshmi Narayanamma	Associate Professor, Department of MBA, VFSTR	Internal Member	Online
15.	Dr. T. Priyanka	Assistant Professor, and CDMC Coordinator, DoMS, VFSTR Deemed to be University	Internal Member-Nominated by Dean SLM	
16.	Dr. S. Durga	Associate Professor, Department of MBA, VFSTR	Internal Member	Durga S
17.	Dr. A. Sai Mani deep	Associate Professor, Department of MBA, VFSTR	Internal Member	A. S. Mani deep
18.	Dr. S. Suneel	Assistant Professor, off campus, Hyderabad	Internal Member	Online
19.	Dr. T. Ramesh	Professor, Director and HOD Department of Agriculture Sciences, VFSTR Deemed to be University	Internal Member	Absent with Prior intimation
20.	Dr. T. Pitchaiah	HOD, Department of Bio Medical Engineering	Internal Member	T. Pitchaiah
21.	Dr. Ch. Hymavathi	Associate Professor, Department of MBA and Deputy director, CDOE, VFSTR.	Internal Member (Online courses)	Ch. Hymavathi
22.	Dr. Bandaru Srinivasa Rao	Professor, Department of MBA, VFSTR	Member Secretary	

Chairperson Dr. Sarita Satpathy, Professor and Head, Department of Management Studies, VFSTR initiated the meeting by welcoming and introducing the external members and invitees to the internal members. Chairperson presented about the *NEP 2020 Compliant Regulation - R25-C25* which emphasis on creating *learning centric* (continuous learning and continuous assessment model), offering MBA with Add-on certificate, providing lateral entry and honourable exit.

The following points were discussed in the BoS meeting:

1. Regulation R25-C25.
2. Curriculum structure with credits, credits distribution (L-T-P-SL).
3. Significance of self-learning (SL)
4. 2 Modules, Module-1 is with 2 units and Module-2 is with 3 units.

5. Assessment methods (Formative & Summative).
6. Grading Schemes.
7. Sectoral Elective
8. SDG Mapping and incorporation of IKS components
9. Course Outcome (CO), PO and PSO target level for the 2025-27 batch

The following are the observations:

1. Major restructuring has taken place in the curriculum which is oriented towards continuous learning and assessment based on Module structure.
2. Major reformation has taken place in the curriculum by offering Honours/Specialization degree through 16 more credits with additional courses.
3. R25-C25 curriculum structure including list of professional core, sectoral elective, NPTEL courses of MBA. (**Appendix - I**)
4. The curriculum is encompassing the courses that enable employability or entrepreneurship or skill development, provided in **Appendix - II**.
5. Total average percentage of syllabus revised was **81.98%** compared to previous curriculum provided in **Appendix - III**.
6. The significant changes are made in the content of all courses and hence the courses are considered as new courses provided in **Appendix - IV**.
7. **Indian Knowledge System (IKS)** components are incorporated in the relevant courses and the details are mentioned in **Appendix - V**.
8. The courses in the curricula are mapped with the **Sustainable Development Goals (SDG)** and the mapping details are provided in **Appendix - VI**.
9. The target level for PO and PSO for 2025-27 batch is fixed as 2.10.
10. Feedback from various stakeholders are incorporated appropriately in the R25-C25 curriculum.

The following improvements are suggested: (Action Points)

1. External members suggested to create more awareness about IKS to the faculty members by conducting either department workshops or institute level workshops

The following recommendations and approvals are made after the discussion:

1. BoS Members approved the revised regulations, curriculum structure, syllabus, assessment schemes of MBA programme and it follows based on the NEP 2020.
2. The details of elective courses (Functional/Sectoral) of MBA Programme for the regulation R25-C25 are approved.
3. NPTEL courses are approved for the Academic Year 2025-26.
4. SDG mapping and incorporation of the IKS components in the syllabus is approved.
5. The target level for PO and PSO for 2025-27 batch is fixed as 2.10.

There being no further points for discussion, the Chairperson thanks all the external, internal, invited members and announced that the meeting was concluded.

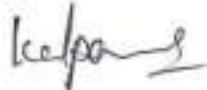


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APPENDIX II

List of courses that enables employability or entrepreneurship or skill development

S.No.	Course Code	Course Title	Year of introduction	Employability/Entrepreneurship/Skill development
1	25MS505	Public Speaking	2025	Skill development: Because it builds essential soft skills that are crucial for both personal and professional success.
2	25MS507	Academic Writing and Reporting using Technology	2025	Skill development: It equips students with essential communication, research, and digital literacy skills. It trains learners to write clearly and professionally, structure arguments effectively, and use modern technological tools for formatting, referencing, and presenting information.
3	25MS508	Basic Coding and Programming Skills	2025	Skill development: It helps learners build practical skills in writing, debugging, and understanding code, which are highly valued across industries—not just in IT but also in business, data analysis, automation, and more.
4	25MS506	Theory Building for Hypothesis Specification	2025	Entrepreneurship: This supports entrepreneurial research and product validation; useful in start-up ideation and development.
5	25MS502	Fundamentals of Accounting Using Tally	2025	Employability: It equips students with practical skills in financial recording, reporting, and GST compliance. These competencies are in high demand for roles in accounting, finance, and office administration.
6	25MS503	Aptitude & Logical Reasoning	2025	Employability: It enhances problem-solving, analytical thinking, and decision-making skills. These are essential for competitive exams, job placement tests, and corporate assessments.

7	25MS504	Basic Statistics using Computing Technology	2025	Employability: Understanding and interpreting statistical data is essential in fields like business, research, marketing, and data science.
8	25MS522	Managerial Communication and Lab	2025	Skill development: Enhances communication and interpersonal skills essential for workplace effectiveness.
9	25MS525	Business Environment and Public Policy	2025	Entrepreneurship: Understanding business environment is vital for start-ups and entrepreneurial ventures.
10	25MS526	Applied Technologies for Management Functions	2025	Entrepreneurship: Understanding applying technologies is vital for start-ups and entrepreneurial ventures.
11	25MS509	Principles of Management and Organizational behaviour	2025	Employability: Provides foundational management skills useful for leadership and organizational roles.
12	25MS510	Managerial Economics	2025	Employability: Builds economic decision-making skills relevant for business strategy and analysis jobs.
13	25MS511	Behavioural Economics	2025	Employability: Builds economic decision-making skills relevant for business strategy and analysis jobs.
14	25MS512	Accounting for Managers	2025	Employability: Equips students with financial knowledge critical for accounting and finance careers.
15	25MS513	Advanced Financial Statement Analysis	2025	Employability: Equips students with financial knowledge critical for accounting and finance careers.
16	25MS520	Business Laws	2025	Employability: Knowledge of laws applicable in business helps in compliance and legal roles.
17	25MS521	Global Business Laws	2025	Employability: Knowledge of laws applicable in business helps in compliance and legal roles.
18	25MS523	R Basics / Python Basics	2025	Employability: Programming skills highly demanded in analytics, IT, and automation jobs.
19	25MS534	Website Development	2025	Skill development: Build technical and digital communication skills; relevant for freelancing and digital careers.

20	25MS535	Content Writing	2025	Skill development: Build technical and digital communication skills; relevant for freelancing and digital careers.
21	25MS536	Fundamentals of Cybersecurity	2025	Skill development: Build technical and digital communication skills;
				relevant for freelancing and digital careers.
22	25MS539	Business Analytics using Technology	2025	Skill development: Focuses on building hands-on proficiency in handling real-world business data, using software like Excel, R, Python, or analytics platforms, which are essential for roles in marketing, finance, operations, and strategy.
23	25MS527	Marketing Management	2025	Entrepreneurship: Critical for entrepreneurs to understand market positioning, strategy, and customer targeting.
25	25MS528	Marketing Strategy: Planning and Execution	2025	Entrepreneurship: Critical for entrepreneurs to understand market positioning, strategy, and customer targeting.
26	25MS529	Human Resource Management	2025	Entrepreneurship: Helps entrepreneurs build and manage effective teams and structures.
27	25MS530	Organizational Structures: Design, Development and Evaluation	2025	Entrepreneurship: Helps entrepreneurs build and manage effective teams and structures.
28	25MS531	Corporate Finance	2025	Employability: provide essential financial knowledge and practical skills that are highly valued in the job market.
29	25MS532	Advanced Corporate Finance	2025	Employability: By understanding how financial decisions impact business performance, students are better prepared for roles that demand strong analytical and decision-making abilities in financial environments.
30	25MS533	Production Management	2025	Employability: Relevant for careers in operations, logistics, and manufacturing management.
31	25MS537	Business Research Methods using Excel	2025	Employability: Builds research, data handling, and decision-making skills needed in consulting and analytics.
32	25MS538	Advanced Business Research Methods and Analysis using Technology	2025	Employability: Builds research, data handling, and decision-making skills needed in consulting and analytics.

33	25MS540	Data Visualization Using Tableau	2025	Employability: Enhances visual data communication, vital in business reporting and analysis roles.
34	25MS541	Data Visualization Using Power BI	2025	Employability: Enhances visual data communication, vital in business reporting and analysis roles.
35	25MS606	Research Presentation and Publication	2025	Skill development: It enhances both oral and written communication, technical formatting, and confidence in public speaking, all of which are vital for professional growth and success.
36	25MS601	Entrepreneurship Development	2025	Entrepreneurship: Focus on starting, managing, and growing new businesses. They build entrepreneurial mind-set, risk management, business planning, and innovation skills essential for launching start-ups or leading business ventures.
37	25MS602	Managing New Ventures	2025	Entrepreneurship: Focus on starting, managing, and growing new businesses. They build entrepreneurial mind-set, risk management, business planning, and innovation skills essential for launching start-ups or leading business ventures.
38	25MS603	Project Management	2025	Employability: Prepare students for managerial roles by teaching them how to plan, execute, and control projects or develop strategic business plans—skills in high demand across industries like consulting, IT, operations, and general management.
39	25MS604	Corporate Strategies	2025	Employability: Prepare students for managerial roles by teaching them how to plan, execute, and control projects or develop strategic business plans—skills in high demand across industries like consulting, IT, operations, and general management.
40	25MS614	Establishment of Start-up	2025	Entrepreneurship: Directly focuses on starting a business—planning, development, funding, and operations.

41	25MS615	Management Consultancy/Sponsored Research Project	2025	Entrepreneurship: Applies entrepreneurial and managerial problem-solving to real-world business challenges.
42	25MS616	Patent Publication/Grant	2025	Entrepreneurship: Encourages innovation, IP creation—core aspects of entrepreneurship and R&D.
43	25MS607	Public Policy Development	2025	Employability: Enhances understanding of government-business interaction; useful for policy, consulting, or NGO careers.
44	25MS608	Intellectual Property Rights	2025	Employability: Knowledge of IPR is valuable in R&D, legal, innovation, and corporate settings.

Member Secretary

Chairperson



DEPARTMENT OF MANAGEMENT STUDIES

APPENDIX III

Comparison of course contents between R25-C25 and R22-C22/C24 Curriculums

I YEAR – PRESEMESTER				
S.No	Course Code	Course Title	% of Changes	Justification for the changes
1	25MS501	Orientation/Induction Program	-	-
2	25MS502	Fundamentals of Accounting Using Tally	100%	New course
3	25MS503	Aptitude & Logical Reasoning	100%	New course
4	25MS504	Basic Statistics using Computing Technology	100%	New course
5	25MS505	Public Speaking	100%	New course
6	25MS506	Theory Building for Hypothesis Specification	100%	New course
7	25MS507	Academic Writing and Reporting using Technology	100%	New course
8	25MS508	Basic Coding and Programming	100%	New course
I SEMESTER - MBA				
1	25MS509	Principles of Management and Organizational Behavior	15%	Feedback from industry experts, alumni, and employers indicates a need for graduates who are well-versed in current trends and able to handle modern organizational challenges.
2	25MS510	1. Managerial Economics (OR)	20%	Continuous feedback from alumni, and industry experts suggests that MBA graduates should have stronger capabilities in applying economic reasoning to strategic and operational decisions.
	25MS511	2. Behavioral Economics	100%	New course
3	25MS512	1. Accounting for Managers (OR)	50%	Feedback from industry experts, recruiters, alumni, and faculty clearly indicates that the current syllabus is overly focused on traditional accounting techniques and does not equip managers with the analytical, strategic, and digital competencies now required in the modern business environment.
	25MS513	2. Advanced Financial Statement Analysis	100%	New course

4	25MS514	1. Business Statistics for Managerial Decisions (OR)	100%	New course
	25MS515	2. Business Econometrics (OR)	100%	New course
	25MS516	3. Actuarial science (OR)	100%	New course
	25MS517	4. Statistics for Business Intelligence	100%	New course
5	25MS518	1. Business Mathematics (OR)	100%	New course
	25MS519	2. Mathematics for Decision Science	100%	New course
6	25MS520	1. Business Laws (OR)	100%	New course
	25MS521	2. Global Business Laws	100%	New course
7	25MS522	Managerial Communication and Lab	100%	New course
8	25MS523	1. R Basics (OR)	100%	New course
	25MS524	2. Python Basics	100%	New course
9	25MS525	1. Business Environment and Public Policy (OR)	100%	New course
	25MS526	2. Applied Technologies for Management Functions	100%	New course
II SEMESTER - MBA				
1	25MS527	1. Marketing Management (OR)	10%	In the rapidly evolving global market, the concept of Product Decisions has become a cornerstone of strategic business planning and execution. New course
	25MS528	2. Marketing Strategy: Planning and Execution	100%	
2	25MS529	1. Human Resource Management (OR)	10%	Incorporating Recruitment and Selection into the MBA curriculum as part of HRM is essential for preparing future leaders to build strong, diverse, and capable teams. New course
	25MS530	2. Organizational Structures: Design, Development and	100%	

		Evaluation		
3	25MS531	1. Corporate Finance (OR)	60%	Working capital, cost of capital concepts form the basis for financial decision-making and are crucial for understanding capital structure, investment analysis, liquidity, and financial stability.
	25MS532	2. Advanced Corporate Finance	100%	
4	25MS533	Production Management	100%	New courses
5	25MS534	1. Website Development (OR)	100%	New courses
	25MS535	2. Content Writing (OR)	100%	
	25MS536	3. Fundamentals of Cybersecurity	100%	
6	25MS537	1. Business Research Methods using Excel (OR)	50%	Integrating Excel into BRM instruction enhances practical learning by enabling students to apply research concepts using a real-world tool that is widely used in industry.
	25MS538	2. Advanced Business Research Methods and Analysis using Technology	100%	
7	25MS539	Business Analytics using Technology	100%	New course
8	25MS540	1. Data Visualization Using Tableau (OR)	100%	New course
	25MS541	2. Data Visualization Using Power BI	100%	
Pre-Semester – II – MBA - 8 Weeks				
1	25MS605	Summer Internship and Viva-Voce	50%	Clear instructions and guidelines, model procedure were provided regarding summer internship and viva-voce.
2	25MS606	Research Presentation and Publication	100%	Including Research Presentation and Publication in the MBA curriculum empowers students with essential academic, analytical, and communication skills.
III SEMESTER				
1	25MS601	1. Entrepreneurship Development (OR)	100%	New courses
	25MS602	2. Managing New Ventures	100%	
2	25MS603	1. Project Management (OR)	100%	New course
	25MS604	2. Corporate Strategies	20%	"Strategic Analysis and Choice" is a central element of strategic management. It involves assessing

				an organization's internal capabilities and external environment to formulate competitive and growth strategies.
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IV SEMESTER

1	25MS607 25MS608 25MS609 25MS610 25MS611	MOOC/ONLINE/HYBRID 1. Public Policy Development 2. Intellectual Property Rights 3. Stress Management 4. Health and Wellbeing Management 5. Strategic Development Goals	100%	New courses
2	25MS612	Management Thesis	50%	Clear instructions and guidelines, model procedure were provided regarding Management thesis.
3	25MS613 25MS614 25MS615 25MS616	1. Scholarly Research Paper Presentation and Publication (OR) 2. Establishment of Startup (OR) 3. Management Consultancy/Sponsored Research Project (OR) 4. Patent Publication/Grant	100%	New courses

Elective-Marketing

1	25MS801	Marketing Research and Decision Making	100%	New course
2	25MS802	Services Marketing	30%	Including “Intangibility, Services Marketing, and Its Strategic Aspects” in the MBA curriculum is essential to equip students with a deep understanding of how to manage, deliver, and grow service-based businesses.
3	25MS803	Consumer Behavior Analysis for Marketing Strategy	100%	New course
4	25MS804	Strategic Marketing Communication	100%	New course
5	25MS805	Digital marketing	30%	Incorporating “Research and E-Commerce” in Digital Marketing equips MBA students with critical skills for success in the digital business landscape. It promotes data-driven thinking, enhances strategic agility, and enables students to build, manage, and scale online businesses using

				modern tools and customer insights.
6	25MS806	Marketing Analytics	20%	Incorporating Prescriptive Analytics in Marketing Analytics builds proficiency in advanced analytical tools and techniques, aligning marketing practices with technological evolution and business strategy.
7	25MS807	Brand Management	100%	New course
8	25MS808	Strategic Retail Management	50%	New course
9	25MS809	Global Marketing	100%	New course
10	25MS810	Sales Management	100%	New course
Elective-Finance				
1	25MS811	Research for Financial Decisions	100%	New course
2	25MS812	Investment Analysis and Financial Management	20%	Incorporating Performance Evaluation in Investment Analysis & Portfolio Management equips students with the critical ability to assess, compare, and improve investment performance.
3	25MS813	Sustainable Finance	100%	New course
4	25MS814	Business Valuation	100%	New course
5	25MS815	Behavioral Finance	70%	MBA students are equipped with contemporary knowledge, tools, and skills to understand, analyse, and influence real-world financial behaviour in a dynamic, behavioural-driven marketplace.
6	25MS816	Financial Derivatives	20%	Incorporating Interest Rate Swaps in the financial derivatives syllabus equips MBA students with critical skills to manage interest rate exposures, design financial strategies, and navigate complex debt markets, making them proficient and competitive in today's global financial environment.
7	25MS817	Fintech (Financial Technology)	100%	New course
8	25MS818	Financial Analytics	30%	The integration of AI tools and emerging trends in the Financial Analytics syllabus is essential to align academic learning with the digital transformation sweeping the finance industry. Traditional financial analysis methods are rapidly being augmented or replaced by AI-driven algorithms,

				machine learning models, and automated decision systems.
Elective-HR				
1	25MS819	Research for HRM Decisions	100%	New course
2	25MS820	Leadership & People Management	100%	New course
3	25MS821	Talent Management & Succession Planning	40%	Incorporating competency mapping and employee engagement into the Talent Management and Succession Planning syllabus is essential to align the curriculum with modern organizational practices.
4	25MS822	Industrial Relations & Labor Laws	20%	The Code on Social Security, 2020 is one of the four major labor codes introduced to consolidate and simplify India's complex web of labor laws. It amalgamates nine central labor laws related to social security, including the EPF Act, ESI Act, Maternity Benefit Act, and others.
5	25MS823	Compensation & Reward Systems	15%	Executive Compensation into the Compensation and Reward Management syllabus is essential to provide students with a comprehensive understanding of compensation structures across organizational levels.
6	25MS824	Cross Cultural Management	20%	Incorporating communication across cultures in CCM equips future managers with essential intercultural sensitivity, global leadership skills, and the ability to foster inclusive, productive workplace environments in multinational organizations.
7	25MS825	AI for HRM	100%	New course
8	25MS826	HR Analytics	100%	New course
Elective-Operations & Supply chain management				
1	25MS827	Supply chain Analytics	20%	The rapid evolution of technology, globalization, and market dynamics necessitates an updated Supply Chain Analytics syllabus to align with current industry practices and expectations.
2	25MS828	Global Supply chain Management	100%	New course
3	25MS829	Competitive Manufacturing	10%	As industries shift toward quality-driven, customer-centric, and innovation-led models, understanding value addition becomes critical for enhancing operational efficiency and market competitiveness.

4	25MS830	Technology Management	20%	As organizations adopt new technologies such as automation, AI, IoT, and digital platforms, managing the human response to these changes becomes crucial. Incorporating this topic into the curriculum helps future managers develop empathy-driven leadership and change management capabilities.
5	25MS831	Quality Management and Business Process Improvement	100%	New course
6	25MS832	Operations Strategy	100%	New course
7	25MS833	Enterprise Resource Planning	100%	New course
8	25MS834	Innovation and New Product Development	0%	Same as C24
Elective-Data Science & Analytics courses				
1	25MS835	Database management Systems	100%	New course
2	25MS836	Advanced Data Visualization using Python	100%	New course
3	25MS837	AI for Business Analytics and Decisions	100%	New course
4	25MS838	Data Mining Techniques for Business	100%	New course
5	25MS839	Big data Analytics for Decision making	100%	New course
6	25MS840	Machine Learning for Business Analytics	100%	New course
7	25MS841	Text and Sentiment Analytics	100%	New course
8	25MS842	Web Analytics	100%	New course
Elective-Agriculture Business Management				
1	25MS843	Food Technology and Processing Management	100%	New course
2	25MS844	Farm Business Management	100%	New course
3	25MS845	International Trade and Sustainability Development	100%	New course
4	25MS846	Agribusiness financial Management	100%	New course
5	25MS847	Management of Agriculture input Marketing	100%	New course
6	25MS848	Food Retail Management	100%	New course
7	25MS849	Agri-Supply chain Management	100%	New course
8	25MS850	Agri-Import and Export Management	100%	New course
9	25MS851	Agri Commodity and Futures Trading	100%	New course
10	25MS852	Agri -entrepreneurship and Startups	100%	New course
Elective-Hospital Management				
1	25MS853	Hospital Planning and Organization	100%	New course
2	25MS854	Digital Transformation for Healthcare	100%	New course

3	25MS855	Healthcare Delivery Systems and Policy	100%	New course
4	25MS856	Epidemiology and Bio-Statistics	100%	New course
5	25MS857	Health Economics	100%	New course
6	25MS858	Healthcare Marketing	100%	New course
7	25MS859	Operations Management in Hospitals	100%	New course
8	25MS860	Hospital Support Services	100%	New course
9	25MS861	Hospital Information Systems	100%	New course
10	25MS862	Legal Aspects in Healthcare	100%	New course
11	25MS863	Quality Management in Hospitals	100%	New course
12	25MS864	Risk Management and Health Insurance	100%	New course

Member Secretary

Chairperson



DEPARTMENT OF MANAGEMENT STUDIES

APPENDIX IV

List of New Courses in The R25-C25 Curriculum

I YEAR – PRESEMESTER				
S.No	Course Code	Course Title	% of Changes	Justification for the changes
1	25MS501	Orientation/Induction Program	-	-
2	25MS502	Fundamentals of Accounting Using Tally	100%	Equips students with practical accounting skills and hands-on experience with industry-standard software. This enhances their ability to manage financial records effectively and meet current market demands.
3	25MS503	Aptitude & Logical Reasoning	100%	Strengthens students' problem-solving, analytical thinking, and decision-making abilities, which are essential for managerial roles and competitive assessments.
4	25MS504	Basic Statistics using Computing Technology	100%	Empowers students with data analysis skills and proficiency in statistical tools, enabling informed decision-making and effective interpretation of business data in the digital era.
5	25MS505	Public Speaking	100%	Develops students' communication and presentation skills, essential for leadership roles, stakeholder engagement, and professional success in diverse business environments.
6	25MS506	Theory Building for Hypothesis Specification	100%	Enhances students' research capabilities by fostering critical thinking and enabling them to construct sound theoretical frameworks for empirical investigation and data-driven decision-making.
7	25MS507	Academic Writing and Reporting using Technology	100%	To produce well-structured, technology-enhanced reports and research papers, fostering clarity, professionalism, and academic integrity in business communication.

8	25MS508	Basic Coding and Programming	100%	Foundational technical skills, enabling them to collaborate effectively in tech-driven environments and leverage digital tools for innovative business solutions.
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I SEMESTER - MBA

1	25MS511	Behavioral Economics	100%	Understand how psychological factors influence economic and business decisions, enhancing their ability to design strategies that align with real-world consumer and organizational behavior.
2	25MS512	Accounting for Managers (OR)	50%	Feedback from industry experts, recruiters, alumni, and faculty clearly indicates that the current syllabus is overly focused on traditional accounting techniques and does not equip managers with the analytical, strategic, and digital competencies now required in the modern business environment.
	25MS513	Advanced Financial Statement Analysis	100%	Deepens students' ability to interpret complex financial data, assess organizational performance, and make informed strategic and investment decisions.
3	25MS514	Business Statistics for Managerial Decisions (OR)	100%	Equips students with analytical tools and statistical techniques, enabling data-driven decision-making and enhancing problem-solving capabilities in dynamic business environments.
	25MS515	Business Econometrics (OR)	100%	Enables students to apply statistical and econometric methods to real-world business problems, fostering data-driven insights and more accurate forecasting for strategic decision-making.
	25MS516	Actuarial science (OR)	100%	Risk assessment and financial modelling skills, enabling them to make informed decisions in

	25MS517	Statistics for Business Intelligence	100%	insurance, finance, and corporate risk management. The ability to analyse data, uncover patterns, and generate actionable insights, driving informed strategic decisions in modern business environments.
4	25MS518	Business Mathematics (OR)	100%	Strengthens students' quantitative skills, enabling them to solve complex business problems and support data-driven decision-making across various managerial functions.
	25MS519	Mathematics for Decision Science	100%	Provides students with advanced quantitative tools and analytical techniques, enhancing their ability to model, analyse, and solve complex decision-making problems in business.
5	25MS520	Business Laws (OR)	100%	Familiarizes students with the legal frameworks governing business operations, enabling them to navigate regulatory environments and make legally sound managerial decisions.
	25MS521	Global Business Laws	100%	
6	25MS522	Managerial Communication and Lab	100%	Enhances students' verbal, written, and interpersonal communication skills through practical exercises, preparing them for effective leadership, team collaboration, and professional presentations.
7	25MS523	R Basics (OR)	100%	Essential data analysis and visualization skills using R, enabling them to perform statistical modelling and derive actionable business insights from data.
	25MS524	Python Basics	100%	Empowers students with versatile programming skills for data analysis, automation, and business problem-solving, enhancing their ability to work with modern digital tools and technologies.
8	25MS525	Business Environment and Public Policy (OR)	100%	Helps students understand the dynamic interaction between business and government, enabling them to navigate regulatory frameworks and make informed strategic decisions.

	25MS526	Applied Technologies for Management Functions	100%	Practical knowledge of emerging digital tools and technologies, enhancing operational efficiency and driving innovation across various business functions.
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II SEMESTER - MBA

1	25MS528	Marketing Strategy: Planning and Execution	100%	This course bridges the gap between theoretical knowledge and real-world application, fostering strategic thinking, customer-centric decision-making, and market-driven innovation — all critical competencies for future business leaders.
2	25MS530	Organizational Structures: Design, Development and Evaluation	100%	This course will develop students' abilities to analyse, design, and evaluate organizational structures that align with evolving business goals, technologies, and market dynamics
3	25MS531	Corporate Finance (OR)	100%	This course develops analytical and quantitative skills essential for strategic financial planning, resource allocation, and long-term financial sustainability, thereby preparing future managers and business leaders to drive financial performance in a competitive global marketplace.
	25MS532	Advanced Corporate Finance	100%	Advanced Corporate Finance builds on foundational corporate finance concepts to cover advanced topics such as mergers and acquisitions, corporate restructuring, international finance, advanced valuation methods, and risk management.
4	25MS533	Production Management	100%	Introducing this course in the MBA curriculum enables students to master essential concepts such as production planning, process optimization, quality control, inventory management, and lean manufacturing.
5	25MS534	Website Development (OR)	100%	Empowers students with practical skills to design, build, and manage business websites that enhance customer engagement, brand visibility, and e-commerce capabilities.

	25MS535	Content Writing (OR)	100%	This course enhances communication skills, strengthens brand storytelling, and supports strategic marketing efforts—empowering future managers to connect with audiences, drive engagement, and build brand loyalty.
	25MS536	Fundamentals of Cybersecurity	100%	This course empowers business leaders to make informed decisions regarding cybersecurity investments, foster a culture of security awareness, and ensure organizational resilience in an increasingly connected and threat-prone environment.
6	25MS537	Business Research Methods using Excel (OR)		Data-driven decision-making is at the core of modern business strategy. Introducing <i>Business Research Methods using Excel</i> in the MBA curriculum enables students to acquire practical skills in designing research studies, analysing data, and interpreting results using widely accessible tools.
	25MS538	Advanced Business Research Methods and Analysis using Technology	100%	The course fosters critical thinking, analytical precision, and data interpretation abilities, enabling future managers to derive actionable insights, drive innovation, and make evidence-based decisions in complex and dynamic business environments.
7	25MS539	Business Analytics using Technology	100%	By integrating technology with analytics, this course develops critical skills in data interpretation, strategic insight generation, and informed decision-making, preparing future managers to drive innovation, optimize performance, and maintain a competitive edge in today's fast-evolving marketplace.
8	25MS540	Data Visualization Using Tableau (OR)	100%	By mastering Tableau, students will enhance their analytical communication, support data-driven strategies, and effectively convey key trends and patterns to stakeholders—an essential capability for today's business leaders.

	25MS541	Data Visualization Using Power BI	100%	This course enhances students' abilities to analyse trends, communicate insights clearly, and support strategic decision-making. By integrating Power BI into the curriculum, future managers will be equipped to foster a data-centric culture and drive performance across diverse business functions.
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Pre-Semester – II – MBA - 8 Weeks

1	25MS606	Research Presentation and Publication	100%	Research Presentation and Publication equips MBA students with the knowledge and techniques to present their research with clarity and impact, and to prepare their work for publication in academic and industry journals.
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III SEMESTER

1	25MS601	Entrepreneurship Development (OR)	100%	The course cultivates creativity, risk-taking, resilience, and strategic planning skills, while also emphasizing ethical and socially responsible entrepreneurship.
	25MS602	Managing New Ventures	100%	The course prepares future entrepreneurs and managers to navigate the complexities of early-stage growth, ensuring sustainability and competitive advantage in dynamic markets.
2	25MS603	Project Management	100%	Effective project management is a critical capability for achieving strategic business goals across industries. Project Management equips MBA students with essential skills in planning, executing, monitoring, and closing projects while managing time, cost, quality, and risk.

IV SEMESTER

1	25MS607	MOOC/ONLINE/HYBRID <ul style="list-style-type: none"> Public Policy Development 	100%	The course fosters strategic thinking, ethical awareness, and stakeholder engagement, enabling future managers to navigate regulatory landscapes, contribute to policy discussions, and align business practices with broader societal goals.
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	25MS608	<ul style="list-style-type: none"> • Intellectual Property Rights 	100%	This course prepares future managers to recognize the value of intellectual assets, navigate the regulatory landscape, and develop strategies for leveraging IP in business development and innovation, fostering a culture of creativity and compliance.
	25MS609	<ul style="list-style-type: none"> • Stress Management 	100%	In today's fast-paced and demanding business environment, effective stress management is critical for sustaining personal well-being, productivity, and leadership effectiveness.
	25MS610	<ul style="list-style-type: none"> • Health and Wellbeing Management 	100%	This course prepares future managers to create environments where employees thrive, ultimately enhancing productivity, reducing absenteeism, and contributing to sustainable business success in an increasingly people-centered workplace.
	25MS611	<ul style="list-style-type: none"> • Strategic Development Goals 	100%	Businesses today are increasingly expected to contribute to sustainable development and global well-being. <i>Strategic Development Goals (SDGs)</i> introduces MBA students to the United Nations' SDGs and their relevance to business strategy and operations.
2				
3	25MS613	Scholarly Research Paper Presentation and Publication (OR)	100%	Scholarly Research Paper Presentation and Publication equips MBA students with the ability to conduct rigorous research, structure academic papers, and present findings effectively at conferences and in peer-reviewed journals.
	25MS614	Establishment of Startup (OR)	100%	In today's innovation-driven economy, entrepreneurship is a key driver of growth and job creation. Establishment of Start-up equips MBA students with practical knowledge and skills to transform ideas into viable business ventures.

	25MS615	Management Consultancy/Sponsored Research Project (OR)	100%	By applying academic knowledge to real business challenges, students enhance their problem-solving, analytical, and project management skills while gaining valuable industry exposure. This experiential learning fosters a deeper understanding of business dynamics, strengthens client management abilities, and prepares students for leadership roles in diverse sectors.
	25MS616	Patent Publication/Grant	100%	Patent Publication/Grant introduces MBA students to the processes of protecting intellectual property through patents, from idea conception to patent filing and commercialization.
Elective-Marketing				
1	25MS801	Marketing Research and Decision Making	100%	Marketing Research and Decision Making equips MBA students with the knowledge and tools to design and conduct research, analyze consumer and market data, and translate findings into actionable marketing decisions.
2	25MS801	Services Marketing	30%	The course covers critical concepts such as service quality, customer relationship management, and service innovation. By mastering these principles, future managers can create value and achieve competitive advantage in service-driven industries.
3	25MS803	Consumer Behavior Analysis for Marketing Strategy	100%	The course fosters the ability to analyze consumer motivations and preferences, apply behavioral insights to marketing campaigns, and design strategies that drive customer engagement and loyalty.
4	25MS804	Strategic Marketing Communication	100%	The course covers key areas such as branding, media

				planning, digital marketing, public relations, and storytelling. This prepares future managers to drive effective communication across diverse channels, enhancing customer engagement and competitive advantage.
5	25MS805	Digital Marketing	30%	Digital Marketing equips MBA students with practical knowledge of digital channels, tools, and strategies—including SEO, social media marketing, content marketing, email marketing, and digital analytics.
6	25MS807	Brand Management	100%	The course covers key areas such as brand positioning, equity building, brand communication, and global brand management. By mastering these concepts, future managers can drive brand value, foster customer loyalty, and create lasting competitive advantages for their organizations.
7	25MS808	Strategic Retail Marketing	50%	The course fosters the ability to develop innovative and customer-centric retail strategies that enhance the shopping experience and drive sales.
8	25MS809	Global Marketing	100%	In an increasingly interconnected world, the ability to develop and manage marketing strategies across diverse international markets is essential. Global Marketing equips MBA students with the knowledge and skills to navigate cultural, economic, legal, and political complexities in global business

				environments.
9	25MS810	Sales Management	100%	Sales Management equips MBA students with essential skills in managing sales teams, developing sales strategies, customer relationship management, and performance measurement.
Elective-Finance				
1	25MS811	Research for Financial Decisions	100%	Research for Financial Decisions equips MBA students with advanced tools and methodologies to conduct financial research, interpret data, and evaluate financial risks and opportunities.
2	25MS813	Sustainable Finance	100%	As businesses and investors increasingly prioritize environmental, social, and governance (ESG) factors, <i>Sustainable Finance</i> has become a vital area of expertise. This course equips MBA students with the knowledge and skills to integrate sustainability into financial decision-making, investment analysis, and risk management.
3	25MS814	Business Valuation	100%	Business Valuation equips MBA students with the theoretical foundations and practical tools needed to assess the value of businesses using methods such as discounted cash flow (DCF), comparable company analysis, precedent transactions, and asset-based valuation.
4	25MS815	Behavioral finance	70%	The course covers key concepts such as heuristics, prospect theory, market anomalies, and emotional influences. By understanding these dynamics, future managers and financial professionals can design better investment strategies, mitigate biases, and enhance decision-making in complex financial environments.
5	25MS817	Fintech (Financial Technology)	100%	The rapid evolution of financial technology is transforming how financial services are delivered, creating new business models and opportunities. Fin Tech (Financial Technology) equips MBA

				students with an understanding of emerging technologies such as block chain, digital payments, robo-advisors, peer-to-peer lending, and AI-driven financial services.
6	25MS818	Financial analytics	30%	In an era of big data and rapid technological advancements, <i>Financial Analytics</i> provides MBA students with critical skills to harness data for better financial decision-making.
Elective-HR				
1	25MS819	Research for HRM Decisions	100%	Effective human resource management (HRM) increasingly relies on data-driven insights and evidence-based decision-making. Research for HRM Decisions equips MBA students with the skills to design and conduct research on workforce issues, analyse HR data, and apply findings to improve HR strategies and practices.
2	25MS820	Leadership & People Management	100%	The course covers key areas such as leadership theories, emotional intelligence, motivation, conflict resolution, and change management. By mastering these concepts, future managers will be prepared to lead with vision, empathy, and strategic acumen—empowering people and organizations to thrive.
3	25MS821	Talent management & succession planning	40%	Attracting, developing, and retaining top talent is vital for sustained organizational success. Talent Management & Succession Planning equips MBA students with strategies to identify high-potential employees, design career development pathways, and ensure leadership continuity.
4	25MS825	AI for HRM	100%	The course also addresses ethical considerations and the human-AI balance in HR practices. By mastering AI applications in HRM, future managers can drive smarter, more strategic HR decisions and foster innovation in people management.
5	25MS826	HR Analytics	100%	Data-driven decision-making is revolutionizing human resource management. HR Analytics equips MBA students with the ability to collect, analyse, and interpret HR data to optimize

				talent management, employee engagement, performance, and organizational outcomes.
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Elective-Operations & Supply chain management

1	25MS828	Global Supply chain Management	100%	In an increasingly interconnected world, managing global supply chains is critical to business competitiveness and resilience. Global Supply Chain Management equips MBA students with the knowledge and skills to design, manage, and optimize complex supply networks across international markets.
2	25MS831	Quality Management and Business Process Improvement	100%	In a highly competitive business environment, continuous improvement and quality excellence are key to customer satisfaction and operational efficiency. Quality Management and Business Process Improvement <i>equips</i> MBA students with the principles and techniques to analyse, design, and enhance business processes while maintaining high-quality standards.
3	25MS832	Operations Strategy	100%	Operations are a core driver of competitive advantage and organizational success. Operations Strategy <i>equips</i> MBA students with the ability to align operational capabilities with overall business strategy. The course covers key areas such as capacity planning, innovation in operations, global sourcing, technology adoption, sustainability, and performance measurement.
4	25MS833	Enterprise Resource Planning	100%	Integrated information systems are essential for improving efficiency, decision-making, and competitiveness in modern organizations. Enterprise Resource Planning (ERP) equips MBA students with knowledge of ERP systems and their role in streamlining business processes across functions such as finance, HR, supply chain, and customer management.

Elective-Data Science & Analytics courses

1	25MS835	Database management Systems	100%	Database Management Systems (DBMS) provides MBA students with essential knowledge of
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				database concepts, data modelling, querying, and management. The course covers relational databases, data integrity, security, and emerging trends such as cloud databases and big data.
2	25MS836	Advanced Data Visualization using Python	100%	Advanced Data Visualization using Python equips MBA students with the skills to leverage powerful Python libraries such as Matplotlib, Seaborn, and Plotly to create dynamic, interactive, and insightful visual representations of data.
3	25MS837	AI for Business Analytics and Decisions	100%	Artificial Intelligence (AI) is transforming how businesses analyse data and make strategic decisions. AI for Business Analytics and Decisions equips MBA students with the knowledge and skills to leverage AI-driven tools and techniques—such as machine learning, natural language processing, and predictive analytics—to extract actionable insights from data.
4	25MS838	Data Mining Techniques for Business	100%	With the exponential growth of data, extracting valuable insights has become essential for business success. Data Mining Techniques for Business equips MBA students with the skills to uncover patterns, trends, and relationships in large datasets using techniques such as clustering, classification, regression, association rule mining, and anomaly detection.
5	25MS839	Big data Analytics for Decision making	100%	Big Data Analytics for Decision Making equips MBA students with the tools and techniques to manage, analyse, and extract actionable insights from large, complex datasets.
6	25MS840	Machine Learning for Business Analytics	100%	Machine learning (ML) is revolutionizing how businesses analyse data, predict trends, and automate decision-making. Machine Learning for Business Analytics equips MBA students with the knowledge and skills to apply ML algorithms—such as regression, classification, clustering, and recommendation systems—to real-world business problems.

7	25MS841	Text and Sentiment Analytics	100%	The course enables future managers to understand customer sentiments, track brand perception, and inform strategic decisions—helping businesses enhance customer experience, optimize marketing efforts, and maintain competitive advantage.
8	25MS842	Web Analytics	100%	As digital presence becomes central to business success, understanding and leveraging web data is critical. <i>Web Analytics</i> equips MBA students with the skills to track, measure, and analyse online user behaviour across websites and digital platforms.

Elective-Agriculture Business Management

1	25MS843	Food Technology and Processing Management	100%	Agriculture remains a vital sector with significant economic, social, and environmental impact. Agriculture Business Management equips MBA students with the skills to manage agribusiness enterprises, address supply chain challenges, and foster innovation in agricultural markets. The course covers areas such as agri-finance, rural marketing, agri-tech, sustainable practices, and policy frameworks. By mastering these concepts, future managers can contribute to the modernization and growth of the agricultural sector, support rural development, and promote sustainable agribusiness models.
2	25MS844	Farm Business Management	100%	
3	25MS845	International Trade and Sustainability Development	100%	
4	25MS846	Agribusiness financial Management	100%	
5	25MS847	Management of Agriculture input Marketing	100%	
6	25MS848	Food Retail Management	100%	
7	25MS849	Agri-Supply chain Management	100%	
8	25MS850	Agri-Import and Export Management	100%	
9	25MS851	Agri Commodity and Futures Trading	100%	
10	25MS852	Agri -entrepreneurship and Startups	100%	

Elective-Hospital Management

1	25MS853	Hospital Planning and Organization	100%	The healthcare industry is rapidly evolving, requiring skilled management professionals to ensure efficient and high-quality service delivery. Hospital Management equips MBA students with specialized knowledge in healthcare operations, hospital administration, healthcare finance, patient care management, regulatory compliance, and healthcare marketing. The course prepares future managers to lead healthcare institutions effectively, improve patient outcomes, optimize resource utilization, and adapt to changing industry trends—ultimately contributing
2	25MS854	Digital Transformation for Healthcare	100%	
3	25MS855	Healthcare Delivery Systems and Policy	100%	
4	25MS856	Epidemiology and Bio-Statistics	100%	
5	25MS857	Health Economics	100%	
6	25MS858	Healthcare Marketing	100%	
7	25MS859	Operations Management in Hospitals	100%	
8	25MS860	Hospital Support Services	100%	
9	25MS861	Hospital Information Systems	100%	
10	25MS862	Legal Aspects in Healthcare	100%	
11	25MS863	Quality Management in Hospitals	100%	
12	25MS864	Risk Management and Health Insurance	100%	

				to the overall performance and sustainability of healthcare organizations.
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**DEPARTMENT OF MANAGEMENT STUDIES
APPENDIX V**

I. Details of IKS Components Incorporated in R25-C25 Curriculum

Course type	Total no of courses	Number of courses incorporating IKS	Percentage
Basic Science and Humanities	03	3	100%
Skill Development Courses	06	5	90%
Value Added Courses	01	1	100%
Experiential Learning Courses	03	0	0
Management Foundation Courses	06	5	90%
Functional Core Courses	06	5	90%
Functional Elective Courses	04	4	100%
Sectoral Elective Courses (Non-Functional Areas)	04	0	0
Open Elective Courses	01	1	100%
Multi-Disciplinary Course	02	1	90%
Total	37	25	-
Binary	04	-	-

II. List of Courses in the R25-C25 Curriculum Incorporating IKS

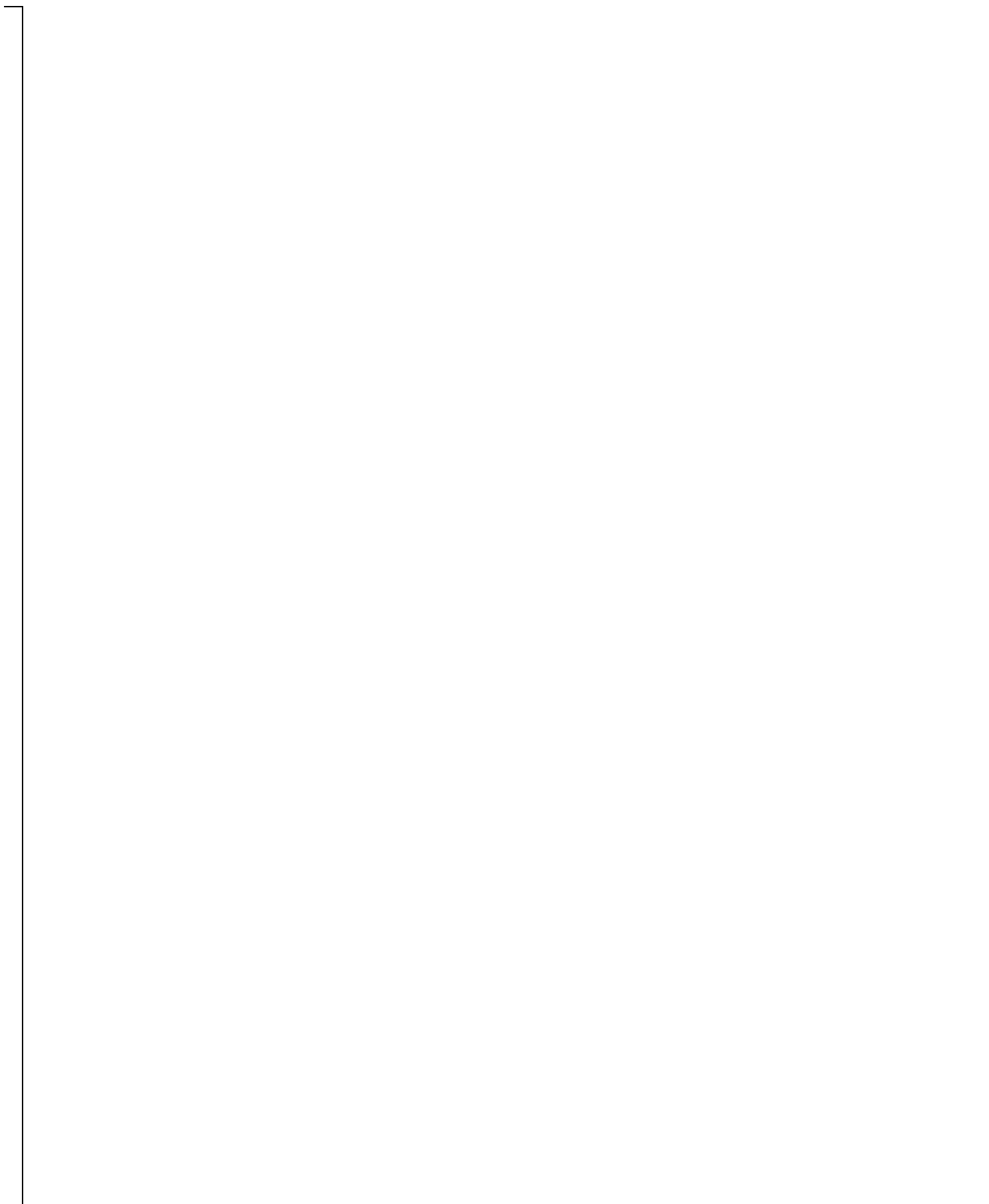
Pre-semester – I MBA

Sl. No	Course Category	Course Code	Course Title	Module(Unit)	IKS Components Incorporated
1	MFC	25MS502	Fundamentals of Accounting Using Tally	M1(U2)	Insights from Arthashastra and Manusmriti
2	BSH	25MS503	Aptitude & Logical Reasoning	M2(U2)	Nyaya Shastra (The Science of Logic and Reasoning)
3	BSH	25MS504	Basic Statistics using	M2(U1)	Descriptive Statistics in

Computing Technology

Ancient Texts

4	SDC	25MS505	Public Speaking	M2(U1)	Vak Shakti (The power of speech)
5	SDC	25MS508	Basic Coding and Programming Skills	M2(U3)	Panini's Ashtadhyayi



I SEMESTER - MBA

Sl. No	Course Category	Course Code	Course Title	Module(Unit)	IKS Components Incorporated
1	MFC	25MS509	Principles of Management and Organizational Behavior	M1(U1)	Mandala Theory – Strategic alliances and diplomacy
2	MFC	25MS510	Managerial Economics (OR)	M2(U3)	Chanakya's Principles of Arthashastra on Resource Allocation and Cost Management
		25MS511	Behavioral Economics	M1(U2)	Role of Yoga in Economic Decision-Making
3	MFC	25MS512	Accounting for Managers (OR)	M1(U1)	Insights from Lekhapaddhati and Arthashastra"
		25MS513	Advanced Financial Statement Analysis	M2(U5)	"Transparency and Accountability in Ancient Temple Accounting Systems: Precursor to Modern Financial Reporting".
4	BSH	25MS514	Business Statistics for Managerial Decisions (OR)	M1(U1)	Shulba Sutras – Geometrical representations.
		25MS515	Business Econometrics (OR)	M1(U1)	The Ancient Indian Science of Forecasting
		25MS516	Statistical Techniques for Actuarial science (OR)	M2(U1)	"Syadvada"and "Anekantavada" from Jain Philosophy
		25MS517	Statistics for Business Intelligence	M1(U1)	Shulba Sutras – Geometrical representations.
5	MFC	25MS520	Business Laws (OR)	M1(U1)	Concept of Samvidha from Arthasastra and Narada smriti
		25MS521	Global Business Laws	M2(U3)	concept of "Sarve Bhavantu Sukhinah".

6	SDC	25MS522	Managerial Communication and Lab	M2(U1)	Vak Shuddhi & Natya Shastra
7	VAC	25MS523	R Basics (OR)	M(U1)	Working with vectors, matrices, and lists.
		25MS524	Python Basics	M2(U1)	Arthashastra – Ancient Indian Treatise on Economics, Administration, and Data Organization.
8	MDC	25MS525	Business Environment and Public Policy (OR)	M1(U2)	Arthashastra– The Science of Wealth and Statecraft.
		25MS526	Applied Technologies for Management Functions	M1(U2)	Ethical and regulatory considerations

II SEMESTER - MBA

Sl. No	Course Category	Course Code	Course Title	Module(Unit)	IKS Components Incorporated
1	FCC	25MS529	Human Resource Management (OR)	M2(U2)	Panchakosha Model and Employee Well-being
		25MS530	Organizational Structures: Design, Development and Evaluation	M1(U2)	Chanakya's principles on governance, administration, and leadership from <i>Arthashastra</i>
2	FCC	25MS531	Corporate Finance (OR)	M1(U1)	Emphasis on Dharma in financial transactions
		25MS532	Advanced Corporate Finance	M1(U1)	Raja dharma – Righteous financial management for stability Levels.
3	FCC	25MS533	Production Management	M2(U2)	Quality in Kautilya's Arthashastra
4	SDC- MOOC	25MS534	Website Development (OR)	M1(U1)	Sutra Style of Knowledge Structuring
		25MS535	Content Writing (OR)	M2(U1)	Ethical storytelling (Dharma + Niti)
5	SDC	25MS539	Business Analytics using Technology	M1(U1)	Traditional Ecological Knowledge (TEK)
9	MDC	25MS541	Data Visualization Using Power BI	M1(U1)	Ancient Indian Knowledge Systems for Data Recording and Analysis

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III SEMESTER - MBA

Sl. No	Course Category	Course Code	Course Title	Module(Unit)	IKS Components Incorporated
1	FCC	25MS601	1. Entrepreneurship Development (OR)	M1(U1)	Agripreneurship
		25MS602	2. Managing New Ventures	M1(U1)	Entrepreneurial Eco-system
2	FCC	25MS604	Corporate Strategies	M2(U3)	IKS and sustainable practices

IV SEMESTER

Sl. No	Course Category	Course Code	Course Title	Module(Unit)	IKS Components Incorporated
1	OE/MOOC		MOOC/ONLINE/HYBRID		
		25MS609	Stress Management	M2(U2)	"Yoga and Pranayama

Sl. No	Course Category	Course Code	Functional Elective- Marketing	Module(Unit)	IKS Components Incorporated
1	FEC	25MS802	Services Marketing	M2(U3)	Atithi Devo Bhava
2	FEC	25MS803	Consumer Behaviour Analysis for Marketing Strategy	M2(U3)	Contribution of IKS to global knowledge system.
3	FEC	25MS804	Strategic Marketing Communication	M2(U4)	Natyastra
4	FEC	25MS807	Brand Management	M1(U2)	Concept of Natyasastra
5	FEC	25MS808	Strategic Retail Management	M1(U2)	Vastusastra in Retail location and layout management
6	FEC	25MS809	Global Marketing	M1(U2) M2(U3)	<ul style="list-style-type: none"> Dharma and Lokasangraha Vrikshayurveda (Ancient Indian Sustainable Agriculture)
7	FEC	25MS810	Sales Management	M1(U2)	Kautilya's Arthashastra – Structured Trade & Sales Strategies

Sl. No	Course Category	Course Code	Functional Elective- Finance	Module(Unit)	IKS Components Incorporated
1	FEC	25MS811	Research for Financial Decisions	M2(U2)	Portfolio diversification principles in ancient India
2	FEC	25MS812	Investment Analysis and Financial Management	M1(U2)	Arthashastra's Framework of Wealth Management & Risk Diversification.
3	FEC	25MS813	Sustainable Finance	M2(U1)	Vedic Economics and Sustainable Finance: Aligning ESG with Ancient Indian Thought- Dharmic Finance, Sustainable Agriculture, Corporate Dharma
4	FEC	25MS814	Business Valuation	M1(U1)	Ancient Indian Trade Valuation & Arthashastra's Economic Principles
5	FEC	25MS815	Behavioural Finance	M1(U1)	Understanding Investor Psychology through Sattva, Rajas, and Tamas"
6	FEC	25MS816	Financial Derivatives	M1(U1)	Shreni system

7	FEC	25MS817	Fintech (Financial Technology)	M1(U1)	Ancient Indian Financial Networks as a Precursor to FinTech Evolution like Hundis, Shreni system, Temple Gold reserves.
8	FEC	25MS818	Financial Analytics	M2(U2)	Arthashastra

Sl. No	Course Category	Course Code	Functional Elective- HR	Module(Unit)	IKS Components Incorporated
1	FEC	25MS819	Research for HRM Decisions	M2(U3)	Concept of Dharma
2	FEC	25MS820	Leadership & People Management	M1(U2)	Role of Krishna as a mentor to Arjuna.
3	FEC	25MS821	Talent Management & Succession Planning	M1(U2)	Competency Mapping through Indian Epics
4	FEC	25MS822	Industrial Relations & Labor Laws	M2(U2)	Concept of “Sarve Bhavantu Sukhinah”
5	FEC	25MS823	Compensation & Reward Systems	M1(U2)	Dharmashastras
6	FEC	25MS824	Cross Cultural Management	M2(U2)	"Vasudhaiva Kutumbakam" (The World is One Family)
7	FEC	25MS825	AI for HRM	M2(U3)	Chanakya to Chatbots: Strategic HR Through Ancient Wisdom and AI.
8	FEC	25MS826	HR Analytics	M2(U3)	Concept of Anvishiki in Arthashastra

Sl. No	Course Category	Course Code	Functional Elective- Operations & Supply chain management	Module(Unit)	IKS Components Incorporated
1	FEC	25MS828	Global Supply chain Management	M1(U1)	Vasudhaiva Kutumbakam
2	FEC	25MS829	Competitive Manufacturing	M1(U2)	Aparigraha (non-waste), Sanyam (restraint),
3	FEC	25MS830	Technology Management	M1(U1)	Difference between Yukti (applied innovation) and Vikalpa (theoretical invention)
4	FEC	25MS831	Quality Management and Business Process Improvement	M1(U1)	Quality in Kautilya's Arthashastra
5	FEC	25MS833	Enterprise Resource Planning	M1(U1)	Arthashastra by Chanakya (Kautilya)

Sl. No	Course Category	Course Code	Functional Elective- Data Science & Analytics courses	Module(Unit)	IKS Components Incorporated
9	FEC	25MS843	Deep Learning for Business Insights	M1(U2)	(Pratyaksha:Direct observation and perception)

Sl. No	Course Category	Course Code	Functional Elective- Agriculture Business Management	Module(Unit)	IKS Components Incorporated
1	FEC	25MS845	Farm Business Management	M2(U1)	Vettakkali (local registers)
2	FEC	25MS846	International Trade and Sustainability Development	M1(U1) M2(U2) M2(U3)	<p>Traditional barter systems and local trade practices in ancient Indian villages.</p> <p>Indigenous trade regulations, ethical trade norms from Arthashastra and Dharmaśāstra.</p> <p>Traditional export methods, crafts, and agro-products that were globally traded (e.g., indigo, cotton, spices).</p>
3	FEC	25MS847	Agribusiness financial Management	M1(U2) M2(U3)	<p>Ancient budgeting practices by village heads (grama sabhas), agricultural wealth assessment in Arthashastra, decision-making based on seasonal and natural cycles.</p> <p>Indigenous cooperative lending systems like kuri (rotating credit associations), chit funds, temple-based financing for agriculture, and role of local panchayats.</p>
4	FEC	25MS848	Management of Agriculture input Marketing	M2(U2)	Traditional plant protection methods using herbal pesticides, indigenous knowledge of pest and disease management in crops, and

					local pest control practices.
5	FEC	25MS850	Agri-Supply chain Management	M1(U1) M2(U2)	Ancient market systems, village haats, and community storage models (e.g., Bhandaras, Kulagar in Maharashtra) Traditional logistics, storage, and distribution strategies (Example: Traditional warehousing like bamboo silos, mud pots, or underground granaries for grain preservation).
6	FEC	25MS851	Agri-Import and Export Management	M1(U2) M2(U1) M2(U3)	Ancient Trade Systems and Agri-Technological Knowledge (e.g., Bharatiya maritime trade in spices and grains, Arthashastra-based trade policy). Traditional seed and input exchange practices; ancient food security principles from Kautilya's Arthashastra. Arthashastra's guidance on state-controlled trade and ancient guild systems (Shrenis) for structured export promotion.
7	FEC	25MS852	Agri Commodity and Futures Trading	M1(U1)	local mandi systems and Seasonal price adjustments based on local agricultural cycles
8	FEC	25MS853	Agri -entrepreneurship and Start-ups	M2(U2)	Vrikshayurveda, The Ancient Indian Science of Plant Life



DEPARTMENT OF MANAGEMENT STUDIES

APPENDIX VI

I. Details of SDG Mapped Courses in R25-C25 Curriculum

Course type	Total no of courses	Number of courses Mapped with SDGs	Percentage
Basic Science and Humanities	03	3	100%
Skill Development Courses	06	6	100%
Value Added Courses	01	1	100%
Experiential Learning Courses	03	3	100%
Management Foundation Courses	06	6	100%
Functional Core Courses	06	6	100%
Functional Elective Courses	04	4	100%
Sectoral Elective Courses (Non-Functional Areas)	04	4	100%
Open Elective Courses	01	1	100%
Multi-Disciplinary Course	02	2	100%
Total	37	37	-
Binary	04	4	-

II. List of R25-C25 Courses Mapped with SDGs along with Justification

S. No	Course Category	Course Code	Course Title	SDGs Covered	Justification
Pre-semester – I MBA					
1	VAC	25MS501	Induction/ Orientation Program	4	Ensures inclusive and equitable learning by familiarizing students with institutional structures, ethical practices, and digital tools.
				3	Supports students' physical and mental health through wellness sessions, time management, and stress relief practices
				5	Promotes respect and inclusion through awareness of diversity, anti-ragging policies, and equal opportunity frameworks.
				8	Prepares students for the world of work through exposure to placement systems, skill development, and entrepreneurship support.
				10	Strengthens support mechanisms to ensure equity in access to mentoring, guidance, and institutional resources.
2	MFC	25MS502	Fundamentals of Accounting Using Tally	4	The course enhances practical accounting skills through Tally, promoting competency-based, technology-enabled learning.
				8	Accounting knowledge improves employability and entrepreneurship, supporting economic participation and productivity.
				9	Integrating modern accounting software (Tally) fosters digital innovation and supports MSMEs and industry digitization.
				10	The skill-based approach democratizes access to financial knowledge, empowering diverse learners and promoting inclusion.
				12	The course covers financial reporting and compliance, promoting transparency, accountability, and sustainable business practices.
				16	Strengthening financial record-keeping and compliance through Tally contributes to institutional transparency and governance.
17	The course supports collaboration with industry for training and internships, building partnerships to foster capacity development.				

3	BSH	25MS503	Aptitude & Logical Reasoning	8	Enhances analytical thinking, decision-making, and problem-solving abilities, boosting employability and workplace productivity.
				9	Fosters logical and structured thinking essential for innovation and process improvement in modern industries.
				10	Equips learners from diverse backgrounds with cognitive tools to compete fairly in academic and professional environments.
				12	Encourages rational decision-making, supporting efficient resource use and responsible consumption behaviours.
				16	Promotes critical thinking and fairness, contributing to informed, ethical, and transparent decision-making in institutions.
4	BSH	25MS504	Basic Statistics using Computing Technology	8	Develops data literacy and analytical skills that enhance decision-making, productivity, and employability in the digital economy.
				9	Supports data-driven innovation and process optimization in industries by applying statistical tools through computing technology.
				10	Promotes equitable access to analytical competencies, enabling all learners to leverage data for informed decision-making.
				12	Enables evidence-based analysis of consumption patterns and resource utilization, supporting sustainable practices.
				16	Encourages the use of transparent, data-driven methods to support accountability, governance, and institutional integrity.
5	SDC	25MS505	Public Speaking	3	Builds confidence, reduces anxiety, and fosters psychological well-being through improved communication skills.
				4	Enhances effective oral communication, critical for holistic education and lifelong learning.
				6	Equips learners to advocate and raise awareness on public health issues, including water and sanitation, through effective public communication.
				9	Develops leadership and communication skills necessary for driving innovation and collaboration in industrial and organizational contexts.

				12	Empowers individuals to influence and advocate for responsible practices and sustainability through persuasive public discourse.
6	VAC	25MS506	Theory Building for Hypothesis Specification	4	Enhances critical thinking and scientific inquiry skills, promoting quality education and academic research competency.
				9	Supports the development of research-based innovations by enabling structured problem-solving and hypothesis-driven inquiry.
				16	Encourages transparent, evidence-based reasoning that strengthens integrity and ethical standards in academic and institutional practices.
				17	Fosters collaborative research and academic partnerships by promoting rigorous and methodical approaches to knowledge building.
7	SDC	25MS507	Academic Writing using Technology	4	Promotes academic literacy, research writing skills, and digital fluency, enhancing quality education and lifelong learning.
				9	Encourages the use of modern technology tools for knowledge creation and dissemination, supporting academic and industrial innovation.
				10	Provides equitable access to academic writing skills and digital tools, enabling learners from all backgrounds to contribute to knowledge.
				16	Fosters ethical writing, citation practices, and academic integrity, contributing to stronger, transparent institutions.
				17	Enhances collaboration and knowledge-sharing among academic and research communities through effective scholarly communication.
8	SDC	25MS508	Basic Coding and Programming Skills	4	Enhances digital literacy and problem-solving skills, promoting inclusive and equitable quality education.
				8	Builds competencies required for employment in the digital economy, fostering innovation and productivity.
				9	Develops foundational skills that support technological innovation, digital transformation, and industry 4.0 readiness.
				16	Encourages ethical programming practices, promotes data security awareness, and supports transparency in digital systems.
I SEMESTER-MBA					
9	MFC	25MS509	Principles of Management and Organizational Behavior	3	Promotes workplace well-being, stress management, and development of

					supportive organizational cultures.
				8	Builds leadership, teamwork, and management skills that drive inclusive, sustainable economic growth and decent work environments.
				10	Encourages inclusive management practices and policies that foster diversity, equity, and equal opportunities.
				16	Strengthens ethical leadership, transparency, and integrity, contributing to effective and accountable institutions.
				17	Fosters collaborative leadership and partnership skills, encouraging cross-sector cooperation to achieve sustainable goals.
10	MFC	25MS510 25MS511	Managerial Economics	1	Equips future managers with economic decision-making skills to support inclusive growth and poverty reduction strategies.
				4	Provides foundational economic knowledge, promoting critical thinking and informed decision-making as part of quality education.
				9	Strengthens understanding of market structures and innovation economics, helping to drive industrial and infrastructure development.
				12	Encourages economic decisions that consider sustainable resource use and responsible production-consumption patterns.
				17	Enhances ability to collaborate on economic initiatives and public-private partnerships to support sustainable development.
			(OR) Behavioral Economics	3	Helps understand and influence health-related behaviours through behavioural insights and nudging for better well-being outcomes.
				4	Enhances understanding of human behaviour in economic contexts, fostering critical thinking and informed decision-making.
				8	Promotes better workplace policies and consumer behaviour insights that drive sustainable economic growth.
				10	Provides tools to design policies that address biases and barriers, helping reduce economic and social inequalities.
				12	Supports the design of interventions that promote sustainable consumption habits and responsible production.
				16	Encourages transparency and fairness in policy-making and institutional behaviour, strengthening governance.
11	MFC	25MS512	Accounting for Managers	8	Equips managers with financial skills to enhance organizational performance,

					growth, and job creation.
				9	Promotes the use of modern accounting tools and systems that support innovation and efficient management in industries.
				12	Enhances understanding of resource allocation, cost management, and sustainable business practices.
				13	Encourages accounting for environmental costs and supports transparency in reporting climate-related impacts.
				16	Promotes ethical financial reporting and accountability, strengthening institutional integrity and governance.
		25MS513	(OR) Advanced Financial Statement Analysis	8	Equips students with tools to evaluate business performance, supporting sustainable business practices and economic decision-making.
				9	Enables data-driven analysis that supports financial innovation, investment decisions, and industrial growth.
				12	Promotes accountability through detailed financial analysis, encouraging transparent and efficient use of resources.
				16	Supports integrity and governance through accurate interpretation and ethical use of financial information.
12	BSH	25MS514	Business Statistics for Managerial Decisions	8	Enhances data-driven decision-making capabilities, improving efficiency, productivity, and fostering sustainable economic growth.
				9	Promotes analytical thinking and use of statistical tools to support innovation and operational excellence in industries.
				10	Provides statistical skills to a wide range of learners, reducing inequalities in data literacy and informed decision-making.
				12	Supports evidence-based management of resources and processes, promoting sustainability and responsible consumption patterns.
				16	Encourages transparency and accountability in managerial decisions through the use of statistical evidence.
		25MS515	(OR) Business Econometrics	8	Develops advanced analytical and forecasting skills, supporting efficient business planning and sustainable economic growth.
				9	Encourages data-driven innovations and optimization of industrial processes using econometric models.
				10	Equips learners with quantitative tools to analyze and address social and economic disparities.
				12	Supports informed policy and management decisions for sustainable resource use

					through econometric analysis.
				16	Promotes evidence-based governance, transparency, and accountability in institutional decision-making using econometric insights.
		25MS516	(OR) Statistical Techniques for Actuarial science	8	Equips professionals with risk analysis and financial forecasting skills, supporting economic resilience and stability.
				9	Applies advanced statistical methods to drive innovation in insurance, finance, and infrastructure risk management.
				12	Supports sustainability through risk modelling and planning for long-term resource allocation and responsible production.
				13	Enables actuarial analysis of climate risks and financial impacts, contributing to informed strategies for climate adaptation and mitigation.
		25MS517	(OR) Statistics for Business Intelligence	8	Enhances data-driven decision-making capabilities, improving productivity, innovation, and sustainable economic growth.
				9	Supports digital transformation and innovation in industries by enabling insights through advanced statistical techniques.
				10	Promotes data-driven strategies that address inequalities and ensure fair access to resources and opportunities.
				12	Facilitates analysis of production and consumption patterns, enabling more sustainable and efficient business practices.
				16	Fosters transparency and accountability in institutional decision-making through evidence-based insights from business intelligence.
13	BSH	25MS518	Business Mathematics	8	Business Mathematics develops analytical and quantitative skills essential for efficient decision-making, contributing to productivity and economic growth in business environments.
				9	Mathematical techniques support innovation in financial modeling, operational efficiency, and technological applications in industry and infrastructure development.
				10	Quantitative analysis taught in Business Mathematics helps assess disparities in income, opportunity, and access, supporting data-driven approaches to reducing inequalities.
				12	Mathematical models assist in optimizing resource allocation, minimizing waste, and supporting sustainable production and consumption patterns.

14	MFC	25MS519	(OR) Mathematics for Decision Science	16	Business Mathematics promotes logical reasoning, data integrity, and transparency in reporting and analysis, supporting strong, accountable institutions and fair business practices.
				8	Mathematical and data-driven decision-making skills enhance productivity, innovation, and informed strategies that promote sustainable economic growth.
		9	Advanced mathematical tools enable the development of intelligent systems, predictive analytics, and process optimizations that drive industrial innovation and resilient infrastructure.		
		10	Data science methodologies identify and address inequalities by analyzing trends and disparities, aiding in creating inclusive policies and interventions.		
		12	Mathematical models and data analytics optimize resource use, streamline supply chains, and promote sustainable consumption and production practices.		
		16	Data-driven decision science fosters transparency, accountability, and evidence-based policy-making, contributing to building strong institutions and promoting justice.		
	MFC	25MS520	Business Laws	8	Business Laws ensure fair labor practices, promote ethical business conduct, and protect worker rights, thereby fostering sustainable economic growth and decent work environments.
				9	Legal frameworks support innovation and industry growth by protecting intellectual property rights and ensuring regulatory compliance, encouraging infrastructure development.
				10	Business Laws promote equality by enforcing anti-discrimination, fair trade, and inclusive economic practices across various business operations.
				12	Laws related to consumer protection, environmental compliance, and sustainable business practices guide responsible production and consumption.
				16	A robust legal framework ensures justice, transparency, and accountability in business operations, contributing to strong institutions and a fair economic system.
		25MS521	(OR) Global Business Laws	5	Global business laws promote gender equality through international labor standards, anti-discrimination regulations, and gender-inclusive workplace policies

					across global markets.
				8	These laws uphold global standards for fair wages, labor rights, and ethical practices, fostering decent work conditions and driving inclusive economic growth worldwide.
				9	Global legal frameworks facilitate cross-border trade, protect intellectual property, and encourage innovation while supporting the growth of sustainable industrial infrastructure.
				13	International agreements and laws compel businesses to adopt environmentally responsible practices and reduce their carbon footprint, contributing to global climate action.
				16	Global business laws foster transparent, accountable, and ethical international business practices, supporting just institutions and contributing to peaceful economic relations.
15	SDC	25MS522	Managerial Communication and Lab	3	Effective communication fosters a positive work environment, reduces stress, and promotes mental well-being among employees and teams.
				4	The course enhances communication skills, digital literacy, and presentation abilities, contributing to quality education and lifelong learning.
				6	Communication strategies are critical in driving awareness and behavior change towards water conservation and sanitation practices in organizations and society.
				9	Strong managerial communication supports innovation, collaboration, and efficient organizational structures, contributing to modern industry and infrastructure development.
				12	Through effective communication, managers can promote awareness and implementation of sustainable practices, encouraging responsible consumption and production.
16	VAC	25MS523	R Basics	4	R-Basics introduces students to data analysis and programming, enhancing computational skills crucial for modern education and research.
				9	Learning R supports innovation through statistical modelling and data visualization, which are vital in R&D and infrastructure planning.
				11	R helps analyse urban data (e.g., pollution, transportation) enabling evidence-based decisions for sustainable and inclusive city

					development.
				12	Using R for data analytics aids in tracking and optimizing resource use, promoting sustainable consumption and production practices.
				17	R facilitates collaborative research and data sharing across sectors, promoting partnerships through open-source tools and reproducible analysis.
		25MS524	(OR) Python Basics	9	Python enables automation, machine learning, and software development, driving innovation and supporting smart industrial and infrastructure systems.
				12	Python is used to build tools that monitor and optimize resource use, promoting sustainable production and consumption practices.
				13	Python supports environmental data analysis and climate modeling, contributing to informed actions to combat climate change.
				17	As an open-source language, Python promotes global collaboration in education, research, and technological development toward sustainable goals.
17	MDC	25MS525	Business Environment and Public Policy	1	The course emphasizes policies and business practices that contribute to inclusive economic growth and poverty reduction through sustainable development.
				5	It promotes awareness of gender-based policies, encouraging equitable participation and representation in economic and business environments.
				10	Students analyze regulatory frameworks and public policies aimed at reducing income and opportunity disparities in society.
				13	The subject explores environmental regulations and policy measures businesses must adopt to mitigate climate change and support sustainability.
		25MS526	(OR) Applied Technologies for Management Functions	1	Technology-driven management practices help improve business efficiency and job creation, contributing to economic upliftment and poverty reduction.
				9	The course emphasizes use of emerging technologies (e.g., ERP, AI, analytics) to modernize industry operations and promote innovation.
				11	Technologies in urban planning, smart governance, and logistics improve city infrastructure and sustainable service delivery.
				12	Tech-enabled decision-making supports sustainable resource allocation, production

					efficiency, and reduced environmental impact.	
				17	The course encourages integration of technology platforms for collaboration and partnerships across sectors and regions.	
II SEMESTER-MBA						
18	FCC	25MS527	Marketing Management	8	Marketing drives demand, supports entrepreneurship, and creates employment, contributing to sustained economic growth.	
				9	The course explores innovative marketing strategies, digital platforms, and customer-focused innovations that support industrial and business development.	
				10	Inclusive marketing strategies target diverse and underserved populations, promoting equity and reducing disparities in access to goods and services.	
				12	Ethical marketing emphasizes sustainable products, consumer awareness, and responsible promotion to influence sustainable consumption patterns.	
				16	Promotes transparency, ethical branding, and responsible communication, aligning business practices with good governance and consumer trust.	
				25MS528	(OR) Marketing Strategy: Planning and Execution	8
	9	The course focuses on innovative marketing tools, digital platforms, and strategic frameworks that support industry competitiveness and modernization.				
	10	Encourages inclusive strategies that address diverse consumer needs and reduce market access barriers for marginalized communities.				
	12	Promotes marketing strategies that highlight sustainable products and services, influencing consumer behaviour toward responsible consumption.				
	17	Emphasizes collaborative marketing campaigns, strategic alliances, and partnerships across sectors and geographies for shared growth and impact.				
	19	FCC	25MS529	Human Resource Management	3	HRM promotes workplace health, safety, and employee well-being through wellness programs and supportive organizational culture.
8					HRM ensures fair recruitment, skill development, and employee retention, supporting productivity and economic growth.	
10					HRM implements inclusive policies and	

					diversity practices, helping reduce inequalities in hiring, promotion, and compensation.
				12	HR practices encourage efficient resource use, green HR initiatives, and sustainable workplace behaviors.
				16	By fostering ethical behavior, conflict resolution, and compliance, HRM supports transparent and accountable organizational governance.
		25MS530	(OR) Organizational Structures: Design, Development and Evaluation	4	The course develops understanding of organizational learning structures and promotes continuous improvement in professional and managerial education.
				8	Well-designed organizational structures enhance efficiency, job clarity, and productivity, contributing to sustainable economic growth.
				9	Supports the development of scalable and adaptive structures that foster innovation, agility, and effective industrial and business systems.
				11	Encourages organizational models for urban governance, smart services, and sustainable community-focused institutions.
				16	Promotes transparent, accountable, and ethical organizational design, aligning with principles of good governance and institutional integrity.
20	FCC	25MS531	Corporate Finance	8	Corporate finance supports effective capital allocation, investment planning, and financial management, driving business growth and job creation.
				9	Sound financial planning enables investments in innovation and infrastructure, facilitating sustainable industrial development.
				12	Promotes efficient resource utilization and cost-effective operations, aligning financial decisions with sustainability goals.
				13	Encourages climate-conscious financial decisions, green investments, and risk assessments related to environmental impacts.
				17	Involves financial collaboration, mergers, and partnerships that support cross-sectoral and global cooperation for shared economic and sustainability goals.
		25MS532	(OR) Advanced Corporate Finance	8	Advanced financial strategies enable optimal investment and capital structuring, enhancing business performance and contributing to economic development.
				9	Equips students with tools to fund innovative ventures and infrastructure

					projects, supporting sustainable industrial growth.
				12	Promotes financial decision-making that aligns with sustainability, resource optimization, and long-term value creation.
21	FCC	25MS533	Production Management	8	Enhances productivity, quality control, and process efficiency, leading to improved employment and economic performance.
				9	Focuses on efficient production systems, automation, and innovation in manufacturing, contributing to industrial development.
				11	Promotes sustainable production practices that reduce environmental impact and support eco-friendly industrial operations in urban areas.
				12	Encourages resource-efficient production planning, lean manufacturing, and waste minimization to support sustainable consumption patterns.
22	SDC-MOOC	25MS534	Website Development	4	Enhances digital literacy and technical skills, empowering learners with essential competencies for the digital economy.
				8	Facilitates self-employment, digital entrepreneurship, and increased employability in the growing tech-driven job market.
				9	Supports the development of digital infrastructure and innovative platforms for businesses, services, and e-governance.
				16	Enables transparent, accessible, and accountable digital platforms for institutions, promoting citizen engagement and good governance.
		25MS535	(OR) Content Writing	3	Content writing can be used to promote awareness on mental health, wellness, and health campaigns, contributing to informed public health communication.
				4	Enhances communication, language, and critical thinking skills essential for academic and professional success.
				6	Enables creation of impactful awareness content related to hygiene, water conservation, and sanitation practices.
				9	Supports digital communication strategies in startups and industries, enabling content-driven innovation and outreach.
		25MS536	(OR) Fundamentals of	12	Promotes awareness through informative content on sustainability, ethical consumption, and environmental responsibility.
				4	Builds essential digital literacy and cybersecurity awareness, promoting safe and informed use of technology in

			Cybersecurity		education and professional settings.
				6	Cybersecurity is crucial in protecting digital infrastructure in utilities, including water management and sanitation systems.
				9	Secures digital infrastructure, ensuring the safety of innovative technologies and industrial systems from cyber threats.
				12	Encourages secure use and disposal of digital resources and promotes ethical digital practices in system and data management.
				16	Supports digital governance, data privacy, and secure systems that uphold justice, institutional integrity, and public trust.
23	MFC	25MS537	Business Research Methods using Excel	4	Enhances analytical and research skills through practical learning, improving data literacy and decision-making capabilities.
				8	Equips learners with employable skills in data analysis and business research, supporting evidence-based planning and economic productivity.
				9	Promotes use of data-driven research for process improvement, innovation, and strategic business planning.
				12	Enables research on sustainable practices and resource optimization using real-time data analysis and Excel modelling.
				16	Encourages transparency and evidence-based policymaking by fostering data-driven decision-making in business and governance.
		25MS538	(OR) Advanced Business Research Methods and Analysis using Technology	4	Enhances advanced research and analytical skills using technology, promoting higher-order learning and informed inquiry.
				8	Prepares students for research-based roles in business, policy, and consulting, enhancing employability and innovation in the workforce.
				9	Encourages technology-driven research to support innovation, efficient processes, and strategic infrastructure development.
				12	Supports sustainable decision-making through data analysis and research on production, consumption, and resource optimization.
				16	Promotes transparency and accountability through evidence-based analysis, supporting ethical and informed institutional practices.
24	SDC	25MS539	Business Analytics using Technology	8	Enhances data-driven decision-making, improving productivity, operational efficiency, and supporting economic development and job creation.
				9	Empowers businesses with insights for

					innovation and digital transformation, contributing to smart industrial growth and infrastructure planning.
				10	Facilitates analysis of demographic and socio-economic data to support inclusive strategies and equitable resource distribution.
				12	Enables businesses to optimize processes, reduce waste, and design sustainable supply chains using analytics-driven insights.
				13	Assists in analysing environmental data and carbon footprints, supporting strategic decisions to reduce climate impact.
25	MDC	25MS540	Data Visualization Using Tableau	4	Enhances learners' ability to interpret and communicate data effectively, supporting analytical thinking and digital literacy.
				9	Supports innovation through visual analytics that aid in decision-making, business intelligence, and infrastructure planning.
				12	Enables organizations to visualize resource usage and waste patterns, promoting transparency and sustainable consumption strategies.
				17	Facilitates data-driven collaboration and reporting among stakeholders, fostering transparency and global partnerships for sustainable development.
		25MS541	(OR) Data Visualization Using Power BI	4	Builds data literacy and analytical thinking through interactive dashboards and reports, enhancing educational and professional skills.
				8	Improves business decision-making and performance tracking, contributing to productivity and economic advancement.
				9	Supports digital transformation and data-driven innovation across industries by enabling scalable, real-time analytics.
				12	Aids in visualizing consumption patterns and operational efficiency, encouraging sustainable practices and informed resource use.
				17	Enables collaborative data sharing, reporting, and performance tracking, fostering global and cross-sectoral partnerships for development.
Pre Semester-II MBA					
26	EL	25MS605	Summer Internship and Viva-Voce	4	The SIP ensures practical application of academic knowledge, enhancing the quality of management education through experiential learning and skillbuilding.
				8	By providing real-world corporate exposure and opportunities for Pre-Placement Offers (PPOs), the course

					supports career development and employability.
				9	Interns work on real-time organizational problems, promoting innovation and exposing them to modern industrial practices and infrastructure.
				12	Students are often exposed to sustainability practices and efficiency strategies in industry, promoting responsible business operations.
				17	The program fosters collaboration between academia and industry, strengthening partnerships that align educational goals with market needs.
27	SDC	25MS606	Research Presentation and Publication	4	Enhances students' research skills, contributing to high quality, globally relevant education.
				9	Fosters innovative research and methodologies, supporting advancements in industries and infrastructure.
				10	Provides equal access to research resources, helping bridge academic and professional gaps.
				16	Encourages transparency, ethics, and integrity in academic research and publications.
				17	Promotes collaboration among students, faculty, and industry, supporting knowledge-sharing partnerships.

MBA-III SEMESTER

28	FCC	25MS601	Entrepreneurship Development	2	Promotes agri-entrepreneurship and food-tech ventures that can contribute to improved food security and sustainable agricultural practices.
				8	Encourages new venture creation, self-employment, and innovation-led job opportunities, contributing directly to economic growth.
				9	Fosters innovation and supports development of start-ups that contribute to industrial diversification and modernization.
				10	Empowers underrepresented groups (e.g., women, rural populations) through inclusive entrepreneurship training and opportunities.
				11	Supports urban innovation and smart solutions through start-ups that enhance community services and sustainability.
				12	Encourages development of eco-friendly products and services, promoting circular economy and sustainable business models.
				13	Drives climate-conscious entrepreneurship and green business innovations that address

					environmental and climate challenges.
		25MS602	(OR) Managing New Ventures	8	Focuses on building and scaling startups, creating employment opportunities, and driving sustainable economic growth.
				9	Encourages innovation and supports the development of new business models and technological solutions that strengthen industry.
				12	Guides ventures to adopt sustainable practices, minimize waste, and align operations with environmental and social responsibility.
				13	Promotes green entrepreneurship and innovations that address climate-related issues through sustainable business practices.
				16	Emphasizes ethical governance, legal compliance, and responsible leadership in venture creation and management.
29	FCC	25MS603	Project Management	8	Enhances planning, execution, and monitoring skills that improve productivity, efficiency, and job creation in various sectors.
				9	Supports structured implementation of innovative and infrastructure projects through systematic project lifecycle management.
				11	Enables management of urban development, housing, and public infrastructure projects in alignment with sustainability goals.
				12	Promotes resource optimization, waste minimization, and sustainable practices throughout the project lifecycle.
				13	Encourages the integration of climate risk, environmental impact, and mitigation strategies in project planning and execution.
		25MS604	(OR) Corporate Strategies	5	Promotes inclusive leadership and strategic HR policies that support gender equity in decision-making and organizational growth.
				8	Encourages strategic planning for sustainable business growth, competitiveness, and long-term employment generation.
				10	Involves strategies to ensure inclusive stakeholder engagement, equitable resource distribution, and access to opportunities.
				12	Focuses on integrating sustainability into business strategies, encouraging ethical sourcing, production, and value chain practices.
				17	Highlights the importance of alliances, mergers, and cross-sectoral collaborations

in achieving global strategic objectives.

MBA-IV SEMESTER

30	OE/MOOC	25MS607	MOOC/ONLINE/HYBRID	10	Focuses on designing inclusive policies that address income, regional, gender, and social disparities.	
				13	Involves the formulation of policies that support climate resilience, environmental protection, and sustainable development.	
				16	Promotes governance frameworks, legal systems, and institutional integrity for transparent, accountable, and fair public administration.	
				17	Emphasizes intergovernmental and cross-sectoral collaboration in policy-making to achieve integrated and sustainable development outcomes.	
			25MS608	(OR) Intellectual Property Rights	3	IPR protects innovations in healthcare and pharmaceuticals, promoting investment in research for better health outcomes.
					8	Encourages innovation and entrepreneurship by legally securing business ideas, thereby supporting economic growth and job creation.
					9	Protects industrial and technological innovations, incentivizing R&D and fostering a culture of innovation.
					10	Ensures that creators from all backgrounds can protect and benefit from their intellectual contributions, promoting inclusive economic participation.
					12	Encourages sustainable product design and innovation through protection of eco-friendly technologies and ethical branding.
			25MS609	(OR) Stress Management	3	Stress management directly supports mental health, emotional balance, and overall well-being, contributing to healthier individuals and workplaces.
					5	Promotes inclusive mental health support, recognizing and addressing stress factors specific to different genders.
					8	Reduces workplace burnout and enhances employee productivity, job satisfaction, and retention, fostering a healthier work environment.
					10	Addresses stress linked to social and economic disparities, promoting equal access to wellness resources and support systems.
					12	Encourages balanced work-life practices and mindful living, contributing to more sustainable lifestyle and consumption behaviors.
			25MS610	(OR)	4	Educates individuals on physical, mental,

			Health and Wellbeing Management		and emotional well-being, promoting lifelong learning and health literacy.
				8	Enhances workforce productivity and reduces absenteeism by promoting healthy workplace practices and employee wellness programs.
				9	Supports development of health-tech innovations and infrastructure that improve access to wellness and preventive care.
				10	Promotes equitable access to health and wellness resources, addressing disparities across different socio-economic and demographic groups.
		25MS611	(OR) Strategic Development Goals	-	-
31	EL- Experiential Learning	25MS612	Management Thesis	4	Encourages applied research, critical thinking, and lifelong learning practices.
				8	Enables innovation, entrepreneurial skills, and research-driven business solutions.
				9	Promotes research-based innovation and development of practical business solutions.
				12	Focuses on ethical standards and sustainable business practices in research.
				17	Encourages academic-industry collaboration and dissemination of knowledge.
32	EL	25MS613	Scholarly Research Paper Presentation and Publication	4	The course promotes high-quality, research-based education by encouraging students to produce and publish scholarly work, contributing to lifelong learning.
				8	By developing advanced research, analytical, and publishing skills, the course prepares students for professional growth in academia, industry, or consultancy.
				9	Students contribute to innovation through interdisciplinary research and publication, enhancing academic and industry research infrastructure.
				17	The course fosters collaboration with faculty, researchers, and industry experts, encouraging knowledge-sharing and cross sector partnerships.
		25MS614	(OR) Establishment of Startup	4	Provides experiential learning, skill development, and entrepreneurial knowledge essential for creating and managing start-ups.
				5	Encourages women entrepreneurship and promotes equal opportunity in start-up creation and leadership roles.
				8	Drives job creation, innovation, and sustainable economic development through new business ventures.

				9	Supports development of innovative products, services, and technologies, contributing to industrial diversification and growth.
				17	Fosters collaboration with mentors, investors, industry, and academia to support the start-up ecosystem and sustainable development goals.
		25MS615	(OR)Management Consultancy/Sponsored Research Project	4	The course provides hands-on learning and skill-building, enhancing practical knowledge for students in a real-world context.
				8	By engaging in consultancy and research, students develop entrepreneurial skills, contributing to economic growth and employment.
				9	Students work on innovative business solutions, encouraging sustainable business models and infrastructure development.
				10	The course focuses on inclusive business practices, addressing challenges in diverse sectors and promoting equal opportunities.
				17	Emphasizes collaboration with industry and research partners, fostering strategic partnerships for achieving SDGs.
		25MS616	(OR) Patent Publication/Grant	4	Enhances students' knowledge of IPR, research, innovation, and legal aspects through applied learning.
				8	Encourages innovation and entrepreneurship, fostering economic activity through patent commercialization.
				9	Promotes R&D, technology development, and patent creation which are essential for industrial innovation.
				17	Involves collaboration with incubators, mentors, industry partners, and government for patent filing and grants.

Functional Elective Courses (Basket): Marketing

1	FEC	25MS801	Marketing Research and Decision Making	4	Enhances analytical thinking, research skills, and informed decision-making, contributing to holistic and practical business education.
				8	Supports data-driven business strategies that improve market performance, consumer satisfaction, and employment outcomes.
				9	Drives innovation by identifying market needs, guiding product development, and improving industrial competitiveness through research.
				12	Informs sustainable marketing strategies by understanding consumer behavior, encouraging ethical consumption and production practices.
				16	Promotes transparency and ethical practices in data collection, interpretation,

					and decision-making processes in marketing.
2	FEC	25MS802	Services Marketing	5	Encourages inclusive service strategies that cater to diverse customer groups, promoting equal representation and empowerment in service sectors.
				8	Enhances customer-centric service models, boosting job creation, service quality, and business growth in the service economy.
				9	Promotes digital and innovative service delivery methods, improving infrastructure in sectors like education, healthcare, and finance.
				11	Supports the development of efficient, people-centered urban services (e.g., transport, tourism, public utilities), enhancing city livability.
				12	Encourages sustainable service offerings and ethical marketing to influence consumer behavior toward environmentally responsible choices.
3	FEC	25MS803	Consumer Behavior Analysis for Marketing Strategy	4	Develops analytical and critical thinking skills by understanding consumer psychology and decision-making processes.
				10	Helps design inclusive marketing strategies by analyzing the behavior of diverse consumer groups, ensuring equitable access and representation.
				12	Encourages sustainable marketing by promoting eco-friendly products and influencing consumer choices toward responsible consumption.
				13	Supports the development of green marketing strategies and encourages climate-conscious consumer behavior.
				17	Promotes collaboration between businesses, researchers, and policymakers to align marketing strategies with sustainable development goals.
4	FEC	25MS804	Strategic Marketing Communication	8	Enhances brand visibility and market reach, contributing to business growth, job creation, and economic development.
				9	Promotes the use of innovative communication channels and digital platforms to support industrial competitiveness and innovation.
				10	Enables inclusive messaging strategies that cater to diverse audiences, reducing disparities in access to information and opportunities.
				12	Encourages ethical communication and promotion of sustainable products, influencing consumer awareness and responsible behavior.
				16	Reinforces transparency, ethical

					communication, and trust-building between organizations and stakeholders, supporting institutional integrity.
5	FEC	25MS805	Digital marketing	4	Develops digital literacy and marketing skills, equipping learners with competencies relevant for modern business environments.
				8	Facilitates entrepreneurship, e-commerce, and digital employment opportunities, driving economic growth and innovation.
				9	Promotes the adoption of digital technologies and platforms that transform business operations and marketing strategies.
				12	Enables data-driven campaigns to raise awareness about sustainable products and promote responsible consumer behavior.
				17	Encourages global outreach, collaboration, and digital partnerships through integrated online marketing and communication strategies.
6		25MS806	Marketing Analytics	4	Enhances analytical, technical, and data-driven decision-making skills essential for marketing professionals in the digital era.
				8	Supports performance optimization, customer targeting, and campaign efficiency, contributing to business growth and job creation.
				9	Promotes innovation by leveraging data to improve marketing strategies, product development, and customer experience.
				12	Enables analysis of consumer behavior and market trends to support sustainable product choices and ethical marketing practices.
7	FEC	25MS807	Brand Management	8	Teaches strategies for building strong brands that drive demand, create jobs, and boost economic growth through competitive markets.
				9	Encourages innovative branding approaches and supports industry competitiveness, fostering sustainable industrial growth.
				12	Promotes ethical branding that communicates responsible production, sustainability practices, and informed consumption.
				16	Reinforces transparent, ethical, and responsible branding practices that build trust, reduce misinformation, and support fair markets.
8		25MS808	Strategic Retail Management	8	Develops retail strategies that create jobs, stimulate local economies, and ensure fair labour practices.
				9	Encourages adoption of innovative retail technologies and efficient supply chain

	FEC				infrastructure.
				11	Focuses on retail planning that supports urban development, accessibility, and community needs.
				12	Promotes sustainable sourcing, ethical retail practices, and consumer awareness for responsible buying.
				16	Emphasizes transparent, ethical retail operations that build trust and support fair market practices.
9	FEC	25MS809	Global Marketing	1	Expands markets for local producers, supporting income generation and poverty reduction through global trade.
				7	Promotes marketing strategies for clean energy products and encourages adoption in diverse markets.
				8	Drives international trade, creates jobs, and supports sustainable economic growth.
				11	Encourages marketing practices that consider local urban needs and sustainable community development.
				12	Advocates for ethical, sustainable marketing of products to promote responsible global consumption patterns.
10	FEC	25MS810	Sales Management	5	Promotes inclusive sales practices, equal opportunities, and gender-diverse sales teams.
				9	Encourages innovative sales strategies and supports industrial growth through effective distribution.
				10	Trains on inclusive selling approaches that address diverse customer needs and reduce market inequalities.
				11	Develops localized sales strategies supporting community-based businesses and urban accessibility.
				12	Emphasizes ethical sales techniques that encourage sustainable and informed consumer choices.
Functional Elective-Finance					
1	FEC	25MS811	Research for Financial Decisions	4	Builds advanced analytical and research skills for sound financial decision-making and lifelong learning.
				8	Supports better financial planning and investment decisions that drive sustainable economic growth.
				9	Promotes research into financing innovations and infrastructure development through informed analysis.
				10	Equips learners to design inclusive financial strategies that address economic disparities.
				12	Enables evaluation of investments for sustainable production and consumption practices.
				16	Supports transparent, ethical, and evidence-

					based financial decisions strengthening institutions.
				17	Fosters collaboration across sectors through shared financial research insights and best practices.
2	FEC	25MS812	Investment Analysis and Financial Management	9	Trains students to allocate capital strategically to support industrial growth and innovative enterprises.
				12	Encourages sustainable investing practices that consider ethical production and long-term impacts.
				13	Promotes analysis of green investments and portfolios aligned with climate change mitigation goals.
				17	Emphasizes collaborative investment approaches and global financial partnerships for sustainable development.
3	FEC	25MS813	Sustainable Finance	4	Equips learners with knowledge of sustainable financial principles and responsible investing.
				9	Supports financing for innovative, sustainable industries and resilient infrastructure.
				13	Focuses on funding strategies and financial instruments that address climate change challenges.
4	FEC	25MS814	Business Valuation	8	Supports informed investment and growth decisions that create jobs and stimulate economies.
				9	Encourages valuation of innovative businesses and infrastructure projects to attract capital.
				10	Promotes fair valuation practices that support equitable access to capital for diverse businesses.
				12	Integrates sustainability factors into valuation, encouraging responsible business practices.
				16	Reinforces transparency, accountability, and ethical standards in business valuation processes.
				17	Facilitates cross-sector collaboration through standardized, trustworthy valuation practices.
5	FEC	25MS815	Behavioural Finance	8	Behavioral Finance improves understanding of investor behavior, leading to better financial decision-making, reduced speculative bubbles, and more stable, sustainable economic growth.
				9	By analyzing cognitive biases and market inefficiencies, Behavioral Finance promotes innovative financial products and risk management strategies that strengthen financial infrastructure.
				16	It encourages ethical financial practices and better regulatory design to reduce fraud and

					market manipulation, supporting strong and transparent financial institutions.
6	FEC	25MS816	Financial Derivatives	2	Derivatives markets (like commodity futures) help farmers and agribusinesses hedge price risks, ensuring stable incomes and food supply, contributing to food security.
				8	Derivatives support economic growth by enabling businesses to manage financial risks effectively, stabilizing profits and encouraging investment and employment.
				13	Weather derivatives and carbon trading instruments help manage climate-related financial risks and incentivize lower carbon emissions, supporting climate adaptation and mitigation.
7	FEC	25MS817	Fintech (Financial Technology)	4	Fintech promotes financial literacy through digital platforms, making financial education more accessible and inclusive.
				9	Fintech drives innovation in financial services, enhances efficiency, and strengthens digital financial infrastructure.
				13	Green fintech solutions enable sustainable investing, carbon tracking, and financing for climate-friendly projects, supporting climate goals.
8	FEC	25MS818	Financial Analytics	4	Financial Analytics promotes advanced data-driven financial literacy and analytical skills, supporting education in modern finance.
				8	It improves business decision-making and resource allocation, boosting productivity, profitability, and sustainable economic growth.
				9	Enables innovative financial solutions and risk management systems that strengthen industry competitiveness and financial infrastructure.
				17	Facilitates data-sharing and collaborative financial strategies among stakeholders, improving transparency and partnership effectiveness in achieving SDGs.
Functional Elective-HR					
1	FEC	25MS819	Research for HRM Decisions	4	Encourages evidence-based HR training and development programs that enhance employee learning and organizational knowledge.
				5	Supports research into equitable HR policies, helping eliminate gender bias in recruitment, pay, and promotion practices.
				8	Improves workforce planning and management, leading to higher productivity, better working conditions, and sustainable economic growth.
				10	Informs inclusive HR strategies to reduce workplace discrimination and ensure equal

					opportunities for all employees.
				16	Promotes transparent, ethical, and fair HR practices, strengthening institutional integrity and trust.
2	FEC	25MS820	Leadership & People Management	3	Encourages supportive leadership practices that promote employee mental health, well-being, and work-life balance.
				4	Develops essential leadership and management skills through structured learning, fostering lifelong learning opportunities.
				5	Promotes inclusive leadership styles and equitable people management practices that advance gender equality in workplaces.
				8	Enhances organizational effectiveness and employee engagement, driving productivity and sustainable economic growth.
3	FEC	25MS821	Talent Management & Succession Planning	3	Promotes employee well-being by planning for manageable workloads, career growth, and reducing stress through clear succession paths.
				5	Supports equitable talent pipelines and fair succession planning that ensure women and underrepresented groups have equal opportunities for leadership roles.
				10	Encourages inclusive HR strategies that reduce disparities in career advancement and ensure equal opportunities for all employees.
4	FEC	25MS822	Industrial Relations & Labour Laws	1	Ensures fair wages and social security for workers, reducing poverty and improving living standards.
				8	Promotes fair labour practices, safe working conditions, and productive employer–employee relations that drive sustainable economic growth.
				9	Strengthens industrial harmony and stability, supporting resilient and innovative industrial development.
				10	Advocates for non-discriminatory labour policies that reduce income and opportunity inequalities across worker groups.
				16	Establishes fair, transparent, and enforceable labour laws that uphold justice and strengthen institutional integrity.
5	FEC	25MS823	Compensation & Reward Systems	5	Promotes fair and equitable pay structures, helping to close gender pay gaps and ensure equal compensation for equal work.
				8	Motivates employees through fair rewards, improving productivity, job satisfaction, and contributing to sustainable economic growth.
				10	Supports transparent, equitable

					compensation practices that reduce income disparities within organizations and across social groups.
6	FEC	25MS824	Cross Cultural Management	4	Builds intercultural competence and global management skills through structured learning, promoting lifelong education.
				8	Enhances organizational effectiveness in diverse environments, boosting productivity and fostering inclusive workplaces.
				10	Encourages respect for diversity and inclusion, reducing discrimination and promoting equal opportunities in global organizations.
				16	Promotes understanding, tolerance, and ethical practices across cultures, strengthening institutional integrity and conflict resolution.
				17	Supports effective collaboration across borders, industries, and cultures to achieve shared sustainability goals.
7	FEC	25MS825	AI for HRM	9	AI for HRM drives innovation in HR processes through automation, advanced analytics, and data-driven decision-making, strengthening organizational infrastructure and competitiveness.
				17	Facilitates better collaboration and knowledge-sharing across organizations and sectors by using AI-powered HR tools for effective talent management and global teamwork.
8	FEC	25MS826	HR Analytics	4	Develops analytical skills and data-driven HR decision-making capabilities, supporting lifelong learning and professional development.
				5	Enables analysis of gender disparities in hiring, pay, and promotion, supporting strategies to close gaps and promote equality.
				8	Improves workforce planning, employee engagement, and productivity through data-driven insights, fostering sustainable economic growth.
				9	Encourages adoption of advanced analytics and innovative HR technologies, strengthening organizational systems and infrastructure.
				10	Supports fair and inclusive HR policies by identifying and addressing biases and inequalities in the workforce.
Functional Elective-Operations and supply chain management					
1	FEC	25MS827	Supply chain Analytics	8	Enhances supply chain efficiency and resilience, supporting business growth, job creation, and sustainable economic development.
				9	Promotes data-driven innovation in supply

					chain management, strengthening industrial competitiveness and modern infrastructure.
				12	Optimises resource use, reduces waste, and supports sustainable sourcing and production practices through data-driven insights.
2	FEC	25MS828	Global Supply chain Management	8	Supports global trade efficiency, creates jobs, and promotes fair labour practices across supply chains, driving sustainable economic growth.
				9	Enhances global logistics infrastructure and fosters innovation in supply chain technologies and practices.
				12	Promotes sustainable sourcing, waste reduction, and efficient resource use throughout the global supply chain.
				13	Encourages carbon footprint reduction through green logistics, route optimisation, and sustainable transport solutions.
				17	Strengthens international collaboration among suppliers, manufacturers, and distributors to achieve shared sustainability goals.
3	FEC	25MS829	Competitive Manufacturing	3	Promotes safe manufacturing practices and worker well-being through improved workplace standards and ergonomics.
				5	Encourages inclusive policies and equal opportunities for women in manufacturing roles and leadership positions.
				8	Drives productivity, job creation, and sustainable economic growth through efficient, high-quality manufacturing practices.
				9	Supports development of advanced manufacturing technologies and robust industrial infrastructure.
				12	Encourages efficient use of resources, waste minimisation, and sustainable production processes.
				13	Supports adoption of low-carbon technologies and processes to reduce environmental impact and combat climate change.
4	FEC	25MS830	Technology Management	8	Enhances organizational productivity and competitiveness by effectively leveraging technology, driving sustainable economic growth.
				9	Promotes development and adoption of innovative technologies, strengthening industrial capacity and infrastructure.
				11	Supports smart technologies and sustainable solutions for urban planning,

					transport, and infrastructure.
				12	Encourages efficient use of resources and sustainable production processes through technological innovation.
				17	Fosters collaboration across industries, governments, and academia to develop and deploy technologies that address global challenges.
5	FEC	25MS831	Quality Management and Business Process Improvement	8	Improves operational efficiency and employee productivity, supporting sustainable economic growth and job quality.
				9	Encourages adoption of innovative quality management practices and robust business processes that strengthen industrial competitiveness.
				12	Promotes efficient resource use, waste reduction, and sustainable production through continuous process improvement.
				17	Supports collaboration between organisations and industries to share best practices and drive collective improvements in quality and sustainability.
6	FEC	25MS832	Operations Strategy	3	Ensures safe, healthy, and ergonomic operational practices that prioritise worker well-being.
				4	Equips professionals with strategic planning and operational management skills, fostering lifelong learning.
				6	Encourages efficient water use and sustainable wastewater management in operational processes.
				7	Supports integration of renewable energy and energy-efficient practices in operations.
				11	Promotes efficient, resilient, and sustainable operational practices that reduce urban environmental impacts.
				12	Focuses on waste reduction, resource optimisation, and sustainable supply chain strategies.
				13	Drives operational choices that lower carbon emissions and improve environmental sustainability.
7	FEC	25MS833	Enterprise Resource Planning	8	Improves organisational efficiency and decision-making, leading to productivity gains, cost savings, and sustainable economic growth.
				9	Integrates business processes with advanced technologies, strengthening industrial competitiveness and modern infrastructure.
				12	Enables better resource planning and inventory management, reducing waste and promoting sustainable production practices.
8	FEC			4	Builds creative problem-solving and

		25MS834	Innovation and New Product Development		innovation skills through structured learning, supporting lifelong education.
				8	Drives competitiveness, job creation, and sustainable economic growth through continuous innovation.
				9	Encourages development of advanced technologies and processes, strengthening industrial capacity and infrastructure.
				12	Supports design of sustainable products with efficient resource use and minimal environmental impact.
				17	Promotes collaboration among businesses, academia, and governments to co-develop innovative, sustainable solutions.
Functional Elective- Data Science & Analytics courses					
1	FEC	25MS835	Database Management Systems	8	Enhances organisational efficiency and informed decision-making, boosting productivity and supporting sustainable economic growth.
				9	Provides robust, reliable data infrastructure critical for innovation and modern industrial systems.
				12	Supports data-driven optimisation of resources and reduction of waste through better planning and monitoring.
				16	Ensures secure, transparent, and reliable data management practices that strengthen institutional integrity and governance.
				17	Facilitates data sharing and integration across organisations, enabling better collaboration to achieve shared sustainability goals.
2	FEC	25MS836	Advanced Data Visualization using Python	8	Enhances data-driven decision-making skills, boosting organisational efficiency and supporting sustainable economic growth.
				9	Enables innovative visual analytics solutions that strengthen industrial processes and digital infrastructure.
				12	Supports monitoring and optimisation of resource use through clear, actionable visual insights.
				13	Facilitates analysis and communication of climate data, helping design effective mitigation and adaptation strategies.
				16	Promotes transparency and accountability by making complex data understandable for better governance and policy decisions.
3	FEC	25MS837	AI for Business Analytics and Decisions	8	Enhances productivity and informed decision-making, supporting sustainable business growth and employment.
				9	Drives adoption of advanced AI technologies, fostering industrial innovation and strengthening digital infrastructure.
				12	Enables optimization of supply chains and

					resource use through predictive analytics, reducing waste.
				13	Supports data-driven strategies for emissions reduction, energy efficiency, and climate risk management.
				17	Facilitates cross-sector collaboration through shared data insights and AI-powered decision tools to achieve sustainability goals.
4	FEC	25MS838	Data Mining Techniques for Business	8	Supports better business strategies and market insights, driving productivity, competitiveness, and sustainable economic growth.
				9	Enables innovation by uncovering patterns and trends that strengthen industrial processes and technological infrastructure.
				12	Helps optimise resource use and reduce waste by providing actionable insights into consumption and production patterns.
				13	Supports analysis of environmental data to develop effective climate mitigation and adaptation strategies.
				17	Facilitates data-driven collaboration and knowledge sharing among organisations to address global challenges.
5	FEC	25MS839	Big data Analytics for Decision Making	8	Enhances strategic decision-making, improving productivity, competitiveness, and supporting sustainable economic growth
				9	Drives technological innovation and strengthens data infrastructure for more resilient industries.
				12	Enables analysis of consumption and production patterns to optimise resource use and minimise waste.
				13	Supports climate modelling and risk assessment, informing effective mitigation and adaptation strategies through large-scale data analysis.
				17	Promotes data sharing and collaborative analytics among stakeholders to address complex global challenges together.
6	FEC	25MS840	Machine Learning for Business Analytics	8	Improves business efficiency and decision-making, driving productivity, competitiveness, and sustainable economic growth.
				9	Encourages adoption of cutting-edge technologies, fostering innovation and building robust digital infrastructure.
				12	Supports optimisation of supply chains and production processes, reducing waste and promoting sustainable practices.
				13	Enables predictive modelling for environmental impact, supporting climate risk management and mitigation strategies.
				17	Facilitates data-driven collaboration among

					businesses, governments, and research institutions to achieve shared sustainability objectives.
7	FEC	25MS841	Text and Sentiment Analytics	4	Builds analytical and interpretive skills, enabling learners to derive meaningful insights from unstructured text data.
				8	Enhances customer understanding and business strategies, driving productivity, competitiveness, and sustainable growth.
				10	Identifies biases and discriminatory language in communications, supporting efforts to promote inclusion and reduce inequalities.
				16	Supports monitoring of public sentiment for early warning of conflict, promotes transparency, and improves governance through data-driven insights.
				17	Enables better communication, shared understanding, and collaboration across organisations and sectors to achieve sustainability goals.
8	FEC	25MS842	Web Analytics	8	Improves business performance and marketing effectiveness, boosting competitiveness, customer engagement, and sustainable economic growth.
				9	Encourages adoption of digital technologies and data-driven strategies, strengthening industrial and technological infrastructure.
				11	Supports digital platforms for smart city services and citizen engagement, enhancing urban sustainability and quality of life.
				12	Supports digital platforms for smart city services and citizen engagement, enhancing urban sustainability and quality of life.
				17	Facilitates data-driven collaboration between businesses, governments, and other stakeholders to achieve shared sustainability objectives.
9	FEC	25MS843	Deep Learning for Business Insights	3	Supports healthcare analytics (e.g., patient diagnostics, public health trends), improving health outcomes and service delivery.
				8	Supports healthcare analytics (e.g., patient diagnostics, public health trends), improving health outcomes and service delivery.
				9	Encourages adoption of cutting-edge AI technologies, fostering innovation and strengthening industrial and digital infrastructure.
				12	Enables optimisation of supply chains and production processes, reducing waste and promoting sustainable practices through data-driven insights.
				13	Supports climate modelling and

					forecasting, enabling effective mitigation and adaptation strategies with advanced predictive analytics.
Sectoral Elective-Agriculture Business Management					
1	SE	25MS844	Food Technology and Processing Management	2	Enhances food preservation, safety, and distribution efficiency, reducing losses and improving food security.
				3	Ensures food safety and nutrition through improved processing standards and quality control.
				6	Promotes water-efficient processing methods and wastewater treatment to reduce water pollution.
				7	Encourages adoption of energy-efficient and renewable energy technologies in food processing.
				12	Reduces food waste, optimises resource use, and supports sustainable production and packaging practices.
				13	Lowers greenhouse gas emissions through energy-efficient processes and sustainable sourcing in the food industry.
				14	Reduces marine pollution from food processing waste and promotes sustainable practices to protect aquatic ecosystems.
2	SE	25MS845	Farm Business Management	2	Improves farm productivity, profitability, and sustainability, ensuring better food security and farmer incomes.
				8	Supports rural employment, entrepreneurial opportunities, and sustainable economic growth in the agricultural sector.
				11	Strengthens rural–urban linkages by ensuring reliable, sustainable food supply chains for growing urban populations.
				12	Encourages efficient resource use, waste reduction, and sustainable farming practices.
				13	Supports adoption of climate-smart agriculture practices that reduce emissions and build resilience to climate change.
3	SE	25MS846	International Trade and Sustainability Development	2	Promotes fair and efficient trade in agricultural products, improving global food distribution and food security.
				8	Expands market access, supports exports, and stimulates sustainable economic growth and employment opportunities.
				9	Encourages development of trade infrastructure and innovative practices that strengthen global supply chains.
				13	Supports trade policies that incentivise low-carbon technologies and climate-friendly production methods.
				16	Promotes fair, transparent, and rules-based trade systems that strengthen global governance and reduce conflict.
				17	Fosters international cooperation and trade

					partnerships to achieve shared sustainability goals.
4	SE	25MS847	Agribusiness financial Management	1	Improves access to credit and sound financial planning for farmers and agribusinesses, helping lift rural communities out of poverty.
				8	Supports sustainable growth in the agricultural sector by improving profitability, investment, and job creation.
				9	Strengthens rural financial infrastructure and encourages adoption of innovative financial tools for agribusiness.
				12	Promotes sustainable farming investments and efficient resource use through sound financial planning and risk management.
5	SE	25MS848	Management of Agriculture input Marketing	2	Ensures timely and efficient delivery of quality agricultural inputs, boosting farm productivity and food security.
				7	Promotes marketing and adoption of clean energy inputs such as solar pumps and biofuels for sustainable farming.
				8	Enhances agribusiness efficiency and creates rural employment through better input supply chains.
				12	Encourages sustainable input use (like fertilisers, seeds, and pesticides) to minimise environmental impact and optimise resource use.
6	SE	25MS849	Food Retail Management	2	Improves food distribution efficiency and access, reducing food insecurity and supporting equitable supply.
				3	Ensures food safety standards and promotes healthier food options for consumers.
				8	Creates employment opportunities and supports sustainable growth in the retail and supply chain sectors.
				9	Encourages adoption of modern retail technologies and infrastructure to improve supply chain efficiency.
				13	Supports reduction of food waste and adoption of low-carbon logistics and packaging solutions to mitigate environmental impact.
7	SE	25MS850	Agri-Supply chain Management	1	Improves farmer incomes by reducing post-harvest losses, ensuring fair pricing, and strengthening market access.
				2	Enhances food availability and security through efficient, reliable distribution systems that minimise waste.
				8	Creates employment opportunities along the supply chain, supporting rural economies and sustainable growth.
				9	Develops resilient logistics, storage, and processing infrastructure to strengthen agricultural value chains.

				11	Ensures sustainable food supply systems linking rural producers with urban consumers, reducing food deserts and improving resilience.
				12	Reduces waste and promotes efficient resource use through optimised logistics and sustainable sourcing.
				17	Strengthens collaboration among farmers, businesses, governments, and NGOs to improve supply chain sustainability and achieve shared goals.
8	SE	25MS851	Agri-Import and Export Management	2	Improves global food distribution and availability by facilitating efficient trade in agricultural products.
				8	Expands market access for farmers, increases exports, and stimulates sustainable economic growth and rural employment.
				9	Strengthens trade-related infrastructure, logistics, and technology to support efficient agri-trade systems.
				12	Encourages sustainable sourcing, reduces food waste in transit, and promotes environmentally responsible trade practices.
				17	Fosters international cooperation and trade partnerships to enhance food security and achieve shared sustainability goals.
9	SE	25MS852	Agri Commodity and Futures Trading	2	Helps farmers manage price risks, ensuring stable incomes and encouraging consistent food production and supply.
				8	Enhances market efficiency and transparency, boosting investor confidence and supporting sustainable economic growth in agriculture.
				9	Strengthens financial infrastructure and promotes innovative risk management tools for the agricultural sector.
				12	Encourages better planning and resource use by providing price signals that reduce waste and inefficiencies.
				17	Supports collaboration among producers, traders, and policymakers to develop fair, transparent, and sustainable trading systems.
10	SE	25MS853	Agri -entrepreneurship and Startups	1	Empowers rural communities through income generation, reducing poverty by creating new business opportunities in agriculture.
				2	Encourages innovative solutions to boost agricultural productivity, improve food distribution, and enhance food security.
				5	Promotes inclusive entrepreneurship by supporting women-led agri-businesses and ensuring equal access to resources and markets.

				8	Drives job creation and economic diversification in rural areas, fostering sustainable economic growth.
				9	Supports development of innovative technologies, services, and infrastructure to strengthen the agricultural sector.
				12	Encourages sustainable farming practices and resource-efficient production through innovative business models.
Sectoral Elective-Hospital Management					
1	SE	25MS854	Hospital Planning and Organization	3	Ensures accessible, high-quality healthcare services through effective hospital design and management, improving patient outcomes.
				9	Promotes development of advanced healthcare infrastructure and adoption of innovative medical technologies.
				11	Supports integrated healthcare planning within urban development to ensure equitable access and community well-being.
				13	Encourages energy-efficient, low-carbon hospital designs and operations to reduce environmental impact.
				16	Strengthens health governance and management practices to ensure transparency, accountability, and equitable service delivery.
2	SE	25MS855	Digital Transformation for Healthcare	3	Digital Transformation for Healthcare
				9	Promotes adoption of innovative digital technologies, strengthening healthcare infrastructure and systems.
				10	Expands access to quality healthcare services for underserved and remote populations, reducing healthcare disparities.
				16	Enhances transparency, accountability, and efficiency in healthcare administration and governance through digital systems.
				17	Facilitates collaboration among governments, healthcare providers, and technology partners to improve health outcomes and achieve shared sustainability goals.
3	SE	25MS856	Healthcare Delivery Systems and Policy	3	Ensures healthy lives and promotes well-being by improving access, quality, and equity in healthcare delivery systems and supporting policies for universal health coverage.
				9	Supports building resilient infrastructure and fostering innovation through improved health system design, technology adoption, and efficient healthcare policies.
4	SE	25MS857	Epidemiology and Bio-Statistics	3	Strengthens capacity for early warning, risk reduction, and management of health risks through data-driven disease surveillance

					and control.
				6	Supports safe water and sanitation goals by analyzing and monitoring water-borne disease patterns to inform public health interventions.
				10	Supports safe water and sanitation goals by analyzing and monitoring water-borne disease patterns to inform public health interventions.
				11	Promotes sustainable cities by guiding public health planning, controlling epidemics in urban settings, and improving health resilience.
				17	Enhances partnerships through shared research data, collaborative studies, and capacity building in statistical methods for global health monitoring.
5	SE	25MS858	Health Economics	1	Supports poverty reduction by promoting efficient health financing and reducing out-of-pocket expenses that drive households into poverty.
				3	Enhances health system efficiency and access through economic evaluation of healthcare policies and interventions.
				8	Promotes sustained economic growth by improving workforce health and productivity through better allocation of health resources.
				10	Reduces inequalities by designing equitable health financing and access strategies for disadvantaged groups.
				12	Encourages responsible consumption of healthcare resources by applying cost-effectiveness and sustainability analyses in health policy.
6	SE	25MS859	Healthcare Marketing	3	Promotes health and well-being by increasing awareness and adoption of preventive care and healthy behaviours.
				8	Drives economic growth and employment in the healthcare sector through strategic promotion of services and innovations.
				9	Encourages innovation in healthcare delivery, products, and outreach strategies for improved patient access and experience.
				12	Supports responsible consumption by informing and educating consumers about appropriate use of healthcare services and products.
				16	Fosters trust and accountability through transparent communication and ethical marketing practices in healthcare.
7	SE	25MS860	Operations Management in Hospitals	3	Improves health outcomes by enhancing efficiency, quality, and accessibility of healthcare services.
				4	Builds capacity through staff training,

					knowledge sharing, and continuous learning in healthcare operations.
				6	Supports safe water, sanitation, and hygiene practices in hospitals through effective resource and waste management.
				9	Strengthens healthcare infrastructure and promotes innovation in hospital systems and technologies.
				12	Encourages sustainable consumption and production by optimizing resource use, reducing medical waste, and adopting green hospital practices.
8	SE	25MS861	Hospital Support Services	2	Ensures access to safe, nutritious food through hospital nutrition services, supporting patient recovery and addressing malnutrition.
				3	Enhances overall health outcomes by providing essential non-clinical services like cleaning, transport, and catering that support patient care.
				7	Promotes sustainable energy use in hospital operations through efficient lighting, heating, and renewable energy integration.
				9	Strengthens healthcare infrastructure by improving support systems, logistics, and facility management.
				16	Upholds safety, accountability, and trust through regulated, well-managed, and transparent hospital support services.
9	SE	25MS862	Hospital Information Systems	3	Improves health outcomes by enabling accurate, timely, and coordinated patient care through effective data management.
				9	Supports resilient health infrastructure and fosters innovation through advanced IT systems and digital health solutions.
				12	Supports resilient health infrastructure and fosters innovation through advanced IT systems and digital health solutions.
				16	Strengthens accountability, transparency, and data security in healthcare delivery, supporting good governance and patient trust.
10	SE	25MS863	Legal Aspects in Healthcare	3	Ensures safe, equitable, and high-quality healthcare by enforcing patient rights and regulatory standards.
				5	Promotes gender equality by upholding laws that ensure non-discriminatory access to healthcare services for all genders.
				13	Addresses climate-related health risks by supporting legal frameworks for environmental health regulations and disaster preparedness.
				16	Strengthens justice, accountability, and trust in healthcare systems through clear legal frameworks, ethics, and governance.
11	SE			3	Enhances patient safety and health

		25MS864	Quality Management in Hospitals		outcomes by implementing standards, monitoring, and continuous quality improvement.
				4	Promotes staff training and education to maintain high-quality care and foster a culture of learning.
				8	Supports decent work and economic growth by improving efficiency, reducing errors, and enhancing staff satisfaction.
				9	Strengthens healthcare infrastructure and fosters innovation through systematic process improvements and adoption of best practices.
				12	Encourages sustainable resource use by minimizing waste, optimizing processes, and ensuring responsible consumption in hospital operations.
12	SE	25MS865	Risk Management and Health Insurance	1	Reduces poverty by protecting households from catastrophic health expenses through effective insurance coverage.
				3	Promotes health and well-being by improving access to essential healthcare services via risk pooling and financial protection.
				8	Supports economic growth by ensuring a healthy, productive workforce and creating jobs in insurance and health sectors.
				9	Encourages innovation in health financing models and insurance technologies to improve service delivery and coverage.
				10	Reduces inequalities by expanding affordable health insurance access to vulnerable and marginalized populations.
13	SE	25MS865	Applied Research for Hospital and Health Care Management	3	Improves health outcomes through evidence-based decision-making and development of effective healthcare interventions.
				4	Enhances education and training by fostering research skills and promoting continuous learning among healthcare professionals.
				8	Drives economic growth by improving healthcare efficiency, reducing costs, and supporting workforce development.
				9	Fosters innovation and strengthens healthcare infrastructure through research-led improvements and technology adoption.
				10	Reduces inequalities by informing policies and practices that ensure equitable access to quality healthcare services for all populations.



DEPARTMENT OF MANAGEMENT STUDIES

Date: 22-02-2025

**ACTION TAKEN REPORT
APPENDIX VII**

Here is a draft **Action Taken Report** for the Board of Studies meeting held on 14-02-2025 based on the provided agenda points.

Suggestion	Action taken
Suggested to Introduce Sectoral Electives	Introduced Agri Business Management and Hospital Management as sectoral electives
Suggested to offer semester long project	Offered semester long project

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