

Babu Banarasi Das University Lucknow

School of Management

Course Structure

Master of Business Administration Program(MBA)

Effective from Academic Batch 2025-26

**COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION
PROGRAM****Version Control**

Version	5.0
Effective from	1 st July, 2025

Approved by Board of Studies of School of Management on 14th June 2025

Introduction

School of Management, BBD University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fuelled largely by the ever increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever increasing need for industry ready management professionals. Therefore there is a strong need for imparting business management education and training in the right way to make this dream a reality.

To cater the market needs, School of Management offer Program of Master of Business Administration (MBA- Full Time-2 years)

MASTER OF BUSINESS ADMINISTRATION (MBA)

The MBA is a two year (four-semesters) full time regular program with Major-Minor specialisation. The Program aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The program not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the program consists of core courses and domain electives from different functional areas of management. In first two semesters, core courses are offered and from third semester onwards, core/ domain electives are offered. The school offers three specialisations to the students: **Marketing, Finance & Human Resources**. Right from the beginning of the program, the focus is on providing relevant inputs through case discussion/ analysis, management games, simulations, role plays, flipped classroom etc. keeping in mind the current industry requirements. The detailed teaching and evaluation scheme is given in subsequent sections.

There is a system of major and minor specialization. The student will have to opt for two functional areas (One would be a major and the other a minor) for specialisation, having six papers (three in third semester and three in the fourth semester) from major specialisation, four papers (two in third semester and two in fourth semester) from minor specialization.

Summer Internship of minimum 45 days is compulsory for every student pursuing the programme, which they have to undergo between second and third semester. Beyond 45 days student has to take permission from the Dean of the School. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions. The student, after the completion of training will submit two spiral bound reports to the School/University, which will form part of third semester examination. It is mandatory that the student will make presentation in the presence of teachers and students. The detailed guidelines regarding the report will be provided by the School at the beginning of the third semester.

The concept of “Research Based Learning (RBL)” is introduced from the session 2025-26. The RBL will start from semester one and in final semester student has to submit a Research Based Book Chapter as part of the course. The detailed guidelines regarding the RBL will be provided by the School at the beginning of each semester.

- **SPECIALIZATION AND CREDIT SYSTEM**

Every student of the MBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the second year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources(Minor) or vice-versa

Credit system will be followed during the entire two years course curriculum.

PROGRAM OUTCOMES (POS) AND PROGRAM SPECIFIC OUTCOMES (PSO)

Programme Outcomes (POs)	
PO1	Management Knowledge: To equip the students with requisite theoretical and practical management knowledge, skills & right attitude necessary to become management professional.
PO2	Business Analysis: Use analytical and reflective thinking techniques to identify and analyze business problems, develop viable solutions, and make effective decisions.
PO3	Communication: To impart knowledge to the students towards Business Communication for effective and Professional business management.
PO4	Entrepreneurship: To develop the entrepreneurship acumen.
PO5	Individual and Team Work: Develop young men and women into highly adept professional managers with ability to lead a team and develop group behaviour for achieving organizational goals.
PO6	Design / Development of knowledge: To develop the ability to understand, analyse and apply management concepts in the areas related to marketing, operations, human resources and finance for efficient running of the business organization of varying complexity in competitive era.
PO7	Ethics: To recognize and solve business problems in an ethical manner for continuous development of business venture.
PO8	Technology Orientation: To develop competency in the use of technology in modern organizational operations.
PO9	Industry Orientation: To provide professional learning opportunities in real industrial scenario through Summer Internship Program.
PO10	The Business Leader and Society: To help students to apply key systematic and analytical decision making skills to solve complex organizational problems.
PO11	Environment and Sustainability: Understand the relevant issues of environmental concern and sustainable development.
PO12	Life Long Learning: To stimulate an interest in research and its applications to find solutions for business problems and to acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.

Program Specific Outcomes (PSO)	
PSO1	Ability to apply fundamentals of Management for Managerial Solutions in accordance with industrial demand in the area of Marketing, Human Resource and Finance
PSO2	To facilitate students to use managerial skills to foster innovation and lead change in a dynamic business environment.

PROPOSED PO MATRIX FOR ALL COURSES**MBA (Program Code: 72)**

Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
MBA5101	2.25	1.00	0.00	1.00	0.00	1.25	0.00	1.00	0.00	0.00	0.00	2.00	2.00	2.00
MBA5102	3.00	2.25	0.00	1.00	0.00	2.75	0.00	0.00	0.00	2.00	0.00	1.00	3.00	2.50
MBA5103	1.50	2.50	1.50	1.00	1.33	2.00	2.50	2.00	1.50	1.00	1.00	2.00	2.50	2.00
MBA5104	3.00	1.33	0.00	1.00	1.50	2.00	1.50	0.00	0.00	1.75	0.00	2.00	2.50	2.00
MBA5105	2.00	1.75	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.75	0.00	2.00	2.00	2.00
MBA5106	1.75	2.25	1.33	1.25	1.75	2.50	1.50	2.33	2.00	2.25	1.75	1.50	1.75	1.75
MBA5107	3.00	1.00	0.00	1.00	2.00	2.25	0.00	0.00	0.00	2.25	0.00	2.00	3.00	2.00
MBA5108	1.75	1.00	3.00	0.00	2.00	0.00	0.00	2.00	2.67	0.00	0.00	2.00	2.00	2.00
MBA5201	3.00	1.25	1.50	0.00	2.00	2.00	1.00	2.00	0.00	3.00	0.00	3.00	2.50	2.00
MBA5202	2.00	2.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00	1.00	0.00	2.00	2.00	2.00
MBA5203	1.75	1.75	0.00	0.00	0.00	0.00	2.00	2.50	2.00	1.75	0.00	1.75	2.50	2.50
MBA5204	3.00	2.50	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	1.00	3.00	2.00
MBA5205	2.25	2.50	0.00	0.00	1.50	2.75	0.00	2.00	0.00	2.50	0.00	0.50	2.75	2.25
MBA5206	1.75	2.25	1.00	1.00	1.25	1.50	2.00	1.67	1.75	1.75	1.00	2.00	2.50	1.25
MBA5207	1.67	2.75	1.00	1.75	2.25	2.50	1.50	2.50	2.75	1.75	1.00	2.50	3.00	2.25
MBA5208	3.00	2.25	2.00	0.00	0.00	3.00	1.00	1.67	0.00	1.50	1.00	1.25	3.00	2.25
MBA5209	2.00	2.00	1.25	1.50	0.00	1.25	2.00	3.00	1.00	1.25	0.00	2.00	3.00	2.00
MBA5301	3.00	2.00	0.00	0.00	2.00	3.00	0.00	2.00	1.50	2.00	0.00	1.75	2.00	2.00
MBA5302	3.00	2.00	0.00	1.00	0.00	2.00	1.00	1.00	0.00	1.75	0.00	2.00	2.75	2.00
MBA5303	2.00	1.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	2.00	2.00	2.00
MBA5401	3.00	1.75	0.00	3.00	1.00	2.00	0.00	0.00	0.00	1.00	0.00	1.00	3.00	2.00
MBA5402	2.00	1.00	0.00	0.00	1.00	1.00	3.00	0.00	0.00	1.00	3.00	2.00	2.00	2.00
MBAFM501	3.00	1.25	0.00	2.75	0.00	2.00	1.00	1.50	2.75	1.00	0.00	2.00	2.75	3.00
MBAFM502	1.00	2.25	1.00	1.50	1.25	2.50	1.25	2.50	2.75	2.75	1.00	2.75	2.75	2.75
MBAFM503	1.00	1.50	1.50	2.00	1.00	1.50	1.33	1.00	1.50	1.00	2.00	1.50	2.00	1.50
MBAFM504	1.50	2.25	1.00	1.75	1.50	2.50	1.50	2.50	2.75	2.75	1.00	2.50	2.50	2.50
MBAFM505	1.00	1.50	2.00	1.00	0.00	1.00	1.00	1.00	0.00	1.25	0.00	1.00	2.00	1.00
MBAFM506	1.00	1.50	0.00	0.00	0.00	1.25	0.00	1.00	0.00	1.25	0.00	1.00	2.00	1.00
MBAFM507	1.00	1.25	1.00	1.50	1.00	2.00	1.00	0.00	1.00	1.00	0.00	1.00	1.50	1.75
MBAFM508	1.75	1.75	1.00	1.00	0.00	1.50	1.00	1.33	1.00	1.00	1.00	1.25	1.75	1.50
MBAFM509	1.75	1.75	2.00	1.00	1.25	2.50	1.67	1.67	1.67	2.00	1.00	2.25	2.50	2.00
MBAFM510	1.33	2.25	0.00	1.50	1.00	1.50	1.00	0.00	2.00	0.00	0.00	1.75	2.25	2.25
MBAHR501	2.50	2.00	1.00	0.00	2.00	2.00	2.00	0.00	0.00	2.00	0.00	1.25	2.50	2.50
MBAHR502	3.00	2.50	1.50	0.00	0.00	2.00	0.00	1.67	0.00	2.00	0.00	2.00	2.50	2.00
MBAHR503	1.25	1.00	0.00	0.00	0.00	2.00	1.75	0.00	0.00	2.00	1.67	1.75	2.00	2.00
MBAHR504	2.00	1.00	1.00	0.00	1.00	2.00	2.00	0.00	0.00	1.67	0.00	1.00	2.50	2.00
MBAHR505	3.00	2.00	2.00	0.00	2.00	3.00	1.00	0.00	0.00	1.50	0.00	2.00	2.50	2.00
MBAHR506	3.00	3.00	0.00	0.00	0.00	2.00	1.50	0.00	0.00	2.00	1.00	2.00	2.50	2.50

MBAHR507	2.50	2.50	0.00	0.00	1.00	2.25	1.00	0.00	0.00	1.75	0.00	1.00	2.50	2.50
MBAHR508	2.50	2.50	2.50	0.00	2.25	2.25	0.00	0.00	0.00	2.25	0.00	2.75	3.00	2.75
MBAHR509	2.00	2.25	0.00	0.00	1.50	2.00	0.00	2.25	0.00	2.25	0.00	2.75	2.50	2.50
MBAHR510	3.00	3.00	0.00	0.00	0.00	2.00	2.00	2.50	0.00	1.00	0.00	2.00	2.50	2.00
MBAMK501	1.00	1.00	1.00	1.00	1.00	1.25	0.00	1.75	0.00	1.00	1.00	1.00	2.25	1.00
MBAMK502	2.75	2.00	2.33	2.25	2.00	1.75	1.75	2.25	2.00	2.25	2.00	2.67	2.50	1.67
MBAMK503	1.00	1.50	1.00	1.00	1.00	1.25	0.00	1.00	1.00	1.50	0.00	1.00	2.00	1.00
MBAMK504	1.00	1.00	0.00	0.00	0.00	1.25	0.00	1.75	0.00	1.00	1.00	2.00	2.25	1.00
MBAMK505	1.50	1.00	2.00	1.50	0.00	1.50	0.00	1.33	1.25	1.00	1.00	1.33	2.25	1.00
MBAMK506	2.50	2.25	2.33	2.00	2.00	2.25	1.00	3.00	1.50	2.00	0.00	1.67	3.00	2.50
MBAMK507	2.50	2.33	1.50	1.00	2.50	0.00	1.00	2.50	1.50	1.00	1.00	1.50	2.00	2.00
MBAMK508	2.25	2.75	2.00	0.00	0.00	3.33	0.00	0.00	0.00	2.67	2.00	1.67	2.75	3.00
MBAMK509	1.00	1.50	1.00	1.00	1.00	1.25	0.00	1.00	1.00	1.50	0.00	1.00	2.00	1.00
MBAMK510	2.00	2.67	1.67	1.00	1.00	3.00	1.50	2.00	2.25	2.00	1.25	1.50	1.75	1.00

Master of Business Administration (MBA)**EVALUATION SCHEME**

YEAR 1 SEMESTER I										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBA5101	Core	Legal Aspects of Business	4	0	0	40	60	100	4
Theory	MBA5102	Core	Managerial Economics	4	0	0	40	60	100	4
Theory	MBA5103	Core	Accounting & Financial Analysis	3	2	0	40	60	100	4
Theory	MBA5104	Core	Organizational Behaviour	4	0	0	40	60	100	4
Theory	MBA5105	Core	Business Statistics	3	2	0	40	60	100	4
Theory	MBA5106	Core	Marketing Management	4	0	0	40	60	100	4
Theory	MBA5107	Core	Principles of Management	2	0	0	40	60	100	2
Theory	MBA5108	Core	Essentials of Business Communication	3	0	2	40	60	100	4
Practical	MBA5109	Core	Research Based Learning I	0	0	2	100		100	1
Practical	GP5101	Core	General Proficiency				100		100	1
Total									1000	32

Master of Business Administration (MBA) EVALUATION SCHEME

YEAR 1 SEMESTER II										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBA5201	Core	Leadership & Team Management	4	0	0	40	60	100	4
Theory	MBA5202	Core	Business Environment	4	0	0	40	60	100	4
Theory	MBA5203	Core	Research Methodology	4	0	0	40	60	100	4
Theory	MBA5204	Core	Operations Research	4	0	0	40	60	100	4
Theory	MBA5205	Core	Operations Management	4	0	0	40	60	100	4
Theory	MBA5206	Core	Cost & Management Accounting	3	2	0	40	60	100	4
Theory	MBA5207	Core	Financial Management	4	0	0	40	60	100	4
Theory	MBA5208	Core	Managing Human Resources	4	0	0	40	60	100	4
Theory	MBA5209	Core	Information Systems for Business Transformation	1	2	0	40	60	100	2
Practical	MBA5210	Core	Research Based Learning II	0	0	2	100		100	1
Practical	GP5201	Core	General Proficiency				100		100	1
Total									1100	36

Master of Business Administration (MBA) EVALUATION SCHEME

YEAR 2 SEMESTER III										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBA5301	Core	Supply Chain Management	4	0	0	40	60	100	4
Theory	MBA5302	Core	Strategic Management	4	0	0	40	60	100	4
Theory	MBA5303	Core	Emerging Markets and International Business	4	0	0	40	60	100	4
Practical	MBA5304	Core	Summer Internship Project Report				100		100	6
Practical	MBA5305	Core	Research Based Learning III	0	0	4	100		100	2
Theory		Domain Elective	Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 2	4	0	0	40	60	100	4
Practical	GP5301	Core	General Proficiency				100		100	1
Total									1100	41

List of Domain Electives

Human Resource Specialization	Course Code	Course Title
	MBAHR501	Negotiation and Counselling
	MBAHR502	Human Resource Planning
	MBAHR503	Industrial Relations & Labour Codes
	MBAHR507	Organization Planning & Design
	MBAHR508	Retention Management & Employees Engagement

Marketing Specialization	Course Code	Course Title
	MBAMK501	Rural Marketing
	MBAMK502	Sales and Distribution Management
	MBAMK503	Marketing of Services
	MBAMK507	Consumer Behaviour and Integrated Marketing Communication
	MBAMK508	International Marketing

Finance Specialization	Course Code	Course Title
	MBAFM501	Management of Financial Institutions & Services
	MBAFM502	Capital Markets & Financial Instruments
	MBAFM503	Advanced Financial Management
	MBAFM507	Working Capital Management
	MBAFM508	International Financial & Forex Management

Master of Business Administration (MBA) EVALUATION SCHEME

YEAR 2 SEMESTER IV										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBA5401	Core	Entrepreneurship Development and Startup Management	4	0	0	40	60	100	4
Theory	MBA5402	Core	Corporate Governance, Values & Ethics	4	0	0	40	60	100	4
Practical	MBA5403	Core	Research Based Learning IV	0	0	6	100		100	3
Theory		Domain Elective	Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 2	4	0	0	40	60	100	4
Practical	GP5401	Core	General Proficiency				100		100	1
Total									900	32

List of Domain Electives

Human Resource Specialization	Course Code	Course Title
	MBAHR504	Compensation & Benefits
	MBAHR505	Human Resource Development
	MBAHR506	Strategic Human Resource Management
	MBAHR509	International Human Resource Management
	MBAHR510	Human Resource Analytics

Marketing Specialization	Course Code	Course Title
	MBAMK504	Product & Brand Management
	MBAMK505	Retail Management
	MBAMK506	Digital and Social Media Marketing
	MBAMK509	Green Marketing and Sustainable Development
	MBAMK510	Marketing Analytics and Decision Making

Finance Specialization	Course Code	Course Title
	MBAFM504	Corporate Restructuring & Business Valuation
	MBAFM505	Securities Analysis & Portfolio Management
	MBAFM506	Financial and Commodity Derivatives
	MBAFM509	Financial Credit Risk Analysis
	MBAFM510	Behavioral Finance

Program	MBA				
Year	I	Semester		I	
Course Title	Legal Aspects of Business	L	T	P	Credits
Course Code	MBA5101	4	0	0	4

Course Objectives:	To have an in-depth knowledge about the basics of contract act & various laws related to business. To equip the students with practical implication of various issues of business laws.
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Course Outcomes:	
CO1	Describe the basics of Indian Contract Act & special contracts (Bailment and Pledge, Indemnity and Guarantee).
CO2	Explain the basic concept of Sales of Goods Act & Negotiable Instruments Act.
CO3	Interpret the basics of Partnership Act, its essentials, rights & duties of partners etc.
CO4	Understand various laws related to Consumer Protection Act & Information Technology Act.

Course Contents	No of Hours	Mapped CO
Module I: Indian Contract Act, 1872 Definition of a Contract and its essentials, Kinds of Contract, Formation of a valid Contract: Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Breach of Contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.	15	CO1
Module II: Sales of Goods Act, 1930 & Negotiable Instrument Act, 1881 Sales of Goods Act: Definition of a Contract of Sale, Sale v/s Agreement to Sell, Conditions and Warranties, Rights of Unpaid Seller against the Goods. Negotiable Instrument Act: Definition and characteristics of negotiable instrument, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Crossing of Cheques, Bouncing of Cheques.	15	CO2
Module III: Partnership Act, 1932 Partnership Act: Definition of Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Partnership Deed, Reconstitution of Partnership, Registration of Firms, Dissolution of firms.	15	CO3
Module IV: Consumer Protection Act, 2019 & The Information Technology Act, 2000 Consumer Protection Act: Aims and Objects of the Consumer protection Act, Rights of Consumers, Redressal Machinery under the act, Procedure for complaints under the act. The Information Technology Act: Definition of the Information	15	CO4

technology Act, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Digital Signature Certificates, Penalties and Offences.

Suggested Readings:-

- Gulshan J.J. Business Law Including Company Law, 13th Edition, New Age International Publisher.
- Kuchhal M.C. Business Law , 4th Edition, Vikas Publication.
- Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company.
- N.D. Kapoor, Business Law, 7th Edition ,Sultan Chand & Sons

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		1		1						2	2	2
CO2	2	1		1		1						2	2	2
CO3	2	1		1		1						2	2	2
CO4	2	1		1		2		1				2	2	2
Avg	2.25	1.00		1.00		1.25		1.00				2.00	2.00	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Managerial Economics	L	T	P	Credits
Course Code	MBA5102	4	0	0	4

Course Objectives:	To develop insight into the principles, concepts and theories of micro economics.
	To develop analytical skills for applying micro economic principles, concepts and theories in business decision making.

Course Outcomes:	
CO1	Understand and interpret the concept of managerial economics and the role of managerial economists in forecasting and business decision making.
CO2	Apply the mechanics of demand and supply in real world business problems.
CO3	Identify the changes in the competitive strategies according to different markets.
CO4	Analyze different pricing strategies and the concept of profit in economics.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Economics Meaning, Definition, Nature and Scope of Managerial Economics, Objectives of a Firm, Role of Managerial economist, Concept of Utility and its theories.	15	CO1
Module II: Demand & Supply Analysis Determinants and Law of Demand; Exceptions, Elasticity of Demand: Price, Income, Cross, Advertising, Application of Elasticity in Decision-Making, Measurement Techniques, Demand Forecasting: Methods & Measurement, Law of Supply and Supply Elasticity, Production Concepts: Short-run vs. Long-run, Cost Analysis: Short-run and Long-run Cost Curves.	15	CO2
Module III: Market Structures Market and its types; Perfect Competition: Features and Price Determination, Monopoly: Pricing and Price Discrimination, Monopolistic Competition: Pricing and Product Differentiation, Oligopoly: Kinked Demand Curve, Cartels, Price Leadership, Market equilibrium and price determination.	15	CO3
Module IV: Pricing & Profit Management Concept of pricing and its strategies: Full-cost, Product Line, Skimming, Penetration, Profit Concepts and Theories: Dynamic Surplus Theory, Risk & Uncertainty Theory, Innovation Theory.	15	CO4
Suggested Readings: • Damodaran Suma , Managerial Economics (Oxford, 2006). • Dominick Salvatore, Managerial Economics (Oxford, 2007). • Hirschey Mark , Economics for Managers (Thomson, India Edition, 2007). • Petersen Craig H. etal., Managerial Economics (Pearson Education, 2006).		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		1		2				2		1	3	2
CO2	3	3		1		3				2		1	3	3
CO3	3	3		1		3				2		1	3	2
CO4	3	2		1		3				2		1	3	3
Avg	3.00	2.25		1.00		2.75				2.00		1.00	3.00	2.50

Program	MBA				
Year	I	Semester		I	
Course Title	Accounting & Financial Analysis	L	T	P	Credits
Course Code	MBA5103	3	2	0	4

Course Objectives:	To familiarize students with fundamentals, basic theory and concepts of financial accounting.
	To have knowledge of various Accounting Standards, IFRS and US-GAAP used in preparation of financial statements.
	To understand how to prepare and present financial statements.
	To acquire knowledge about how various techniques are used for analyzing financial statements and their application for managerial decision making.

Course Outcomes:	
CO1	To understand and demonstrate the fundamental accounting principles, accounting equation, standards and IFRS, US GAAP and accounting techniques.
CO2	To prepare and maintain books of accounts, financial records and Financial statements by collecting, recording and classifying the financial information from divergent sources.
CO3	To make critical analysis and interpretation of financial statements of a company.
CO4	Demonstrate the ability to differentiate between and prepare Cash Flow Statements and Funds Flow Statements of a company.

Course Contents	No of Hours	Mapped CO
Module I : Fundamentals of Accounting, Accounting Standards and Financial Reporting System. Accounting concepts, Conventions and principles, Accounting Equation, International Accounting principles and standards, Comparison of Indian Accounting Standard (IAS), International Financial Reporting Standards (IFRS) and US GAAPs.	15	CO1
Module II: Book Keeping and Accountancy, Preparation of Financial Books and Preparation of Final Accounts Introducing to Book Keeping and Record Maintenance: The concept of double entry and fundamental principles, Journal, Ledger, Cash Book, Subsidiary Books, Bank Reconciliation Statement, Rectification of Errors, and Journalizing of transactions. Preparation of final accounts: Trial Balance, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, Inventory and intangible assets like copyright, trademark, patents and goodwill.	15	CO2
Module III: Analysis of Financial Statements, Ratio Analysis and Comparative Statements Understanding and Interpreting Financial Statements. Ratio Analysis and interpretation: Solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common Size Statement, Comparative Balance Sheet, Trend Analysis of manufacturing, service & banking organizations.	15	CO3

Module IV: Cash Flow and Funds Flow Analysis, Working Capital Management Fund Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis. Cash Flow Statement: Various cash and non-cash transactions, Flow of cash, Preparation of Cash Flow Statement and its analysis.	15	CO4
Suggested Readings: • Narayanswami, Financial Accounting: A Managerial Perspective (PHI, 2nd Edition). • Mukherjee, Financial Accounting for Management, 1st Edition, TMH. • Ramchandran & Kakani, Financial Accounting for Management, 2nd Edition, TMH. • Ghosh T. P. , Accounting and Finance for Managers (Taxman, 1st Edition). • Maheshwari S.N. & Maheshwari S.K., An Introduction to Accountancy, 9th Edition, Vikas Publication. • Ashish K. Bhattacharya, Essentials of Financial Accounting, PHI, New Delhi.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	2			2	3	2	1	1		2	3	2
CO2	2	2	1	1	2	2	3	2	2	1	1	2	2	2
CO3	2	3	1	1	1	2	2	2	2	1		2	3	2
CO4	1	3	2		1	2	2	2	1	1		2	2	2
Avg	1.50	2.50	1.50	1.00	1.33	2.00	2.50	2.00	1.50	1.00	1.00	2.00	2.50	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Organizational Behaviour	L	T	P	Credits
Course Code	MBA5104	4	0	0	4

Course Objectives:	Understand key factors influencing individual behavior such as attitudes, emotions, personality, and motivation.
	Understand group dynamics and leadership in the context of teams, power, politics, and conflict.
	Understand the impact of organizational structure and culture on employee behavior and outcomes.
	Identify strategies for managing change and stress to enhance organizational effectiveness.

Course Outcomes:	
CO1	Explain key OB concepts related to individual behavior, including attitudes, emotions, personality, and values.
CO2	Apply the knowledge of theories of perception, decision-making, motivation, and learning in organizational settings.
CO3	Analyze and manage the influence of group dynamics, leadership, power, politics, and conflict in organizations.
CO4	Analyze organizational structure, culture, and change, and apply models to manage change, stress and foster an innovative, ethical, and adaptable work environment

Course Contents	No of Hours	Mapped CO
Module I: Understanding Organizational Behavior & Individual Processes Importance of interpersonal skills, Define OB, disciplines that contribute to the OB field, Challenges & opportunities for OB, Attitudes: Definition & components, Major job attitudes at work, Job satisfaction- causes & outcomes of job satisfaction, Impact of job dissatisfaction-counterproductive work behaviour (CWB), Emotions and Moods: Basic concepts & sources, Emotional labor, Affective events theory, Emotional intelligence, Applications of emotions and moods at work. Personality and Values: Define personality, Personality frameworks: the Myers-Briggs Type Indicator, The big five personality model, Other personality attributes relevant to ob, Values- Terminal versus Instrumental values, Hofstede's framework.	15	CO1
Module II: Understanding Behavior at Work: Perception, Decision Making, Motivation, and Learning Perception: definition & process, Attribution theory, Common shortcuts in judging others, Decision Making Models: The Rational Model, Bounded Rationality, and Intuition, Common biases and errors in decision making, Individual differences and organizational constraints in DM, Creativity: Concept, Creative decision making, Motivation: Concept, Early theories - Hierarchy of Needs Theory, Two-Factor Theory, McClelland's Theory of Needs, Contemporary Theories of Motivation - Self-Determination Theory, Reinforcement Theory, Goal-	15	CO2

Setting Theory, Self-Efficacy Theory, Equity Theory, Expectancy Theory, Motivating by job design: The Job Characteristics Model, Job redesign, Alternative work arrangements, Employee involvement and participation, Using rewards& benefits to motivate employees, Learning: Concept & theories of learning.		
Module III: Group Dynamics, Leadership, Power, Politics, and Conflict Management Defining and classifying groups, Stages of group development, Group properties (roles, norms, status, size and dynamics, cohesiveness, diversity), Group decision making. Define work teams, Differences between groups and teams, Types of teams, Creating Effective Teams, Turning individuals into team players. Leadership: Basics of leadership, Full range of leadership model. Power and Politics: Definition, Bases of power, Power influencing tactics, Politics behavior, Factors contributing to political behavior. Conflict Management: Meaning & Stages of conflict, Strategies for managing conflict.	15	CO3
Module IV: Organizational Design and Development: Structure, Culture, Change, and Stress Management Organization Structure: Elements of org structures, Common Structures-simple structure, bureaucracy, and matrix structure, mechanistic and organic structural models, Determinants of organization structure. Organizational Culture: Meaning, Functional and dysfunctional effects of organizational culture, How culture is transmitted to employees, Ethical culture Organizational Change: Forces stimulating and resisting change, approaches to managing change (Kurt Lewin's model, Kotter's Eight-step Plan, OD Techniques), Creating a culture of innovation & learning organization Stress Management: Understanding Stress, Causes of stress and its consequences, managing stress.	15	CO4
Suggested Readings: - Robbins Stephen P., Organizational Behavior, 17th Edition, Pearson Education. - Aswathappa, K., Organizational Behavior (Text, Cases and Games), 12th Ed., Himalaya Publication. - Fred Luthans, Organizational Behavior: An Evidence-Based Approach, 12th Ed. McGraw Hill Education. - Gupta, C. B., A textbook of Organizational Behavior: With text and cases, S. Chand & Company.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3				1	2	1			2		2	2	2
CO2	3	1		1	1	2	1			1		2	2	2
CO3	3	1			3	2	2			2		2	3	2
CO4	3	2			1	2	2			2		2	3	2
Avg	3.00	1.33		1.00	1.50	2.00	1.50			1.75		2.00	2.50	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Business Statistics	L	T	P	Credits
Course Code	MBA5105	3	2	0	4

Course Objectives:	To understand and apply basic statistical concepts to summarize and interpret business data.
	To evaluate business problems using statistical evidence, assess risks and make informed decisions.

Course Outcomes:	
CO1	Understand relevance of statistics in business decision making and apply measurement of Central Tendency.
CO2	Make use of Correlation and regression analysis.
CO3	Solve probability and time series in an informative way, both graphically and with summary statistics
CO4	Apply research base statistical techniques in business problem solving.

Course Contents	No of Hours	Mapped CO
Module I : Meaning and Definition of Statistics-Role of Statistical Techniques in Managerial Decision Making, Measure of central tendency, Mean(AM), median, mode, Measurement of Dispersion: Mean Deviation & Standard Deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis	15	CO1
Module II: Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Concept, Least Square fit of a Linear Regression, Two lines of Regression, properties of Regression coefficients.	15	CO2
Module III: Concepts of Probability - Additive and Multiplicative Laws-Bayes's Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution. Time series analysis: Concept, Application of regression equation, Components of time series - Trend, Seasonality. Moving Averages, Applications in business decisions.	15	CO3
Module IV: The basics of Sampling, Sample size determination, testing of hypothesis: Large sample tests, small sample test (t, F,Z test and Chi Square test).Analysis of Variance- one. way ANOVA, two way ANOVA	15	CO4
Suggested Readings: - Beri - Business Statistics , 2nd Edition, Tata McGraw Hill . - Srivastava and Rego , Statistics for Management , Tata McGraw Hill. - Chandan J. S. , Statistics for Business and Economics , 1st Edition, Vikas Publication 1998. - Render and Stair Jr , Quantitative Analysis for Management , 7th Edition , Prentice-Hall. - Sharma J. K. , Business Statistics, 2nd Edition, Pearson Education. 6. Gupta C. B, Gupta V. , An Introduction to Statistical Methods , 23rd Edition, Vikas Publication 1995.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2				2				1		2	2	2
CO2	2	1				2				2		2	2	2
CO3	2	2				2				2		2	2	2
CO4	2	2				2				2		2	2	2
Avg	2.00	1.75				2.00				1.75		2.00	2.00	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Marketing Management	L	T	P	Credits
Course Code	MBA5106	4	0	0	4

Course Objectives:	To familiarize with foundational marketing concepts, theories, and principles.
	To understand the impact of marketing on organizational objectives
	To learn tools and techniques of marketing with focus on Indian experiences, approaches and cases.
	To familiarize students with marketing concepts to different national and global business situations.

Course Outcomes:	
CO1	Remember and comprehend basic marketing management concepts.
CO2	Understand and apply basic marketing concepts to develop the knowledge, skills, and attitude needed for a career in management.
CO3	Apply and develop marketing strategies and plans.
CO4	Analyse business and consumer markets and evaluate business problems, develop practical solutions, and make effective decisions.

Course Contents	No of Hours	Mapped CO
Module I : Introduction Nature and scope of marketing, Various marketing orientations, Need, Want, Demand, Elements of Marketing mix, Creating Customer Value, Satisfaction, and Loyalty and the value delivery process. Gathering Information and Scanning the Environment. Conducting Marketing Research and Forecasting Demand. Market segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning.	15	CO1
Module II: Product Decision and Pricing Decision Product Concept, Product Hierarchy, New Product Development, Diffusion process, Product Life cycle, Product mix strategies, New Product Development. Packaging and Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. Branding: Concept of Branding, Brand Types, Brand equity, Branding Positioning. Pricing Decisions: Pricing concepts for establishing value, Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, and Pricing Strategies	15	CO2

Module III: Distribution and Promotion Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Retailing & Types of Retailers. Promotion Mix: Advertising-concept, types & objectives, AIDA model, Advertising Budget, Sales Promotion- kinds & techniques, Personal Selling- concept and features, steps involved in personal selling process, Publicity and Public relation.	15	CO3
Module IV: Consumer Behaviour and Current Issues in Marketing Understanding Consumer Behavior: Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions. Stimulus- response model. CRM Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. Global Marketing: current scenario, Global Marketing environment, Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing. Role of IT in Modern marketing: Marketing intelligence, Database Marketing, B2B, B2C, B2G marketing, Online marketing.	15	CO4
Suggested Readings: 1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016. 2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018. 3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007. 4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	1	1	1	2	1			2	2	1	2	2
CO2	1	3		1	2	3	1	1	1	2	1	1	1	2
CO3	1	2	1	2	2	2	2	3	2	3	1	2	2	2
CO4	2	3	2	1	2	3	2	3	3	2	3	2	2	1
Avg	1.75	2.25	1.33	1.25	1.75	2.50	1.50	2.33	2.00	2.25	1.75	1.50	1.75	1.75

Program	MBA				
Year	I	Semester		I	
Course Title	Principles of Management	L	T	P	Credits
Course Code	MBA5107	2	0	0	2

Course Objectives:	To have an in-depth knowledge of the basics of management along with its process & functions.
	To analyze & evaluate the role of various functions of management in business decision making.

Course Outcomes:	
CO1	Understand basics of management & its evolution.
CO2	Explain how planning & organizing helps in achieving organizational goals.
CO3	Identify how staffing & directing is helpful to managers in effective decision making.
CO4	Describe the importance of Controlling in the overall management function.

Course Contents	No of Hours	Mapped CO
Module 1: Basics of Management Management: Concept, Definitions, Features, Significance, Functions, Levels, Effectiveness V/s Efficiency, Management v/s Administration, Evolution of management thought: Classical (Scientific & Administrative Management), Neo-classical(Human Relations Approach), behavioural, systems and contingency approaches	08	CO1
Module II: Planning & Organizing Planning: Concept, Definitions, Features, Importance, Planning Process, Types of Plans, Limitations of Planning. Organizing: Concept, Definitions, Features, Importance, Organizing Process, Organizational Structure, Formal v/s Informal Organization, Overview of Delegation, Centralization & Decentralization	07	CO2
Module III: Staffing & Directing Staffing: Concept, Definitions, Features, Importance, Staffing Process, Aspects of Staffing:- Recruitment, Selection, Training & Development Directing:- Concept, Definitions, Features, Importance, Principles & Elements	08	CO3
Module IV: Controlling & Coordination Controlling : Concept, Definitions, Features, Significance, Controlling Process, Relationship between planning & controlling, Limitations of Controlling Coordinating:- Concept, Definitions, Features, Significance, Principles of effective coordination	07	CO4
Suggested Readings:- - Principles & Practices of Management - L.M. Prasad - Principles & Practices of Management - T.N. Chhabra, 11th Edition, 2009 - Principles of Management - V.S.P. Rao, First Edition, 2024 - Principles of Management- P.C, Tripathi, PN Reddy, Ashish Bajpai, 7th Edition, TMH		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		1	2	2				3		2	3	2
CO2	3	1		1	2	2				2		2	3	2
CO3	3	1		1	2	3				2		2	3	2
CO4	3	1		1	2	2				2		2	3	2
Avg	3.00	1.00		1.00	2.00	2.25				2.25		2.00	3.00	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Essentials of Business Communication	L	T	P	Credits
Course Code	MBA5108	3	0	2	4

Course Objectives:	To introduce the students with the theoretical framework and instruments of communication.
	To develop knowledge about the strategic perspective of communication and its application in achieving successful position in the organisation.

Course Outcomes:	
CO1	Understand the basic concepts of business communication and role of technology in changing the paradigm.
CO2	Acquire proficiency in written and verbal communication in professional contexts.
CO3	Develop the proficiency in group communication, professional manners, and presentation approaches.
CO4	Develop proficiency in writing business documents and applying organized methods to case analysis.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Business & Employment Communication Meaning and Definition of Communication, Purpose, Process, and Structure in Organizations, Barriers & Gateways in Communication, 7 Cs of Effective Communication, Employment Communication: Writing CVs, Group Discussions Interview Skills: Types, Candidate & Interview Preparation, Impact of Technology: Intranet, Internet, Emails, SMS, Tele/Videoconferencing	15	CO1
Module II: Oral and Written Communication Oral Communication: Principles, Effective Listening, Body Language, Para-language, Non-Verbal Communication: Visual cues, tone, posture, Written Communication: Purpose, Clarity, Writing Techniques, Electronic Writing Process and its types	15	CO2
Module III: Presentation Skills and Group Communication Presentation Skills: Concept, Design, Visual Aids, Delivery Practice, Group Communication: Conducting & Planning Meetings, Objectives, Minutes, Media Management: Press Releases, Conferences, Interviews, Professional Etiquette: Seminars, Workshops and code of conduct	15	CO3
Module IV: Business Letters, Reports, and Case Method Business Letters: Types, Layouts, Writing Memos, Reports: Types, Purpose, Writing Techniques, Research Reports: Executive Summary, Bibliography & References, Case Method: Understanding, Reading, Analysing, and Presenting Cases, Approaches: Systems, Behavioural, Decision-making strategies.	15	CO4
Suggested Readings: • P.D. Chaturvedi, Business Communication, 1st Edition, Pearson Education, 2006. • M.K. Sehgal & V. Khetrapal, Business Communication, Excel Books. • Rajendra Pal, Business Communication, Sultan chand & Sons Publication.		

- 4. Lesikar RV & Pettit Jr. JD, Basic Business Communication: Theory & Application, 10th Edition, Tata McGraw Hill.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	3		2			2				2	2	2
CO2	1	1	3		2			2	2			2	2	2
CO3	2	1	3		2			2	3			2	2	2
CO4	2	1	3		2			2	3			2	2	2
Avg	1.75	1.00	3.00		2.00			2.00	2.67			2.00	2.00	2.00

Program	MBA				
Year	I	Semester		I	
Course Title	Research-Based Learning I	L	T	P	Credits
Course Code	MBA5109	0	0	2	1

Course Objectives:	Understand the role of research in business decision-making.
	Develop skills to identify and frame research problems.
	Formulate a focused research title through critical thinking and collaboration.
	Strengthen the ability to review and synthesize literature from credible sources.

Course Outcomes:	
CO1	Explain the importance of research in business and apply it to real-world situations.
CO2	Identify and frame research problems by analyzing current industry trends.
CO3	Formulate precise and relevant research titles through critical thinking and collaboration.
CO4	Review, analyze, and synthesize literature from credible academic and industry sources.

Course Structure (Classroom Activity)

Topic	Learning Activities
Introduction to Research-Based Learning	Importance and use of research in business
Identifying Research Problems	Group activity: Problem framing from current industry trends
Finalize the Title for Research-Based Learning	Brainstorming session and peer review of proposed titles
Literature Review	Accessing authentic journals, databases, and industry reports

Assessment Pattern

The performance of students will be evaluated through an **audit-based evaluation system**, which includes presentations and viva-voce.

Guidelines for RBL Teacher

- Introduce the importance of research in business through case discussions and examples.
- Guide students in identifying research problems using industry trends.
- Facilitate brainstorming sessions to guide students in identifying suitable titles.
- Train students in accessing and reviewing authentic journals, databases, and industry reports.
- Explain how to write using APA referencing style.
- Emphasize academic honesty and research ethics.

Guidelines for RBL Guide

- Guide students in refining research problems into focused titles.

- Provide academic or industry insights to strengthen research direction.
- Guiding Students in reviewing at least 10 good research papers related to the title.
- Guiding Students about drafting the literature review as per the given format.

Format for Literature Review

S.No	Title of the Paper	Authors' Names	Abstract	Keywords	Summary (150-200 words)	Findings/ Conclusion
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- Provide a detailed explanation of writing in accordance with the APA referencing style.
- Interact regularly to monitor progress and resolve difficulties.
- Make helpful suggestions for viva-voce and presentation finalization.

Guidelines for Students

- Choose a broad area of interest (e.g., marketing, finance, HR, entrepreneurship, digital business etc.) and narrow it down to a feasible, relevant, and researchable problem.
- Engage actively in research discussions to frame problems and finalize titles.
- Read and summarize at least 10 research papers (200 words each), compare studies, and identify research gaps.
- Strengthen literature review skills through credible resources and systematic drafting.
- Present research progress confidently and respond effectively during viva-voce.
- Maintain academic integrity by avoiding plagiarism and applying APA referencing correctly.

Referencing List (Strictly Follow APA Style)

- Book**
Author, A. A. (Year). **Title of the book** (xth ed.). Publisher.
(Note: Write edition in parentheses after the title, e.g., (2nd ed.). *Italicize the title of the book.*)
- Journal Article**
Author, A. A., & Author, B. B. (Year). Title of the article. **Title of the Journal**, **Volume**(Issue), page range. <https://doi.org/xxxx>
(Note: **Journal title and volume are italicized**; issue number is in parentheses but *not italicized*.)
- Website**
Author/Organization. (Year, Month Day). Title of the webpage. **Website Name**. URL
(Note: **Italicize the webpage title, not the website name. If no date, use n.d.**)
- Report/Company Document**
Organization. (Year). **Title of the report** (Report No. xxx if available). Publisher. URL
(Note: **Italicize the report title. If publisher and author are the same, omit the publisher name.**)

Program	MBA				
Year	I	Semester		II	
Course Title	Leadership & Team Management	L	T	P	Credits
Course Code	MBA5201	4	0	0	4

Course Objectives:	Develop sound knowledge of the concept of leadership, various leadership theories & style.
	Understand group and team processes and how to build and manage effective teams

Course Outcomes:	
CO1	Demonstrate the knowledge of leadership concept, and the role of effective leadership for organizational development.
CO2	Apply leadership skills for optimum utilization of human resources in an organization
CO3	Analyze group and team processes to build effective teams in work setting
CO4	Evaluate the situation to apply specific leadership skills

Course Contents	No of Hours	Mapped CO
Module I: Leadership Process Leadership: Meaning, Concepts & Myths about Leadership, Leadership styles, importance of leadership for organizational development, Components of Leadership: Leader, Followers and situation. Leadership development through experience and education. Best practices in assessing leadership potential	15	CO1
Module II: Focus on the Leader Power & Leadership, Leadership & Values, Leadership Personality Traits: Big Five Model, Intelligence and leadership, emotional intelligence and leadership. Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills	15	CO2
Module III: Groups, Teams and their Leadership Groups: Groups verses teams, Nature of Groups: Group Size, Stages of Group Development, Group Roles, Group Norms & Group Cohesion. Teams: Effective Team Characteristics and Team Building. Ginnett's Team Leadership Model, Contemporary issues in managing teams, leadership skills for managing teams, Team Building for Work Teams, Building High Performance teams: The Rocket Model	15	CO3
Module IV: Focus on the Situation Characteristics of the situation: Environmental characteristics, Situational engineering. Contingency Theories: Heresy and Blanchard's situational theory, Attribution Theory of leadership, Charismatic & Transformational Leadership, Transactional versus transformational leadership. Leadership skills for managing specific situations or needs	15	CO4
Suggested Readings: Hughes, Ginnett, Curphy- Leadership, Enhancing the Lessons of Experience (Tata McGraw		

Hill, 5th Ed.).

- Halder, U.K. - Leadership & Team Building, 2nd Edition, Oxford University Press
- Yukl G - Leadership in Organizations (Pearson, 6th Ed.).
- West Michael - Effective Team Work (Excel Books, 1st Ed.).
- Sadler Philip - Leadership (Crest Publishing House).
- Hurlock, Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	1			2	1			3		3	2	2
CO2	3	1	2		2	2		2		3		3	2	2
CO3	3	1	2		3	2				3		3	3	2
CO4	3	1	1		1	2				3		3	3	2
Avg	3.00	1.25	1.50		2.00	2.00	1.00	2.00		3.00		3.00	2.50	2.00

Program	MBA				
Year	I	Semester		II	
Course Title	Business Environment	L	T	P	Credits
Course Code	MBA5202	4	0	0	4

Course Objectives:	To familiarize with the dynamic business environment, both, national and international.
	To impart knowledge about the various policies and laws and their impact on the business.

Course Outcomes:	
CO1	Understand the concept, nature, and significance of the business environment and develop the ability to analyse how internal and external environmental factors impact business operations.
CO2	Demonstrate understanding of major business laws (Competition Act, FERA, FEMA, SEBI Act, Consumer Protection Act) and assess their influence on business operations and regulatory compliance.
CO3	Describe the planning philosophy and institutional framework in India, including the role of NITI Aayog and recent industrial policies. Explain the role of central bank in the economic development of the country.
CO4	Identify the objectives, trends, and practical applications of e-banking in India and its technological advancements. Describe the impact of international business organizations

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Business Environment The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope. The process of environmental scanning, Interaction between internal and external environment, Basic philosophies of Capitalism and Socialism Mixed Economy with their variants.	15	CO1
Module II: Environmental Analysis Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to Competition Act 2002, FERA, FEMA, SEBI Act, and Consumer Protection Act. The changing dimensions of these laws and their impact on business.	15	CO2
Module III: Strategic Planning and Role of RBI Philosophy and strategy of planning in India and NITI Ayog, Industrial Policy in recent years, Policy with regard to small scale industries, The monetary policy and fiscal policy, RBI: Role and functions, Banking structure reforms, Narasimhan Committee Recommendations, Financial Sector reforms.	15	CO3
Module IV: E- Banking and Business Policies E-Banking in India: Objectives, trends and practical uses. Recent technological developments in Indian Banking like ATM, Debit and Credit Cards, EMI, EFT. Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy, FDI policy, Multinational Corporation (MNCs), Transnational Corporations	15	CO4

(TNCs), Global Competitiveness.

Suggested Readings:

- Mishra S K & Puri V K, Economic Environment of Business, 3rd Edition, Himalaya Publishing House.
- Paul Justin, Business Environment Text and Cases, Tata McGraw Hill.
- Shaikh & Saleem, Business Environment, 1st Edition, Pearson Education.
- Cherunilam Francis, **Business Environment, 27th Revised Edition, Himalayan Publishing House.**
- 5. Aswathappa K. **Essentials of Business Environment, 12th Revised Edition, Himalayan Publishing House.**

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2		1		2				1		2	2	2
CO2	2	2		1		2				1		2	2	2
CO3	2	2		1		2				1		2	2	2
CO4	2	2		1		2		2		1		2	2	2
Avg	2.00	2.00		1.00		2.00		2.00		1.00		2.00	2.00	2.00

Program	MBA				
Year	I	Semester		II	
Course Title	Research Methodology	L	T	P	Credits
Course Code	MBA5203	4	0	0	4

Course Objectives:	To develop the skills to investigate the research problems with a view to arrive at findings, interpretation of data in the form of systematic reports.
	To equip the students to apply statistical tools for sharper research studies.

Course Outcomes:	
CO1	Understand the meaning, nature, scope, objectives, and types of research and distinguish among different research approaches.
CO2	Develop effective data collection instruments, such as questionnaires and schedules, with attention to design, reliability, and validity.
CO3	Apply analysis of variance (one-way and two-way) and factor analysis; identify basic usage of statistical tools like SPSS, R, or Python for data analysis.
CO4	Prepare comprehensive research reports with appropriate structure, layout, annexures, references, and conclusions.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Research: Meaning, Nature, characteristics, Scope, Objectives and Types of research; Approaches to research, Research Process & its components. Scientific Methods of Research. Application of Research, Ethical considerations in research.	15	CO1
Module II: Research Design and Problem Formulation: Formulating research problems and hypotheses. Research design: Exploratory, descriptive, and Experimental designs. Variables: Dependent, Independent, and Confounding. Sampling- Concept & types of sampling technique, Sampling Errors, Non-Sampling errors, Techniques for selecting representative samples. Data- Types, Classification of data, Data collection methods, Preparation of Questionnaire and Schedule, Types of Questionnaire, Precautions in Preparation of Questionnaire, Significance and Reliability of Questionnaire, Measurement scales: nominal, ordinal, interval and ratio, comparative and non-comparative scale.	15	CO2
Module III: Data Handling and Analysis: Coding, Editing and Tabulation of Data. Various Kinds of Charts and Diagrams Used in Data Analysis: Line, Bar and Pie, Histogram Graphs and their Significance, Hypothesis: Concept of Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – t-tests, ANOVA, Chi-square tests. Confidence level, Significance of p-value. Correlation, Regression, Interpreting results and drawing conclusions. Analysis of Variance: One way and two way, Factor analysis: Characteristics & Uses. Introduction to the advanced Research Tools: Use of statistical software (e.g., SPSS, R, Python) for data analysis.	15	CO3
Module IV: Report Preparation, Types and Layout of Research Report, Precautions in Preparing the Research Report, Structure and components	15	CO4

of a research report Significance of Annexure, References, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Referencing styles: APA,etc... Common pitfalls in report writing and how to avoid them.

Suggested Readings:

- Cooper and Schindler, Business Research Methods, 9th Edition, Tata McGraw Hill.
- Kothari C R, Research Methodology Methods &Techniques, 2nd Edition, New Age International Publishers.
- Naresh Malhotra, Market Research, Pearson Education.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1					2	2		1		2	3	2
CO2	2	2						3		2		1	2	3
CO3	2	2						3		2		2	2	3
CO4	2	2						2	2	2		2	3	2
Avg	1.75	1.75					2.00	2.50	2.00	1.75		1.75	2.50	2.50

Program	MBA				
Year	I	Semester		II	
Course Title	Operations Research	L	T	P	Credits
Course Code	MBA5204	4	0	0	4

Course Objectives:	To familiarize students with the quantitative techniques for improving the quality of managerial decisions.
	To build Generalist approach towards Operations Research

Course Outcomes:	
CO1	Understand the need of using operational research for effective decision making.
CO2	Identify how linear programming, transportation and assignment helps in business decision making and interpret their solutions.
CO3	Make use of the sequencing and game theory in business problem solving.
CO4	Distinguish between several queuing models and derive performance measures for each of them; examine network technique in resource allocation.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Operations Research & Decision-Making Environment Uses, Scope and Applications of Operation Research in Managerial Decision-Making, Decision-Making under Certainty, Uncertainty and Risk Situations, Decision Tree Approach and its Applications.	15	CO1
Module II: Linear Programming, Transportation Problem & Assignment Problem Linear Programming: Mathematical Formulations of LP Models for Product-Mix Problems, Graphical Method of Solving LP Problems, Simplex Method of Solving LP Problems, Duality of LP Problem. Transportation Problem: Various methods of finding Initial Basic Feasible Solution and Optimal Solution. Assignment Model: Hungarian Algorithm and its Applications in terms of Maximisation and Minimisation.	15	CO2
Module III: Game Theory & Sequencing Problem Game Theory: Concept of Game, Two-Person Zero-Sum Game, Pure and Mixed Strategy Games, Saddle Point, Odds Method, Dominance Method and Graphical Method for Solving Mixed Strategy Game. Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines.	15	CO3
Module IV : Queuing Theory & Project Management Queuing Theory: Characteristics of M/M/I Queue model, Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate, Applications of Queue Model for better service to the customers. Project Management: Rules for drawing the Network Diagram, Applications of CPM and PERT Techniques in Project Planning and Control, Crashing of Operations.	15	CO4
Suggested Readings:		

- Vohra, Quantitative Techniques in Management, 2nd edition, Tata McGraw-Hill, 2003.
- Taha Hamdy, Operations Research - An Introduction, 7th edition, Prentice-Hall.
- Kothari, Quantitative Techniques, 3rd Edition , Vikas Publication, 1996.
- Sharma J K, Operations Research , 3rd Edition . Pearson.
- Kapoor V.K., Operations Research, 4th Edition, S. Chand.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1				2						1	3	2
CO2	3	3				2				2		1	3	2
CO3	3	3				2				2		1	3	2
CO4	3	3				2				2		1	3	2
Avg	3.00	2.50				2.00				2.00		1.00	3.00	2.00

Program	MBA				
Year	I	Semester		II	
Course Title	Operations Management	L	T	P	Credits
Course Code	MBA5205	4	0	0	4

Course Objectives:	To provide students with a comprehensive understanding of the strategic importance of Operations Management in achieving organizational effectiveness across various sectors. It aims to enhance students' analytical and decision-making abilities by equipping them with the knowledge and skills required to plan, manage, and improve operational processes. The course also seeks to develop students' competence in addressing real-world operational challenges, fostering a mindset of continuous improvement, and promoting alignment between operations and overall business strategy.
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Course Outcomes:	
CO1	Understand the strategic importance of operations management in both manufacturing and service sectors, and evaluate key decisions related to plant location, layout, and operations strategy.
CO2	Apply appropriate qualitative and quantitative forecasting methods and work study techniques to improve productivity and support effective operational planning.
CO3	Understanding and ability to use production planning techniques and inventory management techniques for optimizing resource allocation and workflow.
CO4	Analyse and apply quality management principles and tools, including TQM, Six Sigma, and Lean, to drive continuous improvement and operational excellence.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Operations Management Operations Management: An overview, Definition of Operations Management, Production Cycle, Classification of Operations Systems, Responsibilities of Operations Manager, The Strategic Role and Objectives of Operations, Plant Location, Plant Layout Planning. Introduction to Operations in Service Industry: Nature of Services, Difference between Operations in Service and Manufacturing Industry, Major Operation Management Issues and Decisions in Service Industry. Service Quality Gap Model.	15	CO1
Module II: Forecasting & Work Study Definition and Scope of Forecasting, Methods of Forecasting: Qualitative & Quantitative Methods: Delphi, Expert Opinion, Brainstorming, Market Survey Methods, Regression, Time Series based Method, Exponential Smoothing. Work Study: Method Study, Work Measurement.	15	CO2
Module III: Production Planning & Inventory Management Introduction to Planning Techniques, Capacity Plan, Aggregate Plan, Scheduling: Forward and Backward, Master Production Schedule, Material Requirement Planning (MRP). Inventory Management: Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.	15	CO3

Module IV: Quality Management Basic Concepts of Quality, Dimensions of Quality, Juran's Quality Trilogy, Deming's 14 Principles, PDCA Cycle, Quality Circles, 7QC Tools and 7 New QC Tools, Six Sigma: DMAIC, DMADV.	15	CO4
Suggested Readings: • Heizer and Render, Operations Management, 14th edition, Prentice-Hall. • Hill T, Operations Management, Palgrave Macmillan, 2017. • K. Aswathapa, Production and Operations Management, Himalayan Publication. • B. Mahadevan, Operations Management, Pearson		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				3		2		3		2	3	2
CO2	2	3				2		2		2		2	3	2
CO3	2	2			1	3		2		2		2	3	2
CO4	2	3			2	3		2		3		2	2	3
Avg	2.25	2.50			1.50	2.75		2.00		2.50		0.50	2.75	2.25

Program	MBA				
Year	I	Semester		II	
Course Title	Cost & Management Accounting	L	T	P	Credits
Course Code	MBA5206	3	2	0	4

Course Objectives:	To familiarize students with cost and management accounting in Business Scenario with managerial emphasis.
	To have knowledge of concepts of costs with regard to managerial decision making.
	To understand accounting and control of the three main elements of cost, i.e., material, labour and overhead, and also the various methods of costing in different industries.
	To develop skills for managerial decision making by using various techniques of management accounting.

Course Outcomes:	
CO1	To identify the basic concepts of Cost Accounting and Management Accounting, their principles and procedures, cost elements, techniques and classification.
CO2	To apply and calculate the cost of material, labour, and overheads, to interpret the application of cost in real world for service and trading Sector.
CO3	To carry out analysis of cost-volume-profit techniques and variance analysis to determine optimal managerial decisions thereby contributing to strategic planning and control. To prepare and analyse budgets for monitoring and control.
CO4	To identify and establish responsibility centres and to compare and contrast the financial statements of firms and interpret the results.

Course Contents	No of Hours	Mapped CO
Module I : Basic Fundamentals of Cost & Management Accounting. Meaning, nature and scope of Management accounting, Role of management accountant, Tools and techniques of management accounting, Distinction between financial accounting, cost accounting and management accounting. Direct vs. Indirect cost, Fixed vs. Variable Cost, Activity Based Costing concept, Job Order Cost Systems, Process Cost System, Normal Loss & Abnormal Loss, Joint Product and By Products, Relevant Cost and Differential Cost. Accounting information and managerial decision making: Basic Cost Terms and Concepts, Tools and techniques of management accounting, Cost concepts objectives of costing system, Cost classification establishing costing system, Relevant Cost, Statement of Cost, Cost Concepts and Classification of costs, Elements of Cost.	15	CO1
Module II: Elements of Cost, Purchase Procedures, Labour Cost Control, Payroll Procedure, Overhead Cost Control Material cost: Purchase procedures, Store keeping and inventory control, Fixing Of minimum, maximum and re-order levels, ABC analysis, Pricing of receipts and Issue of material and accounting thereof, Investigation and corrective steps for Stock discrepancies, Accounting and control of wastage, Spoilage and defectives.	15	CO2

Labour cost: Classification of labor costs, Payroll procedures, Labor analysis, Monetary and non-monetary incentive schemes, Measurement of labor efficiency and productivity, Labor turnover and remedial measures, Treatment of idle time and overtime. Overheads: Nature, classification, collection, allocation, apportionment, absorption and control of overheads, Allocation, apportionment, re-apportionment and absorption of overhead costs. Cost Accounting Standards, Inventory Management, Cost Audit, Activity Based Costing, Application of Costing concepts in the Service and Trading Sector.		
Module III: Marginal and Absorption Costing Techniques, Variance Analysis and Budgeting. Marginal Costing: Break Even Analysis, Cost - Volume - Profit Analysis, Managerial Application of CVP Analysis and cost-: decision making, BEP Charts, P/V Charts, Cash B.E.P charts and decision-making, simulated BEP analysis, Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making. Standard Costing and variance analysis: Types of standards, determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead. Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances. Budgeting: Budget Concepts and preparation of fixed and flexible budgets, Time series analysis including moving totals and averages, treatment of seasonality. Fixed, variable, semi-variable and activitybased categorizations of cost and their application in projecting financial results. Unit Budgetary control – preparation of various types of budgets, advantages and limitations, budgetary control reports to management.	15	CO3
Module IV: Responsibility Accounting and Establishment of Responsibility Centers, Transfer Pricing, Cash Flow Statement Responsibility accounting: basic principles, centers of control, responsibility reporting, implementation, organizational aspects & benefits and Responsibility centers: Cost center, profit center and investment center. Transfer pricing: profit as a measure of performance: transfer pricing methods, benefits of transfer pricing: international transfer pricing. Analysis and interpretation of financial statements: nature, objectives, types and tools of financial statement analysis. Cash flow statements and fund flow statement: classification preparation and usefulness. Operating ratios: interpretation and analysis.	15	CO4
Suggested Readings: • Lall, B.M. and I.C. Jain, Cost Accounting: Principles and Practice, Prentice Hall, New DELHI. • Homgren, Charles T., George Foster and Srikant M. Dallar, Cost Accounting: A Managerial Emphasis Prentice Hall, New Delhi. • Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai. • Homgren, Charles T., Gary L Sundem, and William D. Statton, An Introduction to Management Accounting, Prentice Hall, New Delhi. • Pandey, I.M. Management Accounting, VIKAS publications, New Delhi. • Horngren, Foster & Dater, Cost Accounting: A Managerial Emphasis (Pearson).		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	1		1	2	1		2	1		2	3	1
CO2	2	2	1	1	2	1	3	1	2	3	1	2	3	2
CO3	2	3	1	1	1	1	2	2	2	1		2	2	1
CO4	1	3	1	1	1	2	2	2	1	2		2	2	1
Avg	1.75	2.25	1.00	1.00	1.25	1.50	2.00	1.67	1.75	1.75	1.00	2.00	2.50	1.25

Program	MBA				
Year	I	Semester		II	
Course Title	Financial Management	L	T	P	Credits
Course Code	MBA5207	4	0	0	4

Course Objectives:	The theory and practice of Corporate Finance in the light of agency problems and conflict of interest among corporations' stakeholders.
	Various options for sourcing and utilization of funds and determination of risk associated in term of cost and benefits.
	Capital Structure for the value maximization of the firm.
	The key issues related to dividend policy and their implications for the value of the firm

Course Outcomes:	
CO1	Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization and calculate future & annuity values.
CO2	Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts and the concept and importance of Working Capital Management
CO3	Understand the concept of leveraging and calculate Cost of Capital of companies
CO4	Understand how specific techniques and decision rules can be used to develop best capital structure for any organization and relevance of Dividend decision

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Financial Management: Concept of Financial Management, Traditional Financial Management Vs Modern Financial Management, Functions of Financial Management, Objectives of financial Management Profit maximization vs. Wealth Maximization, Methods of Financial Management. Time Value of Money.	15	CO1
Module II: Investment Decisions (Long Term & Short Term): Appraisal of project, Concept of Capital Budgeting: Process & Techniques of Capital Budgeting and its applications. Risk and Uncertainty in Capital Budgeting. Overview of Working Capital Decision: Concept, Components, factors affecting working Capital Requirement	15	CO2
Module III: Financial Decisions& Leverage Analysis: Financial, operating and combined leverage along with implications. EBIT-EPS Analysis & Indifference Points. Long-term sources of finance, Valuation of equity shares, Preference shares, debentures and bonds. Cost of Capital, Cost of Debentures, Cost of Preference, Cost of Equity & Retained earnings, Weighted average cost of capital and its implication.	15	CO3
Module IV: Capital Structure Decision & Dividend Decisions: Concept and Approaches of Capital Structure decision: NI, NOI, Traditional and Modigliani Miller Approach. Concept of retained earnings and plough back of profits. Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision.	15	CO4

Suggested Readings:

- Pandey I M, Financial Management, 9th Ed, Vikas, 2004.
- Van Horne, Financial Management and Policy, 12th Ed, Pearson Education, 2003.
- Knott G, Financial Management, Palgrave, 2004.
- Khan and Jain, Financial Management, 3rd Ed, Tata McGraw Hill.
- R P Rustagi , Financial Management, 2nd revised ed, Galgotia, 2000.
- Damodaran , Corporate Finance –Theory & Practice, Wiley, 1st Ed.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1	1	2	2	2	2	2	1		2	3	2
CO2	2	3		3	3	3		3	3	2	1	2	3	2
CO3		3		2	2	3		2	3	2		3	3	2
CO4	2	3		1	2	2	1	3	3	2	1	3	3	3
Avg	1.67	2.75	1.00	1.75	2.25	2.50	1.50	2.50	2.75	1.75	1.00	2.50	3.00	2.25

Program	MBA				
Year	I	Semester		II	
Course Title	Managing Human Resources	L	T	P	Credits
Course Code	MBA5208	4	0	0	4

Course Objectives:	Provide students with a comprehensive understanding of the nature, scope, and functions of Human Resource Management (HRM), and to analyze HRM's strategic role in enhancing organizational effectiveness in a dynamic business environment.
	Equip students with the knowledge of various HR functions and their processes, and understand contemporary tools such as HR information systems and e-HR.
	Develop understanding of training, development, and performance appraisal and management systems
	Foster an understanding of Industrial Relations (IR), and to examine the impact of digital transformation and AI on contemporary labor-management relations.

Course Outcomes:	
CO1	Demonstrate the knowledge of Human Resource Management and critically analyse strategic HRM models, HR environments, and organizational alignment with HR strategies.
CO2	Apply HR forecasting techniques, implement effective recruitment and selection processes, use HR metrics and job design approaches, and e-HR systems.
CO3	Assess and design training and development programs, appraise and manage performance and evaluate compensation structures
CO4	Critically examine the structure, dynamics, and evolving nature of industrial relations and the influence of emerging practices on employer-employee relationships.

Course Contents	No of Hours	Mapped CO
Module I: Introduction Meaning, nature, and scope of HRM, HRM functions and objectives, HRM environment: internal and external, HRM models, Organizing of HR department, Personnel policies and principles. Strategic HRM: Environmental scanning, strategy formulation, implementation and evaluation, Strategic role of HRM.	15	CO1
Module II: HR Planning, HR Metrics, Recruitment, Selection & Other HR Functions, E-HR HR Planning: definition, process, importance of HRP, factors affecting HRP, HR demand models: Managerial judgment, Ratio-trend analysis, Delphi technique, HR supply models: Replacement Analysis, Markov Models, Requisite for successful HRP, Barriers to HRP. Career and succession planning: Concept and processes, Career anchors. HR Metrics and Job design: HR accounting and audit, Job design approaches, factors affecting job design. Recruitment: Recruitment process and factors influencing recruitment. Selection: Process, Barriers to effective selection. Orientation: Types and	15	CO2

requisite of an effective orientation program. Placement. Promotion, Transfer and Separation: Purpose, principle, and types of promotion, Transfer: types, separation: lay off, resignation, dismissal, retrenchment and voluntary retirement schemes.HR Information System, Concept of e-HR		
Module III: Training & Development, Appraising and Managing Performance, Compensation Structure Training and Development: Purpose and Process of training, , Effective training program, Management development program Appraising and Managing Performance: Nature & objectives of performance appraisal, Appraisal process. Compensation and Benefits: Pay Model, Job-based structure: Evaluating work by job analysis and job evaluation. Wage policy in India: minimum wage, fair wage and living wage, Person based structure, Defining competitiveness, Designing pay levels, Mix and pay structure. Employee contribution. Fringe benefits, The future of fringes, Prerequisite for an effective incentive system, Significance of incentive program.	15	CO3
Module IV: Employee Relations Overview of IR: Nature, Objective & Scope of Industrial Relations in India, Various approaches to IR, Factors affecting IR & prerequisites of successful IR programme, International Labor Organization (ILO) and its role in IR. Trade Union: Origin & concept of TU, Role of trade union in IR. Growth & problems of Trade Union, Issue of IR in modern era: Technology. Discipline and Grievance Procedures: Discipline, Misconduct, Employee Grievance Handling Procedure, Worker's Participation in Management, Concept, Objectives & Process of Collective Bargaining, Wages &IR. Emerging Trends in Industrial Relations: Impact of artificial intelligence and digital technologies on industrial relations.	15	CO4
Suggested Readings: - Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 7th Ed.). - Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd - Dessler – Human Resource Management (Prentice Hall, 10th Ed.) - Piyali Ghosh and Shefali Nandan, Industrial Relations and labour Laws, 1st Ed., McGraw Hill education - George T. Milkovich, Jerry M. Newman, C S Venkata Ratnam, Compensation,9th Ed., McGraw Hill education.		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				3				1	1	1	3	2
CO2	3	3	2			3	1	2		2	1	1	3	2
CO3	3	2				3	1	2		1	1	1	3	2
CO4	3	2				3	1	1		2	1	2	3	3
Avg	3.00	2.25	2.00			3.00	1.00	1.67		1.50	1.00	1.25	3.00	2.25

Program	MBA				
Year	I	Semester		II	
Course Title	Information Systems for Business Transformation	L	T	P	Credits
Course Code	MBA5209	1	2	0	2

Course Objectives:	To familiarize with the application of information system in business and the importance of data resource management in managerial decision making.
	To develop insights about the concept and functioning of e-commerce.
	To provide knowledge regarding ethical and security challenges of IT.

Course Outcomes:	
CO1	Discuss the various types of information system and IT tools.
CO2	Explain the basic concepts of data resource management and telecommunication.
CO3	Identify the modern business concept.
CO4	Analyze the ethical and security measures of IT in business.

Course Contents	No of Hours	Mapped CO
Module I: Foundation Concepts Concepts of Information Systems (IS) in Business: System Concepts-Components of an IS – IS Resources – IS Applications in Various Fields – Recent Trends in IS – Types of IS and Its Uses – Managerial Challenges of Information Technology- Organizational Implications of IT.	8	CO1
Module II: Information Technologies & Data Communication Network Managing Data Resources: Data Resource Management – Types of Databases – Database Management Approach – Data Warehouse, Data Mining and their Business Applications-Telecommunication Networks-Trends in Telecommunications – Business Value of Telecommunication Networks – the Internet Revolution – Intranet and Extranet, Internet of Things(IoT)- Emerging Technologies- Green IT & Sustainable Computing	8	CO2
Module III: Business Applications – E-Business and E-Commerce Concept of E- Business & E-Commerce Business Models- Impact of Technology on Business Models- Enterprise Resource Planning, Transformation of Traditional Business Structures & Processes- Search Engine Optimization- Concepts of Data Analytics in E-Commerce-Emerging Technologies – Block Chain, Virtual Reality, Augmented Reality	7	CO3
Module IV: Ethical Challenges & Computer Security Computer Ethics– Plagiarism, Privacy, Copyright, Privacy Laws, Software Piracy- Cyber Security Policies & Compliance- Cyber Crime – Types of Computer Security -Data and Information Security – Network Security–Threats & Risks- -Security Measures for Server Protection	7	CO4
Suggested Readings: - Joseph,P.T, E-COMMERCE: AN INDIAN PERSPECTIVE, PHI, New Delhi, 2005 Canzer,B, 2. E-BUSINESS AND COMMERCE: STRATEGIC THINKING AND PRACTICE (Indian adaptation), New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA) , 2005 - Management Information Systems, Schulthesis, Tata McGraw Hill. - Shrivastava- Fundamentals of Computer and Information Systems , Wiley Dream tech		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1	1		1		3	1	2		2	3	2
CO2	2	2	1	1		1		3	1	1		2	3	2
CO3	2	2	2	2		1		3	1	1		2	3	2
CO4	2	2	1	2		2	2	3	1	1		2	3	2
Avg	2.00	2.00	1.25	1.50		1.25	2.00	3.00	1.00	1.25		2.00	3.00	2.00

Program	MBA				
Year	I	Semester		II	
Course Title	Research-Based Learning II	L	T	P	Credits
Course Code	MBA5210	0	0	2	1

Course Objectives:	Help students understand fundamental research methods and approaches.
	Enable students to transform finalized research titles into clear research objectives, questions, and hypothesis.
	Enhance student's capability to conduct a critical and comparative literature review.
	Develop Conceptual Framework by identifying the variables and define relationship among them.

Course Outcomes:	
CO1	Explain different types of research designs and methodologies.
CO2	Frame well-defined research objectives aligned with business problems.
CO3	Develop research questions and hypothesis logically derived from literature.
CO4	Identify research gaps through comparative analysis of studies.

Course Structure (Classroom Activity)

Topic	Learning Activities
Research Design Basics	Types of research, qualitative vs. quantitative Activity: Case discussion
Objectives & Research Questions	Framing research objectives, research questions, and hypothesis Activity: Group exercise
Literature Review (Advanced)	Comparing prior studies and finding research gaps Activity: Literature comparison table
Develop Conceptual Framework	Identify variables and define relationship among them

Assessment Pattern

Student performance shall be evaluated through continuous assessment by RBL Guide and Viva-Voce under an audit-based evaluation system,

Guidelines for RBL Teacher

Introduce students to the objectives, outcomes, and expectations of Research-Based Learning (RBL).

Explain basic research concepts including research design, objectives, research questions and hypothesis

Provide illustrative examples, case discussions, and hands-on activities to reinforce learning.

Encourage that students adhere to APA referencing standards.

Guidelines for RBL Guide

Guide students in formulating clear research objectives, research questions, and hypothesis.
Mentoring students in identifying research gaps
Provide feedback on research methodology draft and ethical considerations.
Assess student performance through continuous evaluation.

Guidelines for Students

Actively participate in classroom discussions, group activities, and research exercises.
Follow the instruction in developing research objectives and drafting research methodology
Use APA style consistently for citations and references.
Meet all submission deadlines as prescribed by the RBL Teacher and Guide.

Referencing List (Strictly Follow APA Style)**1. Book**

Author, A. A. (Year). Title of the book (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. Title of the Journal, Volume (Issue), page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). Title of the webpage. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). Title of the report (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	MBA				
Year	II	Semester		III	
Course Title	Supply Chain Management	L	T	P	Credits
Course Code	MBA5301	4	0	0	4

Course Objectives:	To develop knowledge about the elements of Logistics and Supply Chain Management processes.
	To acquaint with the recent trends and issues in the supply chain management function.

Course Outcomes:	
CO1	Describe the role and basic concepts of supply chain management, various value flows and key issues in supply chain management
CO2	Explain logistic management, different models including distribution and warehouse management.
CO3	Explain various techniques of inventory management. Calculate various costs associated with inventory, EOQ, buffer stock, lead time etc.
CO4	Explain the role of IT in supply chain management and Customer relationship management.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Supply Chain Management Basic Concept, Objectives and importance of Supply Chain Management, Cycle view of SCM, Pull & Push system, competitive and supply chain strategies, achieving strategic fit, Supply chain Drivers & Obstacles, Key Issues in SCM and Benefits.	15	CO1
Module II: Logistics Management, Purchase and Vendor Management Logistics Management: Logistics as part of SCM, Logistics costs, Inbound and outbound logistics, Bullwhip effect in logistics. Reverse Logistics. Distribution and warehousing management, Cross docking, Milkrun, Super stores. Purchase & Vendor management, vendor rating.	15	CO2
Module III: Inventory Management Concept of Inventory Management, Various costs associated with inventory, Various EOQ models, Buffer stock (trade- off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, ABC, SDE / VED Analysis, Just-In-Time & Kanban System.	15	CO3
Module IV: Recent Issues in SCM Role of Computer & IT in Supply Chain Management, CRM Vs SCM, Bench-marking concept: Features and Implementation, Outsourcing basic concept, 3 PL, 4 PL, Value Addition in SCM, Concept of demand chain management.	15	CO4
Suggested Readings: - Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.) - Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.) - Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.). - Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)		

- Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)
- Ballou, Ronald H: Supply Chain Management: Pearson Education

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			2	3		1	1	2		1	2	2
CO2	3	2			2	3		1	1	2		2	2	2
CO3	3	2			2	3		3	2	2		2	2	2
CO4	3	2			2	3		3	2	2		2	2	2
Avg	3.00	2.00			2.00	3.00		2.00	1.50	2.00		1.75	2.00	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Strategic Management	L	T	P	Credits
Course Code	MBA5302	4	0	0	4

Course Objectives:	To understand the basic model of strategic management & develop the ability to formulate effective corporate and business strategies based on internal and external assessments.
	To develop competencies in translating strategic plans into actionable organizational initiatives across various organizational functions.

Course Outcomes:	
CO1	Explain the foundational concepts of strategic management, including its evolution, strategic intent (mission, vision, and objectives), and differentiate between policy, strategy, and tactics while analysing the impact of information systems, internet, and e-commerce on strategic decision-making.
CO2	Perform comprehensive environmental and organizational analyses using frameworks such as PESTEL, Porter's Five Forces, SWOT, VRIO, ETOP, and the Value Chain to assess internal capabilities and external opportunities and threats for strategic planning.
CO3	Analyse corporate and business-level strategies including growth, stability, retrenchment, and competitive strategies using tools like the BCG Matrix, GE 9 Cell, Porter's models, and understand their relevance in strategic positioning and choice.
CO4	Analyse various models of strategic implementation such as McKinsey's 7S and functional strategy alignment (HR, marketing, finance, operations), and evaluate strategic effectiveness using control techniques, performance criteria, and ethical considerations.

Course Contents	No of Hours	Mapped CO
Module I : Foundations of Strategy:- Definition, Scope and Importance. Evolution of Strategic Management, Difference between Business Policy and Strategic Management. Basic Model of Strategic Management (Strategic Intent) - Mission, Vision and Objectives. Conceptual Framework- Policy, Strategy and Tactics Strategic Decision Making- Dimensions and Levels. Strategic Information System. Impact of Internet and E-Commerce on Strategic Management.	15	CO1
Module II: Environmental Scanning and Internal Analysis: Environmental Scanning: Concept, Factors of Environmental Scanning- ETOP Study, Industry Analysis, Competitive Intelligence, Internal Analysis (VRIO, Value Chain, SWOT) External Environment Analysis (PESTEL, Porter's Five Forces). Organizational Analysis: Concept, Resource based approach, Scanning Functional Resources. OCP, SAP Scanning Core competency, Competitive Advantage., TOWS Matrix.	15	CO2
Module III: Types of Strategies and Strategy formulation: Corporate Strategies- Stability Strategy, Growth/ Expansion- Diversification, Mergers & Acquisitions, Joint Venture, Strategic Alliances. Retrenchment & Combination Strategy-Corporate Restructuring. Business Strategies - Generic Business Strategies. Cost Leadership Strategy, Differentiation	15	CO3

Strategy, Focus Strategy. Competitive Gaming & Functional Strategies. Strategic Choice: Strategic Positioning and Portfolio Analysis BCG Model, GE 9 Cell, Porters 5 Force Model and Porters Diamond Model.		
Module IV: Strategic Implementation & Control: McKinsey's 7S Model, Strategy Implementation through Structure, Strategy Implementation through Behaviour, Implementation through Human Resource Management, Strategy Implementation through Marketing, Strategy Implementation through Financial Policies, Strategy Implementation through Production/ operations Policies, Strategy Implementation through values and ethics. Strategy Evaluation & Control: Concept, Criteria and control techniques.	15	CO4
Suggested Readings: - Kazmi Azhar Strategic Management and Business Policy, 4th Edition McGraw Hill Education. - Lawrence R. Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers) - Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS). - Wheelen Thomas L., Hunger J. David and Rangarajan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.).		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2		1		2		1		1		2	2	2
CO2	3	2		1		2				2		2	3	2
CO3	3	2		1		2				2		2	3	2
CO4	3	2		1		2	1			2		2	3	2
Avg	3.00	2.00		1.00		2.00	1.00	1.00		1.75		2.00	2.75	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Emerging Markets and International Business	L	T	P	Credits
Course Code	MBA5303	4	0	0	4

Course Objectives:	To familiarize the students with the concept of emerging markets and the investment opportunities around the globe.
	To render in-depth knowledge about the dynamics of International Business, their key drivers and the important international institutions

Course Outcomes:	
CO1	Understand basic concepts and theoretical frameworks for strategy formulation and leveraging emerging markets.
CO2	Evaluate and interpret information for utilizing the investments opportunities in emerging markets.
CO3	Demonstrate the ability to interpret business and trade policies in global scenario.
CO4	Understand the modalities of international institutions operating in the world.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to the concept of “Emerging Markets” and other related matters. Concept and types of economies. Concept of market and “emerging market”. Economic growth vs. economic development. Characteristics of an emerging market and its differences with a frontier market. Risks associated with an emerging market and their evaluation (risk scoring). Major emerging markets of the world. BRICS: History, formation, constituents, roles, functions and an analysis of its significant contributions. Case study on global share of top significant emerging markets. Innovation and technology in doing business in emerging markets: roles, importance and recent developments.	15	CO1
Module II: Investing in Emerging Markets and Regulatory Framework Investment opportunities in an emerging market. Potential benefits of investing in an emerging market. Potential risks of investing in an emerging market. An analysis of past and current risk management practices in emerging markets. Financial risk management in emerging markets. Analysis of reasons for some regions stronger than others for the rise of developing economies. Key drivers of emerging markets. Tools of investment in emerging markets. Principles of investment in emerging markets. Impact of corporate governance, export – import policies, financial market regulation, intellectual property rights, trade policies, exchange rate policies and taxation policies on doing business in emerging market economy.	15	CO2
Module III: Introduction to International Business, International Business theories and trade policies. Meaning, nature and significance of international Business, Drivers of International Business, Players in international business, MNC benefits	15	CO3

and problems to host country and home country, Globalization, Strategies in globalization, Challenges of international business. Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory, Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.		
Module IV: International Institutions UNCTAD, Its Basic Principles and Major Achievements, World Bank, IMF, Role of IMF for developing countries in recent years and origin of AIIB, NDB. ADB, IBRD, Features of IBRD. GATT, WTO, Role and Advantages of WTO with special focus on India.	15	CO4
Suggested Readings: • C.W. Hill - International Business (TMH, 5th Ed.) • Macroeconomics of Emerging Markets - 2nd edition, Peter Montiel, ISBN: 978-0521733045 • Wylde, Ch. (2017) Emerging Markets and the State. Developmentalism in the 21st Century, London & New York: Palgrave Macmillan. DOI: 10.1057/978-1-137-55655-4 • Grosse, R., Meyer, K.E. (eds) (2019) The Oxford Handbook of Management in Emerging Markets. Oxford: Oxford University Press. DOI: 10.1093/oxfordhb/9780190683948.001.0001 • Karolyi, G.A. (2015) Cracking the Emerging Markets Enigma, Oxford: Oxford University Press. ISBN: 9780199336623 • Cavusgil, S. T., Ghauri, P. N. and Akcal, A. A. (2013) Doing Business in Emerging Markets, London: Sage.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1		1		2				1		2	2	2
CO2	2	1		1		2				1		2	2	2
CO3	2	1		1		2				1		2	2	2
CO4	2	1		1		2				1		2	2	2
Avg	2.00	1.00		1.00		2.00				1.00		2.00	2.00	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Research-Based Learning III	L	T	P	Credits
Course Code	MBA5305	0	0	4	2

Course Objectives:	Enable students to develop appropriate research instruments for data collection.
	Train students in conducting pilot studies and refining research tools.
	Develop practical understanding of primary and secondary data collection procedures.
	Enhance students' capability in data coding, tabulation, and preparation for analysis.
	Develop students' ability to perform data analysis and derive meaningful findings from Collected data.
	Strengthen ethical practices in field research and data handling.

Course Outcomes:	
CO1	Develop structured questionnaires/interview schedules aligned with research objectives.
CO2	Conduct pilot testing and refine research instruments.
CO3	Execute primary and/or secondary data collection systematically.
CO4	Apply ethical practices during field research and respondent interaction.
CO5	Organize, code, and prepare collected data for statistical analysis.
CO6	Analyze collected data using appropriate statistical tools.
CO7	Present findings through tables, charts, and graphical representations.
CO8	Draw preliminary conclusions based on the analyzed data.

Course Structure (Classroom Activity)

Topic	Learning Activities
Research Instrument Development	Questionnaire and interview schedule drafting
Measurement Scales	Designing Likert scale, ranking scale, semantic differential scale
Pilot Study	Activity: Pilot testing and refinement of tools
Data Collection Process	Field survey/interview/secondary data collection
Ethical Considerations in Research	Consent, confidentiality, and academic integrity
Data Preparation	Coding, tabulation, data entry, and data cleaning
Data Analysis	Descriptive statistics using SPSS/Excel (frequency, percentage, mean, charts)
Findings and Interpretation	Preparation and presentation of key findings and observations

Assessment Pattern

Student performance shall be evaluated through continuous assessment, research instrument development, data collection progress, data analysis, practical exercises, presentations, and viva-voce under an audit-based evaluation system.

Guidelines for RBL Teacher

- Guide students in developing appropriate data collection instruments.
- Conduct practical sessions on measurement scales and questionnaire design.
- Explain pilot testing procedures and refinement techniques.
- Train students in ethical data collection practices.
- Introduce students to data coding, tabulation, data analysis, and software tools such as SPSS/Excel.
- Guide students in presenting findings through tables, charts, and graphical representations.
- Ensure adherence to APA referencing standards.

Guidelines for RBL Guide

- Review and approve research instruments before data collection.
- Guide students during pilot study and refinement of tools.
- Monitor progress of primary/secondary data collection.
- Verify authenticity, adequacy, and ethical compliance of collected data.
- Assist students in coding, organizing, and analyzing data.
- Review preliminary findings and provide constructive feedback.
- Provide continuous feedback and mentoring.

Guidelines for Students

- Develop research instruments aligned with approved objectives and hypothesis.
- Conduct pilot study and incorporate suggested modifications.
- Complete primary and/or secondary data collection within the semester timeline.
- Follow ethical standards while interacting with respondents.
- Organize, code, and analyze collected data using appropriate tools.
- Prepare tables, charts, and graphical presentations of findings.
- Present preliminary findings and observations systematically.
- Maintain APA style in all documentation and references.

Referencing List (Strictly Follow APA Style)**1. Book**

Author, A. A. (Year). *Title of the book* (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. *Title of the Journal*, Volume(Issue), page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). *Title of the webpage*. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). *Title of the report* (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	MBA				
Year	II	Semester		IV	
Course Title	Entrepreneurship Development and Startup Management	L	T	P	Credits
Course Code	MBA5401	4	0	0	4

Course Objectives:	To impart in depth knowledge about the concept of entrepreneurship.
	To develop entrepreneurial skills in exploiting environmental opportunities, national and international.

Course Outcomes:	
CO1	Explain the concept of entrepreneurship and the skills required.
CO2	Assess the entrepreneurial opportunities and prepare a business plan.
CO3	Evaluate various funding options and the support infrastructure for growth and survival.
CO4	Judge financial stability and decide upon expansion possibilities.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Entrepreneurship Definition of Entrepreneur, Characteristics of an Entrepreneur, Functions of an Entrepreneur, Stages in entrepreneurial process, Theories of Entrepreneurship, Internal and External Factors influencing entrepreneurship, Role of Entrepreneurs in economic development. Family and Non- Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs. International entrepreneurship: Nature and Importance. Role of Woman entrepreneur.	15	CO1
Module II: Start-up environment and Entrepreneurial Plan Creativity and Creative Performance, Entrepreneurial Plan: Idea Generation, Screening and Project Identification. Feasibility Analysis: Economic, Marketing, Financial and Technical. Project Report Project Implementation: Evaluation, Monitoring and Control.	15	CO2
Module III: Sources of finance and Institutional Support Debt or equity financing, Role of Commercial Banks, Venture Capital: Nature and Overview of venture capital, Venture capital process, Locating venture capitalists. Institutional support for new ventures, Supporting Organizations, Incentives and facilities, Financial Institutions. Small scale Industries, Govt. Policies for SSIs.	15	CO3
Module IV: Start-up Survival, Growth and Exit Stages of growth in New Venture, Scaling the new ventures, growth and expansion into new markets. Exit strategies: Mergers and acquisitions, IPO etc. Reasons for failure of new ventures and the process of bankruptcy.	15	CO4
Suggested Readings:		

- S.S. Khanka, Entrepreneurial Development, S. Chand
- Sangeeta Sharma, Entrepreneurship Development, PHI Learning
- Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
- Understanding Enterprise: Entrepreneurship & Small Business (Palgrave, 2003)

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		3	1	2				1		1	3	2
CO2	3	2		3	1	2				1		1	3	2
CO3	3	2		3	1	2				1		1	3	2
CO4	3	2		3	1	2				1		1	3	2
Avg	3.00	1.75		3.00	1.00	2.00				1.00		1.00	3.00	2.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Corporate Governance, Values & Ethics	L	T	P	Credits
Course Code	MBA5402	4	0	0	4

Course Objectives:	To develop knowledge about the importance of corporate governance and the need for business ethics to ensure sustained business growth & stability
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Course Outcomes:	
CO1	Describe the concept of corporate values and governance
CO2	Explain Intellectual property rights and CSR
CO3	Explain and apply the concept learnt from the value system based on Indian scriptures and tradition.
CO4	Explain the concept of ethics and its incorporation into different business functions.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Corporate Governance A brief history of Corporate Governance, Need of corporate governance, Evolution of Corporate Governance system worldwide, Corporate Governance in India, Social responsibility of Corporate, Corporate Social reporting, Corporate Governance Issues, Code of Corporate Practices, Corporate Governance and the role of Board (BOD), Corporate disclosure and Investor protection in India.	15	CO1
Module II: Board of Directors, CSR & IPR Board of Directors, Types of Directors & composition of Board, Corporate Social Responsibility, Need and significance of CSR, Growth and sustainability with CSR, Laws and regulations related to CSR, Corporate Social Reporting.	15	CO2
Module III: Values-impact on Business Indian Value system and Values. Management lessons from Indian scriptures and traditions namely Geeta, Ramayana, Mahabharata, Upanishads and Vedas, Bible and Quran.	15	CO3
Module IV: Ethical-impact on Business Business Ethics, Features of Ethics, Ethical theories and approaches, Ethical Issues in Capitalism and market systems, Ethics and social responsibility. Ethical issues in functional areas of marketing, finance, human resource and Information Technology, with Discussions related contemporary Business cases.	15	CO4
Suggested Readings: - S.S. Iyer - Managing for Value (New Age International Publishers, 2002) - Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007) - S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt. Ltd, 2000) - Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.) 5. Neeru Dr.Vasishtha – Business Ethics & Values-Taxmann's II ed.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1			1	1	3			1	3	2	2	2
CO2	2	1			1	1	3			1	3	2	2	2
CO3	2	1			1	1	3			1	3	2	2	2
CO4	2	1			1	1	3			1	3	2	2	2
Avg	2.00	1.00			1.00	1.00	3.00			1.00	3.00	2.00	2.00	2.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Research-Based Learning IV	L	T	P	Credits
Course Code	MBA5403	0	0	6	3

Course Objectives:	Enable students to interpret research findings and draw meaningful conclusions.
	Develop the ability to derive managerial implications and practical recommendations from Research outcomes.
	Enhance students' skills in academic writing and report preparation.
	Familiarize students with book chapter writing and publication ethics.
	Prepare students for effective presentation and defence of their research work.

Course Outcomes:	
CO1	Interpret research findings in relation to research objectives and hypothesis.
CO2	Draw valid conclusions and formulate recommendations based on research outcomes.
CO3	Prepare a structured research report following academic standards.
CO4	Develop a book chapter from their research work
CO5	Demonstrate effective presentation and communication skills during viva-voce
CO6	Adhere to publication ethics, plagiarism guidelines, and APA referencing standards.

Course Structure (Classroom Activity)

Topic	Learning Activities
Interpretation of Findings	Relating findings to research objectives, hypothesis, and existing literature
Conclusion, Recommendations and Managerial Implications	Drawing conclusions and developing practical recommendations based on research findings
Research Report Writing and Documentation	Preparation of final RBL report, APA referencing, formatting, and documentation
Publication Ethics and Publication-Oriented Writing	Similarity check, ethical publishing practices, and preparation of book chapter manuscript
Presentation and Viva Preparation	PPT preparation, mock presentations, and viva-voce practice
Final Submission of RBL Report / Book Chapter	Submission of the final RBL report by all students and preparation of book chapters for publication based on the quality of research work

Assessment Pattern

Student performance shall be evaluated through continuous assessment, research report preparation / book chapter development, presentation, and viva-voce under an audit-based evaluation system.

Guidelines for RBL Teacher

- Guide students in interpreting research findings and developing conclusions.
- Conduct sessions on report writing and academic documentation.
- Introduce publication ethics, plagiarism guidelines, and manuscript preparation.
- Train students in APA referencing and citation management.
- Facilitate mock presentations and viva sessions.
- Provide constructive feedback on research reports and manuscripts.

Guidelines for RBL Guide

- Guide students in drawing conclusions and managerial implications.
- Review draft reports / book chapters.
- Ensure quality, originality, and academic rigor in the final submission.
- Verify adherence to ethical standards and plagiarism norms.
- Mentor students in preparing presentations and viva-voce.
- Assess student performance through continuous evaluation and feedback.

Guidelines for Students

- Interpret research findings logically and objectively.
- Prepare conclusions and recommendations aligned with research objectives.
- Prepare a complete research report in the prescribed format / convert quality research work into book chapters for publication.
- Follow APA style consistently for citations and references.
- Ensure originality and compliance with plagiarism guidelines.
- Participate actively in presentations and viva-voce sessions.
- Submit all deliverables within the prescribed timeline.

Referencing List (Strictly Follow APA Style)**1. Book**

Author, A. A. (Year). *Title of the book* (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. *Title of the Journal, Volume(Issue)*, page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). *Title of the webpage*. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). *Title of the report* (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	MBA				
Year	II	Semester		III	
Course Title	Management of Financial Institutions & Services	L	T	P	Credits
Course Code	MBAFM501	4	0	0	4

Course Objectives:	To provide students with foundational knowledge of the Indian financial system.
	To enable students to understand and interpret the functions, regulations, and performance parameters of banking and non-banking financial institutions.
	To acquaint students with the components of Indian financial markets.
	To introduce students to a range of modern financial services and to explore their operational mechanisms and strategic relevance in financial innovation.

Course Outcomes:	
CO1	Demonstrate a comprehensive understanding of the structure, constituents, and regulatory mechanisms of the Indian financial system.
CO2	Analyze the operational and regulatory framework of banking and non-banking financial institutions in India.
CO3	Evaluate the structure and functioning of Indian financial markets and assess the instruments and strategies used for financial intermediation.
CO4	Assess the scope, mechanisms, and business implications of various financial services including their role in financial innovation.

Course Contents	No of Hours	Mapped CO
Module I: Financial System and Markets Financial System and Markets: Constituents and functioning, Regulation of money and credit, Techniques of regulation and rates, Major Issues in Indian Financial System. Financial sector reforms in Indian Financial System.	15	CO1
Module II: Management of Banking and Non-banking Financial Institutions Banking Industry in India, Central Banking and Role of RBI as a Central Bank Structure, Functions and working reforms, BASEL Accord, Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc. Income Recognition Norms: Fixed income portfolio liability & structure, Combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management: Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable. Developmental Financial Institutions (DFIs) in India namely IFCI, SIDBI & IIBI Investment Institutions: LIC, GIC & Mutual Funds. Specialized Financial Institutions: EXIM Bank, NABARD, RRBs, State Level Institutions, and NBFCs: Their status, types, working and strategies for commercial viability.	15	CO2

Module III: Financial Market Money Market: Call Money Market, Treasury Bills Market, Commercial Bills Market, Certificates of Deposits (CDs), International Certificate of Deposits (ICDs) and Commercial Papers(CPs) Capital Market: New Issues Market & Secondary Market, FI Bonds, PSU Bonds & Corporate Bonds. Foreign Exchange Market in India.	15	CO3
Module IV: Other Financial Services Securitization: concept, nature, scope and their implications, Securitization of auto and housing loans, Securitization in India. Leasing and Hire Purchase: Industry, size, scope and parties involved, Evaluation of lease transaction, Types of lease and their implications. Hire purchase and lease: differences and implications for the business. Other financial services: Factoring, Forfeiting, Microfinance, Venture Capital and Plastic Money: concept, working and uses of each.	15	CO4
Suggested Readings: - Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.). - Khan M Y - Financial Services (Tata McGraw Hill, 1998). - Machiraju H R - Indian Financial System (Vikas, 2004). - Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003). - Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003) .		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		2		2	1	1	2	1		2	2	3
CO2	3	1		3		2	1	2	3	1		2	3	3
CO3	3	2		3		2	1	1	3	1		2	3	3
CO4	3	1		3		2	1	2	3	1		2	3	3
Avg	3.00	1.25		2.75		2.00	1.00	1.50	2.75	1.00		2.00	2.75	3.00

Program	MBA				
Year	II	Semester		III	
Course Title	Capital Markets & Financial Instruments	L	T	P	Credits
Course Code	MBAFM502	4	0	0	4

Course Objectives:	The history of Indian capital market along with their working and detailed study about the regulatory body governing the capital market.
	Market intermediaries and their working in primary Market
	Working Mechanisms of secondary market along with Investor and speculator working
	Bond market and the working of credit rating agencies.

Course Outcomes:	
CO1	Identify the working of Indian capital market and regulation body regulating and controlling the Capital Market
CO2	To understand the process for issue of shares in primary market and its functioning
CO3	Illustrate the working of stock exchange which helps them to analyze the importance of various procedures and stock exchange intermediaries involve in it.
CO4	Understand how bond market mechanism and to Identify the relevance of credit rating agencies and their role in India.

Course Contents	No of Hours	Mapped CO
Module I: Indian Capital Market, Regulation of Indian Capital Market: Development Since 1991, Traditional and Emerging (ECB, ADR, GDR). SEBI - Objectives - Management - Powers and functions - Regulatory role - Investor Protection - Insider Trading. Rationale - Insiders - Insider information - Connected persons. National Stock Exchange (NSE), Bombay stock Exchange (BSE) & Over the Counter Exchange of India(OTCEI)	15	CO1
Module II: Primary Market Meaning – New Issue Market Vs Secondary Market - Methods of New Issue - Intermediaries in the New issues market - SE BI Guidelines on Primary Market - Listing - Agreement - Benefits - Consequences of Non-listing - Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including e-IPO - Reverse book - building.	15	CO2
Module III: Stock Exchanges in India: History and development and importance listing of Scripts, On-line Trading, and Managing Shareholder Relations. Depositories: Growth & Development Share Market Instruments: Stock Exchange Trading Mechanism, Basics of Pricing Mechanism, Demat Account - Electronic Settlement of Trading Process, Carry Forward, Badala Transaction, . Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags	15	CO3
Module IV: Bond Market Instruments and Credit Ratings: Concept of Bond Market. Bond Structure in India, bonds with embedded option, types of risk in bond investment. Credit rating: concept & types, Functions & limitations, Profile of Indian Rating Agencies. Merchant Banking: Functions & Roles of Merchant Banking in India.	15	CO4

Suggested Readings:

- Relevant text of SEBI guidelines.
- Merchant Banking & Securities Management - M.A.Kohak.
- Khan, M. Y., Indian Financial System-Theory and Practice, TMH.
- Bhole, L. M.,: Financial Markets and Institutions, TMH.
- Nayak and Sana,: Indian Financial System and Financial Market Operations, Rabindra Library.
- Gurusamy; Financial Services, TMH.
- Pathak, B.,: Indian Financial System, Pearson.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1	1	1	2	1	2	2	2		2	2	2
CO2	1	2	1	2	1	3	2	3	3	3	1	3	3	3
CO3	1	3		2	2	3	1	2	3	3		3	3	3
CO4	1	2		1	1	2	1	3	3	3	1	3	3	3
Avg	1.00	2.25	1.00	1.50	1.25	2.50	1.25	2.50	2.75	2.75	1.00	2.75	2.75	2.75

Program	MBA				
Year	II	Semester		III	
Course Title	Advanced Financial Management	L	T	P	Credits
Course Code	MBAFM503	4	0	0	4

Course Objectives:	To familiarize students with the theory and practice of corporate finance, issues of interest of stakeholders and agency problems and tools and techniques for interpretation of business information and application of financial theory in financing related decisions.
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Course Outcomes:	
CO1	Understand role of CFO in value creation, Strategic financial decision framework and balancing financial goals vis-à-vis sustainable growth
CO2	Understand dealing with risk in investment decisions and current trends in capital budgeting
CO3	Understand how specific techniques and decision rules can be used to develop best capital structure for any organization.
CO4	Understand the concept of Securitization, Startup and successful planning in Business and PSUs

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Advanced Financial Management and Advanced Financial Appraisal Management's role and responsibility towards stakeholders, Conflicting stakeholder interests, The role and responsibility of senior financial executive/advisor in various matter including value Creation Financial strategy formulation: Financial Forecasting & its Techniques, Financial Planning Process, Strategic Financial Decision making framework, Strategy at different Hierarchy Levels, Financial Policy and Strategic Management, Balancing Financial Goals vis-à-vis Sustainable Growth	15	CO1
Module II: Risk Management and Advanced Investment Appraisal Identification of types of Risks faced by the organization and Evaluation of Financial Risk, Value at Risk (VAR), Appropriate Methods for Identification and Management of Financial Risks. Current trends in Investment Appraisal, Dealing with risk in investment decision, factors affecting the investment decisions, Methods of incorporating risks in Investment appraisal, Discount Cash Flows Techniques, with Sensitivity Analysis and Simulation Analysis, Risk and Uncertainty Monte Carlo Simulation, Decision Tree analysis, Capital Rationing, Modified Internal Rate of Return (MIRR), Replacement decisions and Adjusted Present Value	15	CO2
Module III: Capital Decision, Valuation and Enterprise Performance Appraisal Modes of Capital: Fundamentals of Equity Shares; and Issue Procedures, Term Loans, Debentures / Bonds, Seed capital, Angel Investment,	15	CO3

Venture Capital and Private Equity. Hybrid Financing Instruments: Preference Share Capital; Convertible Debentures Bonds; Warrants; and Options. Valuation and Financing: Beta, Cost of capital and Capital Structure, Free cash Flow and WACC, Adjusted Cost of Capital, Miles- Ezzell's Formula for Adjusted Cost of capital, Valuation Approach. Enterprise Performance Measurement Systems: Balanced Score Card, EVA		
Module IV: Securitization, Startup Finance and Financial Management of PSUs Securitization: Concept and Benefits, Participants and Mechanism in Securitization, Challenges and Risks in Securitization, Tokenization Startup Finance: Basics of Startup Finance, Innovative ways to finance, Pitch Presentation, Concept of Unicorn, Mode of Financing, Venture Capital, Startup India Initiative. Financial Management of PSUs: Peculiarities of PSUs with Focus on Accounting and Finance; Financial Decisions in PSUs; Memorandum of Understanding (MoU) in PSUs; and Disinvestment in Public Sector Enterprises.	15	CO4
Suggested Readings: • Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing • Buckley, Adrian, Multinational Finance, 5e, - F T Prentice Hall • Chisholm, Andrew, M., An Introduction to Capital Markets - products, strategies and participants, Wiley Finance • Koller, Tim, Goedhardt, Marc, and Weasels, David,(2005) -Valuation measuring and managing the value of companies, Wiley. • I Demirang and S Goddard, Financial Management for International Business, - McGraw Hill. • Ryan, Bob (2006), Corporate Finance and Valuation,- Thompson Press, • IM PANDEY – Financial Management – VIKAS PUBLISHING. • Van Horne financial management - Prentice Hall. • Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1			2	1		1	1	2	2	2	2
CO2	1	1				1		1	2	1		1	2	1
CO3	1	2			1	1	1	1	1	1		1	2	1
CO4	1	1	2	2		2	2		2	1		2	2	2
Avg	1.00	1.50	1.50	2.00	1.00	1.50	1.33	1.00	1.50	1.00	2.00	1.50	2.00	1.50

Program	MBA				
Year	II	Semester		III	
Course Title	Working Capital Management	L	T	P	Credits
Course Code	MBAFM507	4	0	0	4

Course Objectives:	To familiarize with the concept of working capital and different forms of working capital policy.
	To explain the concept of cash management and marketable securities.
	To examine receivable management, factors and policy for receivable management and different techniques for inventor control.
	The analyse the working capital financing, its pattern with reference to government policy. Working capital control and banking policy.

Course Outcomes:	
CO1	To understand concept of working capital, its requirement and the different forms of working capital policy used by organizations.
CO2	Evaluate Management of cash and marketable securities, different motives of holding cash and cash management models used by Business Firm. And identifying cash management practices used in India.
CO3	Enable to understand the concept of receivable management to assess and control receivables. Provide with problem-solving skills to address inventory analysis with different techniques.
CO4	Illustrate the practical implications of working capital financing in India with reference to government policies and working capital control and banking policy with reference to different committees.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Working Capital Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability-Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management	15	CO1
Module II: Management of Cash and Marketable Securities Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances. Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.	15	CO2
Module III: Management of Receivables & Inventory Receivables Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, Credit Policy Variables - Credit Standards - Credit period - Cash discount and Collection efforts - Credit evaluation - Control of receivables. Inventory: Need for Inventories and Importance of its Management -	15	CO3

Techniques for managing Inventory - Economic Order Quantity (EOQ) - Stock levels - Analysis of Investment in inventory - Selective Inventory Control - (Always Better Control) ABC, (Vital, Essential and Desirable) VED and (Fast Moving, Slow Moving and Non-moving Inventory) FSN Analysis.		
Module IV: Working Capital Financing Working Capital Financing: Need and objectives of financing of working capital, Sources of working capital: Long term sources of working capital, Medium and short term sources of working capital: Internal Sources- Depreciation, taxation, accrued expenses, private loans, reserves and provisions. External Sources- Bank credit, trade credit, discounting bills, notes and hundies, accounts receivable financing, government assistance, customer's credit, loans from directors, hire purchase and sale. Pattern and sources of Working Capital Financing in India with reference to Government policies. Working Capital Control and Banking Policy: Tandon Committee Recommendation and Chore Committee Report.	15	CO4
Suggested Readings: • Rangrajan and Mishra - Working Capital Management (Excel Books, 1st Ed. 2014) • Periasamy, P - Working Capital Management -Theory & Practice (Himalaya, 2nd Ed. 2022) • Pandey, I.M. - Financial Management (Pearson, 12th Ed. 2021) • V.K. Bhalla - Working Capital Management (S. Chand Co., 1st Edition 2014) • Dhiraj Sharma - Working Capital Management (Himalaya, 2022) • Ravi M. Kishore - Financial Management (Taxmann, 8th Ed. 2020) • Khan & Jain - Financial Management (Mc Graw Hill, 8th Ed. 2018)		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1	2	1	2			1	1		1	2	1
CO2	1	1	1	1		2	1			1			1	2
CO3	1	1	1	1	1	2			1			1	2	2
CO4	1	1	1	2								1	1	2
Avg	1.00	1.25	1.00	1.50	1.00	2.00	1.00		1.00	1.00		1.00	1.50	1.75

Program	MBA				
Year	II	Semester		III	
Course Title	International Financial & Forex Management	L	T	P	Credits
Course Code	MBAFM508	4	0	0	4

Course Objectives:	To familiarize the ways by which corporations manage cash flows generated in their international trading operations while addressing the various forms of risk related with international businesses.
	The International Trade Flows and monetary system and agencies regulating the same.
	Understanding the Forex market and risks associated with the same.
	Hedging, International financing and new trends in the markets.

Course Outcomes:	
CO1	Analyse financial decisions of globally operated businesses on the basis of critical reflection on conceptual and practical knowledge regarding the functioning of the foreign exchange market and international financial markets and instruments.
CO2	Understand balance-of-payments, price, and income adjustments under fixed, flexible, and gold standard exchange rate regimes and Understand today's current monetary system, which developed after the Bretton Woods Agreement collapse.
CO3	Evaluate and apply technical knowledge to appraise the distinctive nature of international financial management decisions and emphasize the significance of managing foreign exchange exposure.
CO4	Methods of International financing with evolution of Fintech methodologies and crypto currencies.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to IFM International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.	15	CO1
Module II: International Monetary System Balance of Payments (BoP), Factors affecting International Trade flows, Agencies that facilitate International flows, Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, IMF Objectives & function.	15	CO2
Module III : Forex market Function and Structure of the Forex markets, Determination of Foreign exchange, Spot & Forward rates of Exchange, Foreign exchange quotations, Process of arbitrage, Factors influencing exchange rates. Managing Foreign exchange Risk: Interest rate parity, Purchasing Power Parity, International Foreign Risk exposure: Transactions & Translation. Measuring exchange rate movements, RBI as the Exchange Controller, Exchange rate systems in India.	15	CO3
Module IV : Hedging Techniques and International Financing Hedging in Derivative Markets. International Financing: Equity, Bond financing, parallel loans, International Cash management, Payment	15	CO4

methods of international trade, Trade finance methods, Export – Import bank of India, Recent amendments in EXIM policy, regulations and guidelines. CBDC and Crypto currencies. New Fintech technologies emerging in international market.

Suggested Readings:

- Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012.
- Sharan.V: International Financial Management 5Th Ed.PHI 2012.
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	1	1		2				1		1	2	2
CO2	2	2				1	1	1	1	1		1	1	1
CO3	1	3	1			2		1				2	2	2
CO4	2	1	1	1		1	1	2		1	1	1	2	1
Avg	1.75	1.75	1.00	1.00		1.50	1.00	1.33	1.00	1.00	1.00	1.25	1.75	1.50

Program	MBA				
Year	II	Semester		IV	
Course Title	Corporate Restructuring & Business Valuation	L	T	P	Credits
Course Code	MBAFM504	4	0	0	4

Course Objectives:	An insight to fundamental concepts in Corporate restructuring through mergers & acquisitions and its business valuation.
	An insights for take over and anti-takeover strategies
	To check the FDI available for corporate restructuring
	Relevant business strategies for growth, funding and valuation

Course Outcomes:	
CO1	Describe the basic concepts and characteristics of corporate restructuring & Anti-takeover strategy
CO2	Apply the concepts of corporate mergers and acquisitions for business growth and Illustrate the integrative models and process involved in mergers & defensive measures against acquisitions.
CO3	Explain the various legislative and valuation measures on Divestiture, Joint Ventures and LBO as a business strategy.
CO4	Develop ability to identify and illustrate the aspects for corporate valuation.

Course Contents	No of Hours	Mapped CO
Module I: Business Expansion Strategies & Corporate Restructuring: Business Expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions, Anti-takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc	15	CO1
Module II: M&A and FDI Merger & Acquisition Concept: History of merger and acquisition, Types of Merger, Factors affecting Mergers & Acquisitions. Theory of Merger's like Efficiency Theories (Differential efficiency, Inefficient Management), Synergy Theory (Operating Synergy, Financial Synergy, Pure Diversification. International M&As: Reasons having International Mergers & Acquisitions, Recent cases related to International M&As. FDI policy and norms in India, Allowable FDI in recent times in various sectors in India, Licensing requirements etc.	15	CO2
Module III: Sell-Offs and Divestitures & Divestment of PSU and Leveraged Buyouts Sell-Offs and divestitures: Definition and examples, Background on divestitures, Financial effects of divestitures, Analysis of divestitures, Motives for divestitures, Case Illustrations of Spinoffs and Divestitures, Voluntary liquidations and takeovers, Joint Ventures: Joint Ventures as a business strategy, Joint Ventures and Complex Learning, Tax Aspects of Joint Ventures, International JVs, Rationale for JV, Reasons for Failure of Joint Ventures Leveraged Buyouts: Characteristics of LBO, steps of LBO, Share	15	CO3

Repurchases, Cash Tender Offers to Repurchase, The Theories behind Share Repurchase, Empirical Evidence on Exchange Offers.		
Module IV: Capital Budgeting, Valuation Tools and Techniques Definitions for valuation Analysis, Application of Capital Budgeting to various phases of business: No Growth Case, Constant Growth, Supernormal Growth Increasing the Value of the Organization, Total Capitalization EBIT Measure, Operating Assets NOI Measure, Calculation of the Cost of Capital, Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model, Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparable, Dividend discounting	15	CO4
Suggested Readings: • Mergers & Acquisitions Weston, Fred. McGraw Hill 2001 • The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, 2 nd Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007 • Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st e Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999 • Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001 • Barbarians at The Gate: The Fall of RJRN abisco, 1ste Burrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728. • Collins Business 2008 Mergers What Can Go Wrong and How to Prevent it, 1 st e Gaughan, Patrick A. Wiley Finance 2005 • Damodaran on Valuation, 2nd e Damodaran, Ashwath. John Wiley 2006 M&A and Corporate Restructuring, 4th e Gaughan, Patrick A. Wiley 2007		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1	2	2	2	1	2	2	2	1	2	2	2
CO2	1	2	1	2	1	3	2	3	3	3	1	3	2	2
CO3	1	3	1	2	2	3	2	2	3	3		2	3	3
CO4	2	2		1	1	2	1	3	3	3	1	3	3	3
Avg	1.50	2.25	1.00	1.75	1.50	2.50	1.50	2.50	2.75	2.75	1.00	2.50	2.50	2.50

Program	MBA				
Year	II	Semester		IV	
Course Title	Securities Analysis & Portfolio Management	L	T	P	Credits
Course Code	MBAFM505	4	0	0	4

Course Objective	The basic purpose of this course is to develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives with respect to the various avenues of investment and their management strategies.
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Course Outcomes:	
CO1	Describe the concept of Securities and Evaluate role of SEBI with regard to Secondary Markets & Credit Rating Services
CO2	Measure risk and return and analyze RBI guidelines for credit & market risk.
CO3	Apply Valuation Models on Securities to estimate the value
CO4	Prepare a portfolio that meets an investor's risk and return objectives and satisfies investment constraints.

Course Contents	No of Hours	Mapped CO
Module I: Investment Environment Nature and scope of investment decision, introduction to Indian securities market, Regulatory framework Investment vs. speculation, type of investments – commodities, real estate, financial assets and other investment avenues, sources of investment information Investment Environment: Investment process, Procedure of investment in securities market, Stock Market Indices, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market.	15	CO1
Module II: Risk and Return Concept of Risk, Measures of Risk and Return and its Calculation, Trade off, systematic and Unsystematic Risk Components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Fundamental Analysis: Approach to Equity valuation – Economy, Industry and Company analysis. Technical analysis: Technical Analysis Charts: Candlestick and its Pattern, Head and Shoulder, Inverse Head and Shoulder, Bar and Line Charts, Price trends, Technical Chart indicators, oscillators, MACD, MACD Divergence, Gap Wave theory and Dow Theory, Technical vs Fundamental Analysis.	15	CO2
Module III : Valuation of Securities Valuation Concepts: Different approaches to Valuation, Valuation of Convertibles & Warrants, Valuation of Future & option, Estimation of Net Asset Value of mutual funds. Valuation of Equity: Nature of Equity Instruments, Equity Valuation Models, Technical Approach to Equity valuation-overview of concept &	15	CO3

tools used. Valuation of Debentures/Bonds: Nature of Bonds, Valuation, Bond Theorem, Yield to Maturity		
Module IV : Portfolio Management Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, Building Fixed Income Security Portfolio, Performance evaluation of existing portfolio, Sharpe, Jenson and Treynor Measures of Performance Evaluation, Finding alternatives and Revision of Portfolio, Portfolio Management and Mutual Fund Industry. Contemporary Issues in Portfolio Management Case studies in analyzing securities and its valuation, practical cases related to portfolio management and its analysis, recent developments	15	CO4
Suggested Readings: • Kevin –Security Analysis and Portfolio Management –PHI • Jack Clark Francis - Management of Invest, McGraw Hill • Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey • Shape Alexander Ballen - Investment, Eastern Economy Ed • Donald E. Fisher and Ronald J. Jordan, "Securities Analysis and Portfolio Management", Prentice Hall, New Delhi • Sourain, Harry. "Investment Management", Prentice Hall of India		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2				1	1			1		1	2	1
CO2	1	2	2			1		1		1		1	2	1
CO3	1	1				1		1		2		1	2	1
CO4	1	1	2	1		1	1			1		1	2	1
Avg	1.00	1.50	2.00	1.00		1.00	1.00	1.00		1.25		1.00	2.00	1.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Financial and Commodity Derivatives	L	T	P	Credits
Course Code	MBAFM506	4	0	0	4

Course Objectives:	The understanding of derivative instruments, their pricing and application in financial market.
	The knowledge and skills to analyze, manage, and mitigate risks using derivatives instruments.

Course Outcomes:	
CO1	Understand and explain the functioning and types of financial derivatives.
CO2	Describe the main features and mechanisms of commodity derivative markets
CO3	Evaluate the price of Option and Future by applying mathematical models and numerical methods
CO4	Assess and evaluate the techniques that can be used to hedge the risk

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Derivatives Brief History of Derivatives, Definition of Derivative Securities, Meaning and purpose of derivatives, Classification of Derivatives , Type of traders, Forward contracts and its features ., Trading future contracts, Specification of the future contracts, Operation of margins, Settlement and regulations, Difference between Forward & Future Derivatives. Derivative Market Present Position in India - regulation, working and trading activity,	15	CO1
Module II: Commodities Derivatives Concept of Commodities derivatives, Regulatory structure of Commodities Derivatives Markets in India, Regulator Role of intermediaries in Commodities Markets, Commodity Futures, Commodity Options, Uses of Commodity Derivatives, Hedging, Speculation and Arbitrage, Commodity Market indices, Basis Risk and its importance in pricing, Commodities as a New Asset Class, Essential Commodities Act and role of state governments, Warehousing Act Bill and its implications	15	CO2
Module III: Pricing of Derivatives Options' pricing, Types of options, Option trading, Margins, Valuation of options, Binomial Option Pricing Model, Black Scholes model for Call Options, Valuation of put options, Index options, Option markets-exchange traded options (NSE & BSE), over-the-counter options, quotes, trading, margins, clearing, regulation and taxation, Currency, Stocks and Explaining Cash Market Micro structure and Derivative Markets, Derivation and Models for Option prices: Definitions and Terminology, Continuous-Time Models- Intrinsic and Extrinsic Value, Put -Call parity, Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Futures on Dividend-paying Assets	15	CO3
Module IV: Hedging the Risk Hedging the risk, Types of risk in derivative trading, Managing derivative risk,	15	CO4

Option's Delta, Gamma, Vega, Theta, Rho, Hedging with Future. Derivatives Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge, Hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap, credit risk in swap

Suggested Readings:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi
5. Gupta, S.L: Financial Derivatives, Prentice Hall Inc., New Delhi

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1				2				1		1	2	1
CO3	1	2				1		1		1		1	2	1
CO4	1	2				1				1		1	2	1
Avg	1.0	1.5				1.25		1.0		1.25		1.0	2.0	1.0

Program	MBA				
Year	II	Semester		IV	
Course Title	Financial Credit Risk Analysis	L	T	P	Credits
Course Code	MBAFM509	4	0	0	4

Course Objectives:	To familiarize students with financial credit and brief details about product and investment about long term projects.
	To Understand trade credit risk and loan commitments and risk management techniques in financial appraisal.
	To have knowledge about operational risk and current and potential risk management strategies.
	To acquire knowledge about different types of credit analysis and rating for alternative methods of risk transfer with evaluating tools for corporate risk management.

Course Outcomes:	
CO1	To understand various types of financial credit their analysis ,process and documentation and credit facilities.
CO2	To Understand credit risk, credit commitments and its application with the knowledge about various types of bank guarantees.
CO3	To understand operational risk management ,system audit and corporate governance .
CO4	To measure riskiness of a stock or portfolio position and acquire knowledge about credit analysis and its rating

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Financial Credit: Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.	15	CO1
Module II: Trade credit Risk: Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Letter of Credit and Loan Commitments : Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.	15	CO2
Module III: Operational Risk: Overview Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk	15	CO3

Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.		
Module IV: Credit Analysis & Rating Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.	15	CO4
Suggested Readings: - Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor) - Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author) - Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada) - The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author) - Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author) - Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover - by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author) - Credit Risk Modeling Theory And Applications by David Lando, New Age International (P) Ltd., Publishers		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	1	1	2				2		2	2	2
CO2	1	1	2	1	1	3	1	1	1	2	1	3	3	2
CO3	2	3	2	1	2	3	2	2	2	2	1	2	3	2
CO4	2	2	2	1	1	2	2	2	2	2	1	2	2	2
Avg	1.75	1.75	2.00	1.00	1.25	2.50	1.67	1.67	1.67	2.00	1.00	2.25	2.50	2.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Behavioral Finance	L	T	P	Credits
Course Code	MBAFM510	4	0	0	4

Course Objectives:	The theories of finance and investment focused on financial tools to characterize and quantify wealth creation and its associated risks.
	Tools that assist investors to compute asset price and make investment decisions.
	Psychological influence of investor behaviour and the behavioural biases that people have when making purchasing or investing decisions.

Course Outcomes:	
CO1	Understand the new field of behavioral finance with the major implications of human psychology for financial decision-makers and for financial markets.
CO2	Elucidate the basic theories and strategies that make an investor aware of behavioral finance and investing
CO3	Analyze some of the underlying reasons and biases why investors behave in a rational, predictable and an unbiased manner
CO4	Interpret systematic approach of using Behavioral factors in corporate decision-making

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Behavioral Finance Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting – investors Disposition effect. Bubbles and systematic investor sentiment	15	CO1
Module II: Building Blocks of Behavioral Finance Building block of Behavioral Finance, Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Definition of arbitrageur, Long-short trades, Risk vs. Horizon, Transaction costs and short-selling costs, Fundamental risk, Noise-trader risk, Professional arbitrage, Destabilizing informed trading (positive feedback, predation)	15	CO2
Module III: Rationality and Demand by Average Investors Elsberg's paradoxes, Rationality from an economics and evolutionary perspective, Different ways to define rationality: dependence on time horizon, individual or group rationality, Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor, Belief biases, Limited attention and categorization. Non-traditional preferences:	15	CO3
Module IV: External Factors and Investor Behavior & Behavioral Corporate Finance External factors and investor Behaviour, Fear & Greed in Financial Market, Emotions and financial markets, Geomagnetic storm, Statistical	15	CO4

methodology for capturing the effects of external influence onto stock market returns. Behavioral corporate finance, Empirical data on dividend presence or absence, Ex-dividend day behaviour, Timing of good and bad corporate news announcement

Suggested Readings:

- Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
- Bisen, Pandey-Learning Behavioral Finance (Excel Books)
- A History of Financial Speculation: Edward Chancellor
- Forbes- Behavioral Finance (Wiley India)
- The Little Book of Behavioral Investing (Montier)
- The Psychology of Persuasion (Collins Business Essentials)

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		3		1	1	2	1		3			2	3	2
CO2	2	1			1	2			1			1	2	2
CO3	1	3				1			2			2	2	2
CO4	1	2		2	1	1	1		2			2	2	3
Avg	1.33	2.25		1.50	1.00	1.50	1.00		2.00			1.75	2.25	2.25

Program	MBA				
Year	II	Semester		III	
Course Title	Negotiation and Counselling	L	T	P	Credits
Course Code	MBAHR501	4	0	0	4

Course Objectives:	Understand the fundamental structure of negotiation and its sub processes
	Provide insights into the core approaches, skills, and models of counselling and the its application in organizational settings

Course Outcomes:	
CO1	Demonstrate the knowledge of the fundamentals of the negotiation process.
CO2	Apply the understanding of negotiation process in different cultural settings
CO3	Demonstrate the understanding of the core approaches, skills, and models of counselling
CO4	Apply the counselling skills, and ethical principles to address behavioural and performance-related challenges in organizational settings

Course Contents	No of Hours	Mapped CO
Module I: Fundamentals of Negotiation Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. Negotiation Sub processes: Perception, Cognition and Emotion, Communication Styles, What is communicated during negotiation and how people communicate in Negotiation	15	CO1
Module II: Negotiation Issues across Culture, Negotiation Context & Individual Differences Fundamental Structure of negotiation and BATNA, International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation, Relationships in Negotiation: Agents, Constituencies, Audiences, and Coalitions. Multiple Parties and Teams, Individual Differences: Gender, Personality, Work- Experience, and Family Background.	15	CO2
Module III: Introduction to Counselling Defining counselling, Major goals of counselling, Role of a counsellor Approaches to Counselling: Psychoanalytic approach, Behaviouristic and Humanistic approach.5-D Model of the Counselling process, Counselling skills	15	CO3
Module IV: Role Conflicts & Organizational Application of Counseling Skills Role conflicts in Counselling: Dilemmas of a manager counsellor. Changing Behaviours through Counselling: Specific Techniques of Counselling. Dealing with problem Subordinates. Career Counselling and Performance Counselling. Alcoholism and Other Substance Abuse, Ethics in Counselling.	15	CO4

Suggested Readings:

- Singh Kavita - Counseling Skills for Managers, 2nd Ed., PHI Learning Private Limited.
- Robert L. Gibson, Marianne H. Mitchell, Introduction to Counseling and Guidance, 7th Ed., PHI Learning Private Limited.
- Roy J. Lewicki, Bruce Barry, David Saunders, Essentials of Negotiation, 6th Ed., McGraw- Hill
- Roy J. Lewicki, Bruce Barry, David Saunders, Negotiation: Readings, Exercise & Cases, 6th Ed., McGraw-Hill
- Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
- Patterson, L. E., &Welfel, E. R.: The counselling process: A multi theoretical integrative approach, New York: Brooks Cole.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1			2				2		2	2	2
CO2	2	2			2	2				2		1	2	2
CO3	3	2				2				2		1	3	3
CO4	3	2	1			2	2			2		1	3	3
Avg	2.50	2.00	1.00		2.00	2.00	2.00			2.00		1.25	2.50	2.50

Program	MBA				
Year	II	Semester		III	
Course Title	Human Resource Planning	L	T	P	Credits
Course Code	MBAHR502	4	0	0	4

Course Objectives:	Develop a foundational understanding of Human Resource Planning
	Understand various forecasting techniques in HR demand and supply and to understand the implications of HRMS and outsourcing in planning.
	To provide knowledge and practical insights into job analysis, recruitment, and selection methods, including contemporary practices such as employer branding and assessment centers.
	To understand the concept of HR accounting and audits, and understand HR challenges in mergers and acquisitions, including emerging trends and strategic HR issues

Course Outcomes:	
CO1	Explain the key concepts, objectives, and processes of Human Resource Planning and its strategic relevance in organizational success.
CO2	Apply forecasting techniques and models to determine HR demand and supply at macro and micro levels.
CO3	Conduct job analysis and implement effective recruitment and selection strategies, including the use of modern tools like assessment centers and employer branding.
CO4	Analyze emerging trends in HR planning, HR practices in mergers and acquisitions, conduct HR audit and apply HR accounting methods

Course Contents	No of Hours	Mapped CO
Module I : Introduction to HRP, Strategic HRP Defining HRP, Objectives of HRP, Activities and steps involved in HR planning, Factors affecting Human Resource Planning, HRP Process, Strategic HR planning: concept; benefits and key steps for strategic HRP, Linking HR planning to strategic planning, Aligning HR Strategy to Business Strategy, HR effectiveness, Productivity of people, Work study.	15	CO1
Module II: Ascertaining HR Demand and Supply Manpower profiling and competency profiling, Manpower planning at macro & micro level, HR Forecasting process, Forecasting models and applications, Determining HR demand, Ascertaining HR supply: Replacement Analysis, Markov Models, Cohort analysis and Census analysis, Career planning, Development and Succession Planning, Impact of HRMS on HR Planning, HR outsourcing.	15	CO2
Module III: Job Analysis, Recruitment and Selection Issues in recruitment function, effective recruitment strategies with example, Selection Measurement: basic testing concepts, types of tests, application blanks, Interview, Assessment and development centers, Job analysis, Employer branding	15	CO3

Module IV: HR Accounting and Audit, Mergers and Acquisitions Concept of HR accounting and audit, Understanding the Strategic Dynamics of Mergers & Acquisitions, Cultural issues in mergers, HR issues in M&A, Emerging Trends in HR Planning (HR Scorecard, Knowledge management, HR Six Sigma, New HR roles and competencies)	15	CO4
Suggested Readings: • Monica Belcourt- Kenneth J.M'cDey, Strategic human resource planning (Learning Inc.). • Dipak Kumar Bhattacharyya, Human resource planning, 3rd edition, Excel Books. • Garry Dessler, Varkkey – Human Resource Management, 13th Ed. (Pearson). • K Aswathappa- Human Resource Management, 6th Ed.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				2				2		2	2	2
CO2	3	3				2		2		2		2	2	2
CO3	3	2	2			2		1		2		2	3	2
CO4	3	3	1			2		2		2		2	3	2
Avg	3.00	2.50	1.50			2.00		1.67		2.00		2.00	2.50	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Industrial Relations & Labour Codes	L	T	P	Credits
Course Code	MBAHR503	4	0	0	4

Course Objectives:	A comprehensive understanding of India's reformed labour law framework, including Industrial Relations, Wages, Social Security, and Occupational Safety codes, and their practical implications for employers and workers.
	The emerging challenges in employment relations arising from automation and Artificial Intelligence, with a focus on legal, ethical, and governance issues in the world of work.

Course Outcomes:	
CO1	Demonstrate the understanding of the concept of IR and basic provisions related to Code on Wages, including wage components, minimum wage fixation, payment of wages, deductions, and overtime provisions
CO2	Analyze the provisions of the Industrial Relations Code, 2020, and evaluate their practical implications in industrial relations through case studies.
CO3	Apply the provisions of the Social Security Code relating to employee compensation, ESI benefits, provident fund, gratuity, and workplace social security measures.
CO4	Evaluate workplace safety, health, welfare, and working condition provisions under the OSH Code and the implications of AI on employment relations.

Course Contents	No of Hours	Mapped CO
Module I: Industrial Relations & Code on Wages, 2019 Introduction to Industrial Relations: Meaning, Scope & Objectives of Industrial Relations, Evolution of IR in India, Role of Trade Unions and Employers' Associations, Role of Government in IR, Emerging Trends in Industrial Relations, Impact of Liberalization, Privatization & Globalization, Case Study Code on Wages, 2019: Objectives and Scope of the Code, Concept of "Wages" under the Code, Minimum Wages & Floor Wages, Payment of Wages, Bonus Provisions, Gender Equality in Wages, Authorities & Inspectors under the Code, Penalties and Compliance, Case Study	15	CO1
Module II: Trade Unions & Industrial Relations Code, 2020 Trade Unions: Meaning & Types of Trade Unions, Trade Union Movement in India, Registration & Recognition of Trade Unions, Rights & Liabilities of Trade Unions, Problems of Trade Unionism, Case Study Industrial Relations Code, 2020: Standing Orders, Notice of Change, Lay-off, Retrenchment & Closure, Strikes and Lockouts, Grievance Redressal Mechanism, Industrial Tribunals & Adjudication, Concept of Fixed-Term Employment, Case Study	15	CO2
Module III: Social Security & Code on Social Security, 2020 Social Security: Concept of Social Security, Types of Social Security: Social Assistance & Social Insurance, Role of Social Security in Employee Welfare, Case Study	15	CO3

Code on Social Security, 2020: Applicability of the Code, Provident Fund, Employees' State Insurance, Gratuity, Maternity Benefit, Employee Compensation, Coverage of Gig & Platform Workers, Social Security Funds, Compliance & Registration, Case Study.		
Module IV: Occupational Safety & Health and Code on OSHWC, 2020 Occupational Safety & Health: Concept of Occupational Safety & Health, Importance of Workplace Safety, Duties of Employer & Employees, Role of Safety Committees, Case Study Code on Occupational Safety, Health & Working Conditions (OSHC), 2020: Applicability of the Code, Health, Safety & Working Conditions Standards, Working Hours & Leave, Welfare Provisions, Employment of Women, Contract Labour Provisions, Inter-State Migrant Workers, Inspector-cum-Facilitator, Offences & Penalties, Case Study	15	CO4
Suggested Readings: • Taxmann's New Labour Codes, 1st Edition 2025, Taxmann Publications Private Ltd. • Mamoria CB, Mamoria, Gankar, Dynamics of Industrial Relations, Himalayan Publications, 15th Ed. • Universal Law Publishing – Labour Codes with Rules • Ministry of Labour & Employment – Bare Acts of Four Labour Codes • Dr. Bhagyashree A. Despande, Textbook on new labour and industrial laws, Central Law Publications		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1					1					1	2	2
CO2	2	1				2	2			2	1	2	2	2
CO3	1	1				2	2			2	2	2	2	2
CO4	1	1				2	2			2	2	2	2	2
Avg	1.25	1.00				2.00	1.75			2.00	1.67	1.75	2.00	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Organization Planning & Design	L	T	P	Credits
Course Code	MBAHR507	4	0	0	4

Course Objectives:	Understand the contemporary approaches for designing and modifying organizational structures for enhanced effectiveness.
	Understand how changes in the external environment influence managerial decisions regarding organizational structure.

Course Outcomes:	
CO1	Understand the nature, structure, and evolution of organizations, and approaches to organizational effectiveness.
CO2	Analyse organizational design structures and their impact on managerial decision-making in dynamic environments.
CO3	Evaluate organizational power, politics and culture, and their influence on performance and strategy.
CO4	Examine change management processes, organizational development, and the role of HR in driving innovation and transformation.

Course Contents	No of Hours	Mapped CO
Module I: Nature of Organization Organization: Nature & Scope, various definitions, components & structure of organization, Evolution of Organization theory. Organizational Theories, Definition of Organizational, Effectiveness, Importance & approaches to organizational Effectiveness: the goal attainment approach, the system approach, the strategic approach.	15	CO1
Module II: Design and Configurations of Organization Basic challenges of organizational design, Differentiation Structures, Integration Structures, Centralization Structures, Decentralization Structures, Standardization Structures, Mutual adjustment Structures, Mechanistic Structures, Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, Design of organization and elements in their internal situation, Authority and control, Specialization and coordination, Organizational design and strategy in a changing global environment, Organizational design competencies and technology.	15	CO2
Module III: Power, Politics, and Culture Managing Power, politics, Organizational culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.	15	CO3
Module IV: Change Management Meaning, Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change	15	CO4

Management, Implications for practicing Managers, Organizational life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning, Innovation, Entrepreneurship and Creativity HR implications.		
Suggested Readings: • Gareth R. Jones, 'Organisational Theory, Design & Change', Pearson Education, • Madhukar Shukla, 'Understanding Organisations – Organisational Theory & Practice in India', Prentice Hall of India, 2005. • Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005. • Robbins, 'Organisation Theory: Structure Design & Applications', Prentice Hall of India, 2005.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			1	2	1			1		1	2	2
CO2	3	3			1	2	1			1		1	2	2
CO3	2	2			1	2	1			2		1	3	3
CO4	2	3			1	3	1			3		1	3	3
Avg	2.50	2.50			1.00	2.25	1.00			1.75		1.00	2.50	2.50

Program	MBA				
Year	II	Semester		III	
Course Title	Retention Management & Employee Engagement	L	T	P	Credits
Course Code	MBAHR508	4	0	0	4

Course Objectives:	Define the concept of employee retention, and explain its nature, significance, and key elements.
	Examine the concept of employee turnover and apply strategies for managing retention effectively.
	Understand the concept, types, and drivers of employee engagement and its role in employee satisfaction.
	Understand best practices for measuring employee engagement, and satisfaction, and creating a culture that fosters high levels of employee engagement and retention.

Course Outcomes:	
CO1	Demonstrate the knowledge of the nature, definitions, and importance of employee retention and engagement, and recognize their critical roles in organizational success.
CO2	Evaluate the drivers that influence employee engagement and retention strategies.
CO3	Identify and apply effective retention strategies and employee engagement initiatives that support workforce development.
CO4	Design strategies, models, and practices for measuring and enhancing employee engagement in organizations.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Retention Retention: Definitions, Nature & Importance of employee retention. Retention as a critical issue. Key elements of retention, compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.	15	CO1
Module II: Employee Turnover & Managing Retention Employee Turnover: Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Attrition rate in different sector of India. Managing Retention: Key drivers to attract & retain employee, Retention strategies.	15	CO2
Module III: Employee Engagement Employee Engagement: Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.	15	CO3
Module IV: Practices of Employee Engagement Measuring Engagement & Strategies of Employee Engagement. Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement	15	CO4
Suggested Readings: Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance), Jack J. Philips & Adele O. Connell, Elsevier Butterworth Heinemann.		

- Keeping Your Valuable Employees, Suzanne Dibble, Wiley & Sons Inc.
- 3. Employee Engagement, Debashish Sengupta, S. Ramadoss, Biztantra

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	2		2	2				1		2	3	2
CO2	3	3	2		2	2				2		3	3	3
CO3	2	2	3		2	2				3		3	3	3
CO4	2	3	3		3	3				3		3	3	3
Avg	2.50	2.50	2.50		2.25	2.25				2.25		2.75	3.00	2.75

Program	MBA				
Year	II	Semester		IV	
Course Title	Compensation & Benefits	L	T	P	Credits
Course Code	MBAHR504	4	0	0	4

Course Objectives:	Introduce the fundamental concepts and strategic importance of compensation.
	Understand the components and structure of compensation systems.
	Understand employee benefits, incentives, and pay-for-performance plans.
	Examine compensation issues related to special employee groups and legal frameworks.

Course Outcomes:	
CO1	Explain key theories and principles of compensation and benefits.
CO2	Design and evaluate compensation structures aligned with organizational goals.
CO3	Analyze and apply various incentive plans, employee services, and benefits.
CO4	Design compensation strategies for special employee categories within legal frameworks.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Compensation and Benefits- Role and significance of compensation in organization, Economic and Behavioural theories related to compensation, Strategic perspectives and motivational aspects of compensation, Compensation policy, Pay models and structure design, Job analysis, Job evaluation.	15	CO1
Module II: Compensation Structure and Competitiveness- Person based and skill-based pay systems, defining competitiveness, Designing pay levels, mix and pay structure, Employee contribution and Compensation differentials, Adminstrating compensation package.	15	CO2
Module III: Incentives and Employee Benefits- Components of compensation: fixed, variable, and fringe benefits, incentives and retirement plans Pay for performance plans, Employee benefits, Compensation of social group, Role of trade unions in compensation management.	15	CO3
Module IV: Compensation of Special Group and Legal Framework- Compensation of special group: Corporate Directors, Chief Executives & Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D staff, Sales compensation plan, International compensation, Statutory provisions and institutional mechanisms (Wage Boards, Pay Commissions), Tax planning in compensation.	15	CO4
Suggested Readings: • Milkovich, George T. & Newman, J.M. – <i>Compensation</i>, Tata McGraw Hill • Henderson, R.O. – <i>Compensation Management</i>, Pearson Education		

- Martocchio, J.J. – *Strategic Compensation*, Pearson Education
- Armstrong, M. & Murlis, H. – *Reward Management*, Kogan Page
- Singh, B.D. – *Compensation and Reward Management*, Excel Books

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1										1	2	2
CO2	2	1	1		1	2	2			1		1	2	2
CO3	2	1	1		1	2	2			2		1	3	2
CO4	2	1	1		1	2	2			2		1	3	2
Avg	2.00	1.00	1.00		1.00	2.00	2.00			1.67		1.00	2.50	2.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Human Resource Development	L	T	P	Credits
Course Code	MBAHR505	4	0	0	4

Course Objectives:	Understand the fundamental concepts, objectives, and evolution of Human Resource Development (HRD) and its relevance at both micro and macro levels.
	Understand HRD systems, including task analysis, job analysis, and the roles of HRD professionals.
	Familiarize with various HRD applications that enhance individual, team, and organizational effectiveness
	Understand training and development concepts and models, including needs assessment, program design, implementation, and evaluation.

Course Outcomes:	
CO1	Explain the concept, objectives, and scope of HRD, including its benefits and challenges, and evaluate HRD practices in Indian organizations.
CO2	Design and administer HRD systems, analyzing HRD functions, integrating the role of line managers, and applying task and job analysis in HRD contexts.
CO3	Apply appropriate OD interventions and other HRD mechanisms to improve individual, team, and organizational performance while fostering a positive HRD climate.
CO4	Assess training needs and design, implement, and evaluate effective training and development programs to enhance employee competencies.

Course Contents	No of Hours	Mapped CO
Module I : Introduction HRD Concept, Overview, Objectives, Challenges, Benefits of HRD, Evolution of HRD, HRD at Micro and Macro Level, Areas of HRD- Individual, Role, Team and Organization Effectiveness, HRD mechanisms, Processes and Outcomes, HRD Matrix, HRD Strategies, HRD practices in some Indian organizations, Need for HRD in Indian Industries	15	CO1
Module II : Planning and Organizing the HRD System Planning the HRD systems: HRD Philosophy, objectives, policies and practices, sub-systems, HRD strategy and action plans, steps in traducing HRD system. Role of Line Managers in HRD, Organizing the HRD function, Tasks of HRD Department, HRD functions, Strategic management and HRD, Roles and competencies of an HRD Professional, Task Analysis: meaning, purpose, steps, Job Analysis in HRD.	15	CO2
Module III: HRD Applications Organization Development (OD): Definition & types of OD Interventions, Determinants and Approaches to Personality Development, Stress and Coping, Improving Group Performance, Building Effective Teams, Managing Dissatisfaction, Concept and Process of Coaching and Mentoring, Performance management and Potential management, Career	15	CO3

management and Planning, Rewards, HRD for Workers, HRD and Change Management, HRD Climate or Culture		
Module IV: Training and Development Training and employee development, Training and HRD process model: Training needs assessment, Designing, Implementation, and Evaluation of training program.	15	CO4
Suggested Readings: - Human resource development, P C. Tripathi, 3rd edition, Sultan Chand Sons - Randy L. DeSimone and Jon M. Werner, Human Resource Development, 6th Ed, Cengage - Udai Pareek and T. V. Rao, Designing and Managing Human Resource Systems, 3rd Ed, Oxford & IBH Publishing - TVRao, Human resource development, Experiences, Interventions, Strategies, Sage Publications		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			2	3				1		2	2	2
CO2	3	2				3				1		2	2	2
CO3	3	2	2		2	3	1			2		2	3	2
CO4	3	2				3				2		2	3	2
Avg	3.00	2.00	2.00		2.00	3.00	1.00			1.50		2.00	2.50	2.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Strategic Human Resource Management	L	T	P	Credits
Course Code	MBAHR506	4	0	0	4

Course Objectives:	Gain knowledge about managing human resources and adopting a strategic approach for achieving organizational goals
	Understand the external environment and internal capabilities in HR context for developing strategies
	Understand the strategic approaches to training and development, and performance management systems.
	Familiarize with key components of compensation and reward system and HR evaluation strategies.

Course Outcomes:	
CO1	Demonstrate the understanding of strategic HRM, strategic planning, and international strategy. Understand investment perspective of HR and apply this understanding in practical situations.
CO2	Analyze HR external environment and internal capabilities and develop strategies.
CO3	Design and implement effective training, development, and performance management strategies
CO4	Critically evaluate compensation and rewards, and apply strategies to enhance organizational performance

Course Contents	No of Hours	Mapped CO
Module I: Strategic HRM & HR Environment SHRM: Definition and components, Objectives. From HRM to SHRM, Investment perspective of HR: HR investment considerations, Investments in job- secure workforces, Ethical implications of employment practices, Non-traditional investment approaches. Linking HR strategy and business strategy. Strategic fit approaches: best fit; HR bundle and best practice approach. HR Environment: Technology and organizational change, Management trends, Demographic trends, Trends in the utilization of HR, International developments, HR legal environment: Equal employment opportunity, Compensation strategy and Collective bargaining, Strategic impact of the legal environment.	15	CO1
Module II: Strategy Formulation, Workforce Utilization and Employment Practices Theoretical Foundations: Strategic Concept and definition, strategy, strategic planning, competitive strategy in business units, planning in SBUs, HR Strategy, HR Planning. International strategy, HR contributions to strategy. Strategy-driven role behaviours and practices. Strategic role of human resource planning. Efficient utilization of Human Resources, Dealing with employee shortages and surpluses, Special implementation challenges.	15	CO2
Module III: Training and Development Strategies & Performance	15	CO3

Management system Training and development process, Training as a strategic organisational activity, HRM Approaches to T&D, Linkage between strategy and training, Special form of T & D, New developments in T&D, Performance Management system: From appraisal to management, Objectives, Developing PMS, Problems and effective PMS, New developments, Strategic linkage of performance management.		
Module IV: Compensation and Reward Management & Retrenchment and HR Evaluation Compensation and Rewards: Determinants and Approaches, Pay for Performance approach, Equity in reward decisions, New developments in compensation, Skill based pay, Team based pay, Broad banding, Profit sharing, Executive compensation, Variable pay. Total compensation and reward strategy Retrenchment Strategies: Rightsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans. HR Evaluation: Approaches to evaluation, Evaluating strategic contributions of traditional areas, Evaluating strategic contributions in emerging areas	15	CO4
Suggested Readings: • Charles Greer, Pearson education Asia, New Delhi, Strategic HRM • Tanuja Agarwal, Oxford university press, New Delhi, Strategic HRM • Jeffery Mello, Thompson publication, New Delhi, Strategic HRM • Michael Armstrong, Kogan page, London, Strategic HRM • 5. Garry Dessler, PHI, New Delhi, Human Resource Management		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3				2	2			2	1	2	2	2
CO2	3	3				2	2			2	1	2	2	2
CO3	3	3				2	1			2	1	2	3	3
CO4	3	3				2	1			2	1	2	3	3
Avg	3.00	3.00				2.00	1.50			2.00	1.00	2.00	2.50	2.50

Program	MBA				
Year	II	Semester		IV	
Course Title	International Human Resource Management	L	T	P	Credits
Course Code	MBAHR509	4	0	0	4

Course Objectives:	Develop an understanding of Human Resource Management from a global perspective.
	Understand the challenges and implications of managing workforce diversity in an international context.
	Identify the structure and dynamics of international labour relations.
	Understand the processes involved in expatriate recruitment, training, and development programs.

Course Outcomes:	
CO1	Understand the perspectives, strategic developments, and technological advancements in International Human Resource Management.
CO2	Demonstrate the understanding of global staffing practices, including recruitment, training, performance management, compensation, and the role of AI in international staffing.
CO3	Demonstrate knowledge of international industrial relations, labor standards, CSR, global unions, and the impact of digitalization on global IR practices.
CO4	Identify and analyze the emerging trends in employee relations and involvement, and evaluate the role of AI and diversity management in the global context.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to IHRM Overview of International Human Resource Management, Strategic Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, International Human Resource Planning. Technology and AI: Strategic applications in global HR planning and analytics	15	CO1
Module II: Staffing in International Context Global Staffing Practices, Recruitment and Selection for Overseas Projects, Training and Development in International Context, International Transfers and Repatriation Strategies, International Performance Management, Global Compensation Practices, AI in Global Staffing and Talent Management	15	CO2
Module III: International Practices in Industrial Relations International Strategic Human Resource Management, International Labor Standards, Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Global Unions, AI and Digitalization in Global Industrial Relations	15	CO3
Module IV: Global Organization Structures and Emerging Trends in Employee Relations Global Context: Equal Opportunity and Diversity Management, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Perception towards personnel management in	15	CO4

developed and developing economies. Role of Artificial Intelligence and emerging technologies in global employee relations, diversity analytics, and ethical considerations.

Suggested Readings:

- Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management, 7th Edition, Cengage learning
- Anne Wil Harzing, Ashly H Pinnington- International Human Resource Management, 4th Edition, SAGE Publishing.
- P L Rao – International Human Resource Management, Excel Books 2008.
- K Ashwathappa & Sadhna Dash – International Human Resource Management, 3rd Edition, Mc Graw Hill Education.
- Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing.
- Priti P. Parikh-Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age, Kogan Page, 2022.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2			1	1		1		2		3	2	2
CO2	2	3			2	2		3		2		3	3	3
CO3	2	2			1	2		2		2		2	2	2
CO4	2	2			2	3		3		3		3	3	3
Avg	2.00	2.25			1.50	2.00		2.25		2.25		2.75	2.50	2.50

Program	MBA				
Year	II	Semester		IV	
Course Title	Human Resource Analytics	L	T	P	Credits
Course Code	MBAHR510	4	0	0	4

Course Objectives:	Understand the concept of HR Analytics, challenges of HR in VUCA world and the impact of measuring HR programs
	Gain knowledge of various techniques used in HRP, recruitment and selection
	Explore compensation analytics and equip students with analytical skills to design effective talent engagement and retention strategies
	To understand HR Tools & Techniques and ethics and integrity in HR analytics

Course Outcomes:	
CO1	Demonstrate knowledge in the field of HR Analytics and its strategic orientation
CO2	Apply both quantitative and qualitative methods to forecast HR demand, and evaluate the reliability and validity of recruitment and selection models while identifying and mitigating selection bias.
CO3	Apply analytical techniques to measure employee engagement and attrition, and design effective compensation systems that align with organizational objectives and employee expectations.
CO4	Apply Knowledge of software application in HR Analytics

Course Contents	No of Hours	Mapped CO
Module I: Introduction Concept and Evolution of HR Analytics, Challenges for HR in the VUCA (Volatile, Uncertain, Complex, Ambiguous) world, Meaning of Business Intelligence, Business Analytics & Big Data. Articulating business value of HR programs: Linking HR analytics to business outcomes, Measuring HR programs for business results linkages, Industry examples of measuring HR programs impact.	15	CO1
Module II: Quantitative and qualitative dimensions of HR Planning Human Resource Planning and Forecasting: Quantitative and qualitative dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting. Recruitment and Selection Analytics: Evaluating Reliability and Validity of Selection Models, Finding out Selection Bias.	15	CO2
Module III: Compensation, Talent Engagement & Retention Analysis Talent engagement & Retention: Business levers of Employee engagement, traditional measures of engagement, measuring attrition, employee retention, predictive modelling for attrition analysis. Designing a Compensation System: Compensation Analytics, Quantifiable Data, Factors Affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.	15	CO3
Module IV: HR Tools & Techniques, Ethical Implications MS Excel - for Reporting, Presentation, and Visualization, Google sheet,	15	CO4

Google spreadsheets for Data Presentation, R & SPSS.
 Ethics and Integrity in HR Analytics: Understand & Address Ethical Implications while using HR Analytics Tools. Data Protection Regulations while using Personal Data of Employees

Suggested Readings:

- Fermin Diez , Mark Bussin ,Venessa Lee., Fundamentals of HR Analytics: A Manual on Becoming HR Analytical,
- James C. Sesil, Applying advanced Analytics to HR Management Decisions, Pearson publication, 2018
- 3. Fitz-enz, Jac, The new HR analytics: predicting the economic value of your company's human capital investments.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3				2		1		1		2	2	2
CO2	3	3				2		3		1		2	2	2
CO3	3	3				2		3		1		2	3	2
CO4	3	3				2	2	3		1		2	3	2
Avg	3.00	3.00				2.00	2.00	2.50		1.00		2.00	2.50	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	Rural Marketing	L	T	P	Credits
Course Code	MBAMK501	4	0	0	4

Course Objectives:	To gain Conceptual knowledge about rural marketing with special reference to Indian context.
	To understand the potential differences and similarities between urban and rural Indian markets.
	Effective implication of rural marketing techniques for consumable and durable inputs in rural economy.
	To examine rural credit sources unique to rural India.

Course Outcomes:	
CO1	Identify the relevance and basic concepts of rural marketing, size & structure of rural markets and factors influencing rural marketing.
CO2	Describe various Rural marketing strategies and communication media available in rural India.
CO3	Illustrate the role of regulated markets, cooperative marketing & processing societies in marketing of agricultural produce.
CO4	Comprehend the upcoming innovation and transformed paradigms in rural market.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Rural Marketing Rural Marketing: nature, definition, scope & importance in India, Size & structure of rural markets. Rural Marketing Mix, classification of rural markets, Characteristics of Rural consumer. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, credit availability, local requirements, Rural Market Index: Thompson index.	15	CO1
Module II: Rural Marketing Strategies and Tactics Segmentation, Targeting and Positioning in Rural market, Communication media & message, Distribution channels, Marketing strategies with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural output & other services. Marketing of consumables & durables. Pricing strategies in rural marketing.	15	CO2
Module III: Marketing of Agricultural Product Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: various types, Marketing of rural industry, Problems in rural marketing, Consumer education in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets through e-rural marketing.	15	CO3
Module IV: Innovation and Future of Rural Marketing Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, Introduction to Rural Financing, Sources of Finance, National Level Credit Agency- NABARD, Functions of NABARD, Present Scenario-Rural Female Empowerment, Changing Role	15	CO4

of Rural Sector in India, Growing Rural Tourism.		
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Suggested Readings:

- Krishnamacharyulu C. S. G., Ramakrishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education.
- Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra.
- Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1		1		1	1	1	2	1
CO2	1	1	1			2		2		1		1	3	1
CO3	1	1			1	1		2		1			2	1
CO4	1	1		1		1		2		1			2	1
Avg	1.00	1.00	1.00	1.00	1.00	1.25		1.75		1.00	1.00	1.00	2.25	1.00

Program	MBA				
Year	II	Semester		III	
Course Title	Sales and Distribution Management	L	T	P	Credits
Course Code	MBAMK502	4	0	0	4

Course Objectives:	To familiarize students with knowledge and skills needed to manage a business's sales force and distribution functions to help gain a competitive advantage.
	To familiarize students with Sales Management, Sales Process, role of distribution channels, and management of channel partners.

Course Outcomes:	
CO1	Understanding of the concepts, attitudes, techniques, and approaches required for effective decision-making in Sales and Channel management.
CO2	Evaluate the techniques of sales forecasting and prepare a sales budget.
CO3	Develop skills critical for generating, evaluating, and selecting sales and channel members and developing strategies to deliver value.
CO4	Analyse how various distribution channels operate and suggest tactics for effectively managing each of them

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Sales Management Selling a part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman, Goals in Sales Management, Goal Setting Process in Sales Management, Analysing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies. Internet as an Emerging Selling Technique	15	CO1, CO2
Module II: Selling Approaches and Channel Design Buying Formula Theory. Modern Sales Approaches: Partnering, Team Selling, Value Added Selling, Consultative Selling, Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design, Importance & types of channels like Primary Distributors, specialized & participants. Distributor's selection & appointment, Managing the distributor & his team	15	CO1, CO3, CO4
Module III: Channel Management Managing the Channel support Members, Channel Dynamics, Channel Power, Channel Conflict and Conflict Resolution, Channel Evaluation, Sales Quota Management, Territory Management and Allocation, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles	15	CO3, CO4
Module IV: Monitoring and Performance Appraisal Monitoring, Reporting, Essentials of sales Force Monitoring, Evaluating performance standards, Field Sales Report Management of outbound supply chain, Damages & expiries, Concept selling in services industry, After sales services, Customer retention methodology,	15	CO1, CO3

Suggested Readings:

- Donaldson B - Sales Management: Theory and Practice (Palgrave).
- Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education).
- 3. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education 2.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3		3	3	1	3	2	1		3	3	2	3	2
CO2	2	3		3		1	1	2	1	1			1	1
CO3	3	2	3	2	3	2	3	3	3	3	2	3	3	
CO4	3	1	1	1	2	1	1	3	2	2	1	3	3	2
Avg	2.75	2.00	2.33	2.25	2.00	1.75	1.75	2.25	2.00	2.25	2.00	2.67	2.50	1.67

Program	MBA				
Year	II	Semester		III	
Course Title	Marketing of Services	L	T	P	Credits
Course Code	MBAMK503	4	0	0	4

Course Objectives:	To understand the unique characteristics of services and their impact on service design and delivery.
	To gain insight into the key components of the service mix and how they influence service strategy.
	To explore the role of service marketing in sectors like finance and telecommunications.
	To comprehend with the dynamics of international service marketing

Course Outcomes:	
CO1	Understand the concept, nature, scope, and significance of service marketing, including its role in the service industry.
CO2	Examine how Customer Relationship Management (CRM) enhances service quality and builds long-term customer relationships.
CO3	Analyse customer expectations, their zone of tolerance, and the challenges of managing the service marketing mix (product, price, place, promotion, process, physical evidence, and people).
CO4	Apply service marketing principles to financial services like banking and insurance, while identifying global trends and driving forces shaping the international service marketing landscape.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to marketing of Services Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing. Importance of Customer Relationship Management: Specific for Service Industry, Service Marketing System: Service Quality, Service Level, Segmentation, Targeting and Positioning of services, Pricing and Distribution, Understanding Customer Expectations and Zone of Tolerance, Services Marketing Mix, Augmented Marketing Mix	15	CO1
Module II: , Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions, Physical Evidence, Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.	15	CO2, CO3
Module III: Marketing of Financial Services Marketing of Financial Services, Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking,	15	CO3, CO4

Marketing of Telecom/ Insurance Services.		
Module IV: International Marketing of Services International Marketing of Services, Recent Trends in international marketing of services, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.	15	CO4
Suggested Readings: - Valerie Zeithaml and Bitner Mary jo, Gremler & Pandit, Services Marketing, Tata McGraw Hill - Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.). - Payne Adrian - The Essence of Service Marketing (Prentice Hall of India).		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1	1	1		2		1	1	1		1	2	1
CO3	1	2	1		1	1				2		1	2	1
CO4	1	2				1		1		1		1	2	1
Avg	1.00	1.50	1.00	1.00	1.00	1.25		1.00	1.00	1.50		1.00	2.00	1.00

Program	MBA				
Year	II	Semester		III	
Course Title	Consumer Behaviour and Integrated Marketing Communication	L	T	P	Credits
Course Code	MBAMK507	4	0	0	4

Course Objectives:	To develop basic knowledge of Consumer Behaviour.
	To develop conceptual and theoretical understanding of variables affecting behavioural with their strategic implications to marketers
	To equip with different elements of integrated marketing communications and basics of marketing communications.
	To understand role of E-Commerce in Marketing Communication.

Course Outcomes:	
CO1	Understand the theoretical concepts of consumer behavior.
CO2	Identify and understand the major individual and external factors that affect consumers' decision-making process.
CO3	Analyze Marketing Communication, Integration of marketing tools and role of advertising.
CO4	Apply marketing messages strategy and implementing it through right media strategies using traditional and emerging marketing concepts.

Course Contents	No of Hours	Mapped CO
Module I : Understanding Consumer Behavior Meaning, scope and contemporary significance of consumer Behavior. Level of analysis in consumer Behavior. Consumer Decision Making Process. Consumer Behaviour Models: Black Box Model; Hawkins Stern Model; Howard-Sheth Model and Nicosia Model.	15	CO1
Module II: Internal and External Influences on Consumer Behaviour Internal influences on Consumer Behaviour- Motivation: theories and their application. Perception: Meaning and application of perception. Meaning and nature of personality and its effects on purchasing Self-Concept, Development of the self-Image Congruence assumptions. Application of absolute and differential threshold in consumer Behavior. Psychographics and Lifestyle. External influences on Consumer Behaviour- Cultural and subcultural influences- Social class- Reference groups and family influences- Opinion leadership and the diffusion of innovations Marketing implications of the above influences.	15	CO2
Module III: Marketing Communication and IMC and Advertising Marketing Communication process, Establishing marcom Objectives, Budgeting for Promotional Programmes, DAGMAR approach for setting objectives. Meaning and Role of IMC in marketing. IMC tools, Participants in IMC, Model of the IMC Planning Process, Challenges in IMC.	15	CO3

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, Advertising Effectiveness & its measurement. Advertising Agencies – their role, functions. Global vs local advertising.		
Module IV: Message Development, Media Planning and Emerging Concepts Message Strategies, Executional Framework of messages, Sources and Spokespersons, Source Characteristics, The Creative Brief, and Advertising Appeals. Media Planning and Strategy: Steps involved in media planning, Media Types and their characteristics; Setting Media objectives, Media Selection & Media Strategy. Interactive Marketing, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing.	15	CO4
Suggested Readings: • Leon G. Schiffman and Kesslie, L.KamK.: Consumer Behavior, PHI, New Delhi. • Batra &Kazmi: Consumer Behavior, Excel Books, New Delhi. • Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education. • Shah Kruti& D' Souza Alan, Advertising & promotions an IMC perspective, McGraw Hill education. • Belch George E & Belch Michael A, Advertising and promotion- An integrated Marketing Communication Perspective, McGraw Hill Education.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3		2	1			1		1	1		2	2	
CO2	3	3	1	1			1		2	1		1	2	
CO3	2	2	2	1	3		1	2	1	1	1	1	2	2
CO4	2	2	1	1	2		1	3	2	1	1	2	2	2
Avg	2.50	2.33	1.50	1.00	2.50		1.00	2.50	1.50	1.00	1.00	1.50	2.00	2.00

Program	MBA				
Year	II	Semester		III	
Course Title	International Marketing	L	T	P	Credits
Course Code	MBAMK508	4	0	0	4

Course Objectives:	To understand fundamental concepts in managing international marketing operation
	To familiarize with major types of decisions and problems facing marketers in an increasingly dynamic and competitive global environment
	To expose the students to the global business activities, marketing in international business and global forces transforming the international business
	To develop a general perspective about managing international business both in operational as well as strategic context

Course Outcomes:	
CO1	Demonstrate knowledge and understanding of contemporary theories of international marketing and relevance of WTO
CO2	Identifying the suitable modes of foreign market entry. Develop skills in analyzing diverse international marketing Pricing
CO3	Analyse the process of strategic marketing planning and its applications to the global customers and markets
CO4	Interpret the Export-import procedure and formalities their documentation

Course Contents	No of Hours	Mapped CO
Module I : Definition and scope of International Marketing, Bases of international trade, Methods of entry, Major international economic institutions and trading blocks, WTO and sectoral impacts	15	CO1
Module II: Foreign market identification, Product decisions, International Marketing Mix, Pricing decisions and methods, Factors influencing Pricing Decisions	15	CO2
Module III: International promotion, Assessing International Market Size and Sales Potential Drivers of the Global Consumers Cross cultural dimensions of advertising, Distributional channels,	15	CO3
Module IV: EXIM policy and export assistance, Export-import procedure and formalities, Export finance, Export documentation, Institutional infrastructure for exports, Import documents, , Outline of import procedures	15	CO4
Suggested Readings: • Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019. • Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage, 10e, 2017. • Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e, 2018. • Prateek Maheshwari, International Marketing, Wiley, 8e, 2019. • Philip R. Cateora John L Graham Prashant Salwan, International Marketing 2020		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1								2	1	2	
CO2	2	3	2			3				2			3	3
CO3	3	3	3			3				3		2	3	3
CO4	2	3	2			3				3		2	3	
Avg	2.25	2.75	2.00			3.00				2.67	2.00	1.67	2.75	3.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Product & Brand Management	L	T	P	Credits
Course Code	MBAMK504	4	0	0	4

Course Objectives:	To Introduce products and principles of brand management
	To develop an understanding of the brand concept
	To Establish the framework for managing brand equity and distinguishing different ways to leverage and measure brand equity.
	To analyse the variables that drive the success of brands and product lines and the interrelationships among these variables

Course Outcomes:	
CO1	Compare and construct the elements of a managing a product and brand.
CO2	Establish criteria for 'good management practice' to develop and maintain sustainable brands
CO3	Identify the framework and analyse the variables that drive the success of brands and product lines and the interrelationships among these variables
CO4	Provide comprehensive framework for managing brand equity and distinguish

Course Contents	No of Hours	Mapped CO
Module I : Product & New Product Development An Introduction to Product, Features Of product, Levels of Product, Product classifications: Durable Product, Consumer Product, Business Product, Product Mix and Product Line, Factors Influencing change in product mix, Product Mix Strategies: Expansion of Product Mix, Contracting Product Mix, Alteration Product Mix, Trading up/trading Down Strategies, Product Life Cycle and Marketing Strategies, Process of New Product Development.	15	CO1
Module II: Building Product, Testing & Launching Strategy: Product Management: Planning, Forecasting And Marketing. Significance of Product Management, The 5i Framework of Product Management, Design Thinking in Product Management, Market Research, User Research and Product Artefacts, Design and Prototyping , Usability Testing, Go-To-Market Strategies.	15	CO2
Module III : Branding Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.	15	CO3
Module IV: Brand Equity Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Measurement of Brand Equity.	15	CO4
Suggested Readings:		

- Brand Management- Harish V Verma, 2/e, Excel Book
- Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall.
- Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1		1		1	1	1	2	1
CO2	1	1				2		2		1		3	2	1
CO3	1	1				1		2		1			3	1
CO4	1	1				1		2		1			2	1
Avg	1.00	1.00				1.25		1.75		1.00	1.00	2.00	2.25	1.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Retail Management	L	T	P	Credits
Course Code	MBAMK505	4	0	0	4

Course Objectives:	To familiarize students with a comprehensive understanding of the theoretical and applied aspects of retail management.
	To examine the importance of retailing to the overall economy and explore the opportunities available within the retail sector.

Course Outcomes:	
CO1	Analyze modern retailing concepts, evaluate strategies, understand current retailing trends, and compare various retail formats to effectively navigate and contribute to the dynamic retail industry.
CO2	Understand the significance of retail store location decisions, evaluate retail performance, and formulate effective pricing strategies.
CO3	Apply the concept of merchandising in retail and demonstrate understanding of consumer behaviour in retail context.
CO4	Demonstrate the retail Store operations, retail Store Design and evaluate the supply chain management with its practical implications.

Course Contents	No of Hours	Mapped CO
Module I : An overview of Retailing, Classification and Types of retail store format, Product Retailing vs. Service Retailing. Retail strategy: Achieving competitive advantage and positioning, Retailing environment: Legal, Social, Economic, and Technological, Trends in the Indian Retailing and future prospects, The role of franchising in the retail industry. Globalization and changing retail formats: Online retailing, International retailing- Opportunities and Challenges	15	CO1
Module II: Store Location & Pricing The importance of store locations, Types of locations, Steps involved in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, the strategic profit model, Measures of retail performance, the concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price.	15	CO2
Module III: Retail Merchandising The concept of merchandising, the Evolution of the merchandising function in retail, the Process of Merchandising Buying, the Procedure for selecting vendors and building partnerships, the Concept of own brand and manufacturer's brand, the Concept of Category Management, the Role of private labels, Retail Communication, the concept of retail marketing mix, Segmentation Targeting and Positioning.	15	CO3
Module IV: Retail Store Operation, SCM, and Role of IT Retail Store Operations and Retail Store Design. The relationship between store image and store design, Components of exterior and interior,	15	CO4

Consideration for selecting layout. Supply Chain Management: The concept of SCM, Retail logistics, and Reverse logistics. Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM), and HR in Retail.		
Suggested Readings: - Retail Management by Rosemary Varley and Mohammed Rafiq – Palgrave Macmillan - Retail Management by Chetan Bajaj – Oxford University Press - Information Technology for Retail by Giridhar Joshi – Oxford University Press, New Delhi		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	1		2			2		1	2	2	1
CO2	2	1		2		2		1	1	1		1	3	1
CO3	1	1		2		1		1	1	1			2	1
CO4	1	1		1		1		2	1	1		1	2	1
Avg	1.50	1.00	2.00	1.50		1.50		1.33	1.25	1.00	1.00	1.33	2.25	1.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Digital and Social Media Marketing	L	T	P	Credits
Course Code	MBAMK506	4	0	0	4

Course Objectives:	To understand concept of digital and social media and its uses
	To gain knowledge about how to set up a digital marketing platform
	To analyze digital marketing tools and planning a digital marketing campaign.
	To apply the concepts of social media marketing and its role in digital marketing.

Course Outcomes:	
CO1	Understand the digital marketing landscape, consumer online behavior and audience segmentation
CO2	Develop an understanding of consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention
CO3	Reconcile mobile applications and consumer usage behavior for mobile marketing. Illustrate the role of Search Engine Optimization, Google ad word
CO4	Apply the techniques of social media marketing and social networking.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Digital Marketing The Digital Marketing Landscape, Role, scope & context of digital marketing, Emerging trends and patterns, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online behavior, Consumer engagement	15	CO1
Module II: Digital Strategy Planning Key elements in digital planning, Planning process: acquisition, development & retention. Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, Display advertising, Online Video: trends, adoption & consumption, Monetization, In-Game advertising, Ad serving, Tagging. E-mail Marketing: Principles and best practices, Trigger marketing, Contact strategy.	15	CO2
Module III: Mobile-Marketing and Search Engine Optimization Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer. Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing	15	CO3

pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology.		
Module IV : Social Media Marketing Social Media, Social Networking, Social Media Marketing, Social Media: Adapt or Die, Social Media & e-PR - Online reputation management, Tracking & Monitoring platforms, Content marketing and content seeding, How to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph. Role of Facebook, Twitter, LinkedIn, Google in Social Media Marketing.	15	CO4
Suggested Readings: - Suggested Readings: Ahuja Vandana-Digital Marketing, Oxford University Press (2017) - A Complete Guide To Search Engine Optimization – Deepak Bansal		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	2			2		3	1			2	3	2
CO2	3	3	2	2	2	3		3	2	2		2	3	3
CO3	2	2				2		3	1	2		1	3	2
CO4	2	2	3	2	2	2	1	3	2				3	3
Avg	2.50	2.25	2.33	2.00	2.00	2.25	1.00	3.00	1.50	2.00		1.67	3.00	2.50

Program	MBA				
Year	II	Semester		IV	
Course Title	Green Marketing and Sustainable Development	L	T	P	Credits
Course Code	MBAMK509	4	0	0	4

Course Objectives:	Understanding the concept of Green Marketing and Green Products
	To understand the importance of Green Marketing on consumer satisfaction and environmental safety
	To familiarize with marketing fundamentals with the 'green perspective' for defining Green 4Ps
	To know factors that affect consumers' purchase decision in general

Course Outcomes:	
CO1	Comprehensive understanding of the concept of Green Marketing and its significance
CO2	Increase the consciousness about the Green Products
CO3	Apply strategic approach to green marketing initiatives
CO4	Demonstrate the emerging green consumer segments

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Green Marketing Green Marketing: Definition, Evolution, Types, Differences, Green Products, Importance and Benefits. Green Marketing Adoption, Green Marketing Mix. Energy use and greenhouse gas emissions Long-term changes in sustainable production and consumption.	15	CO1
Module II: Green Marketing Strategies Green Marketing Strategies: Green Spinning - Green Selling - Green Harvesting - Enviropreneur Marketing - Compliance Marketing - Green Washing - Climate Performance Leadership Index, Promotional Channels of Green Marketing.	15	CO1, CO2
Module III: Green Products Introduction to Green Marketing Policy and Process: HCL's Green Management Policy and IBM's Green Solutions. - IndusInd Bank's Solar Powered ATMs - ITC's Paperkraft - Maruti's Green Supply Chain - ONCG's Mokshada Green Crematorium - Reva's Electric Car - Samsung's Eco-friendly phones - Wipro Infotech's Eco-friendly computer peripherals.	15	CO3
Module IV: Green Marketing Initiatives Green Technologies for Energy-intensive Selected emerging green technologies include carbon capture and storage (CCS) and renewable energy. Emerging green technologies that have a significant impact on manufacturing innovation. Manufacturing from the innovation dynamics of green technologies. Products with eco-friendly packaging. Products not to be tested on animals, products using permitted chemicals, be reusable and biodegradable, Emission and Waste management laws.	15	CO4
Suggested Readings: - Green Marketing Management by Robert Dahlstrom, Cengage Learning India. Latest Edition. - Green Marketing - Concepts, Literatures and Examples. M.Meera. Evincepub Publishing. Latest Edition.		

- Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017. Latest Edition.
- Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993. Latest Edition.
- The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011. Latest Edition

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1	1	1		2		1	1	1		1	2	1
CO3	1	2	1		1	1				2		1	2	1
CO4	1	2				1		1		1		1	2	1
Avg	1.00	1.50	1.00	1.00	1.00	1.25		1.00	1.00	1.50		1.00	2.00	1.00

Program	MBA				
Year	II	Semester		IV	
Course Title	Marketing Analytics and Decision Making	L	T	P	Credits
Course Code	MBAMK510	4	0	0	4

Course Objectives:	To develop basic concepts of Marketing Analytics.
	To understand various tools to have marketing insights in different marketing areas through empirical data.
	To interpret the marketing data for effective marketing decision making
	To use marketing data in real-life situations like sales, customers, and business planning.

Course Outcomes:	
CO1	Develop the skill and understanding of marketing analytics.
CO2	Appreciate and use of the range of tools available for marketing analytics.
CO3	Students will develop analytical skill for effective market decision.
CO4	Get an understanding of the marketing metrics and application of the metrics to data

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Marketing Analytics Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Types of data relevant to marketing. Purpose-built data and data exhaust. Ways to use data, from generating ideas to automating decisions. Modeling interventions on customers and potential customers. Gaps between data and marketing decisions.	15	CO1
Module II: Sales Forecasting Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Time Series Forecasting Basics, Modeling trend and seasonality; Using S curves to Forecast Sales of a New Product Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis.	15	CO2
Module III: Customer Analytics Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business. Segmentation targeting-positioning (STP) framework. Market Segmentation: The concept of market segmentation, Market Segmentation Techniques: Deriving market segments and describing the segments using RFM (Recency, Frequency and Monetary) analysis.	15	CO3
Module IV: Analytics in B2B marketing and startups Defining product lines through analytics and listening to customers. Growing and democratizing analytics in a growing company. Observing and responding to big societal changes. Hiring in analytics / data science building data-friendly culture. Data-Driven Pricing policies.	15	CO4

Suggested Readings:

- Wayne L Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India Pvt. Ltd.
- 2. Sorger Stephan, Marketing Analytics: Strategic Models and Metrics, Create Space Publishing.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	3	1		1	3		2	2	2	1		2	
CO2		2				3	1	3	2	2	1	1	2	
CO3			3	1	1		2	1	3	2	2	2	1	1
CO4	2	3	1		1	3		2	2	2	1		2	
Avg	2.00	2.67	1.67	1.00	1.00	3.00	1.50	2.00	2.25	2.00	1.25	1.50	1.75	1.00