



Pune Vidyarthi Griha's
College of Engineering, Technology & Management, Pune
(Autonomous Institute Affiliated to Savitribai Phule Pune University)

Curriculum 2025 Pattern

Master of Business Administration

(MBA)

2-year, 4 Semester Full time Programme

Choice Based

Credit System (CBCS) and Grading System

Outcome Based Education Pattern

Aligned with National Education Policy (NEP) 2020

MBA 1st year effective from AY 2025 - 26

MBA 2nd year effective from AY 2026– 27

Chairman BoS

Chairman Academic Council

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Nomenclature:

Abbreviation	Full Form
MBA	Master of Business Administration
CBCS	Choice-Based Credit System
OBE	Outcomes Based Education
NEP	National Education Policy
POs	Program Outcomes
PSOs	Program Specific Outcomes
PEOs	Programme Educational Objectives
GAs	Graduate Attributes
CO	Course Outcomes
L	Lecture
T	Tutorial
P	Practice (Practical / Project Work / Self Study)
GC	Generic Core
GE	Generic Elective
ODL	Online Distance Learning
SC	Subject Core
SE	Subject Electives
AEC	Ability Enhancement Courses
SBL	Skill Based Learning
EC	Enrichment Courses
MOOCs	Massive Open Online Courses
NPTEL	National Programme on Technology Enhanced Learning
OJT	On-the-Job Training
IP	Internship Project
FA	Formative Assessment
SA	Summative Assessment
CCE	Continuous Cumulative Evaluation
MKT	Marketing Management
FIN	Financial Management
HRM	Human Resource Management
HR	Human Resource
OSCM	Operations & Supply Chain Management
BA	Business Analytics
RABM	Rural and Agri-Business Management
SCM	Supply Chain Management

Preface by Chairman, Board of Studies:

Department offers post graduate MBA Programme approved by All India Council for Technical Education (AICTE) and spans through two academic years with four semesters. The curriculum implements Outcome Based Education (OBE) along with Choice Based Credit System (CBCS) integrating the National Education Policy, 2020. The MBA programme offers a comprehensive and rigorous education in Business Administration, adopting a holistic approach to developing future-ready management professionals. Designed to cultivate a dynamic learning environment, the programme equips students with the knowledge, skills, and managerial acumen required to address real-world business challenges across diverse sectors. Spanning two years and comprising a total of **104 credits**, the curriculum integrates both theoretical foundations and practical applications. It emphasizes experiential learning, providing students with hands-on exposure to the latest managerial concepts and industry practices. To enrich their academic journey, students are required to complete various courses in each semester, enhancing the quality and appeal of their resumes. Beyond academics, the programme encourages active participation in co-curricular and extra-curricular activities. These engagements foster essential life skills & soft skills such as leadership, teamwork, and communication, contributing to the holistic development of each student.

Vision of the Institute:

To achieve excellence in engineering and management education

Mission of the Institute:

To satisfy all stakeholders.

To develop ethical, highly motivated engineering professionals with good human values, requisite skills and competencies.

To adopt innovative teaching mechanisms.

To promote research culture.

To contribute to country's economic developments.

To be responsive to changes in technology, socio-economic and environmental conditions.

Vision of the Department:

Foster excellence in business leadership and management.

Mission of the Department:

Train budding managers to take on the challenges of the business world.

To inculcate a spirit of Ethics and Social Commitment.

To develop a lateral thinking approach.

To develop Ability to work for sustainable development.

Specializations offered:

The following specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)
6. Rural and Agri -Business Management (RABM)

Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA program will effectively combine fundamental, cross-functional, and interdisciplinary elements of management theories, models, and frameworks with practical applications and sector-specific details to develop solutions for real-world business, policy, and social challenges in an ever-changing and intricate environment.

2. PEO2: MBA program graduates will demonstrate exceptional communication skills, effectively collaborate within cross-functional, multidisciplinary, and multicultural teams, and exhibit a comprehensive understanding of local, domestic, and global contexts to proficiently navigate continuity, change, risk, ambiguity, and complexity.

3. PEO3: MBA program graduates will demonstrate value-centered leadership and understand the importance of Indian ethos and values in managerial decision-making.

4. PEO4: Graduates of the MBA program will be well-prepared to pursue successful careers across diverse fields, including corporate settings, non-profit organizations, public policy, entrepreneurial initiatives, while also committing to lifelong learning.

5. PEO5: Graduates of the MBA program will gain the respect and trust of others as motivating, successful, and moral leaders, managers, entrepreneurs, intrapreneurs, and change agents. They will also be acknowledged in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance.

Programme Outcomes (POs): At the end of the MBA programme, the learner will possess the

PO1. Apply knowledge of management theories and practices to solve business problems.

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

PO3. Ability to develop Value based Leadership ability.

PO4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Specific Outcomes (PSOs):

A) MARKETING MANAGEMENT (MKT)

PSO MKT1: Marketing Strategy Analysis and Decision-Making: MBA graduates specializing in Marketing Management will leverage advanced marketing research tools and techniques to assess market opportunities and challenges. They will craft strategic marketing plans that align with organizational goals and adapt to evolving market dynamics effectively.

PSO MKT2: Expertise in Digital and Social Media Marketing: *MBA graduates specializing in Marketing Management* will demonstrate expertise in utilizing digital and social media platforms to boost brand visibility and customer engagement. They will develop and implement integrated digital marketing campaigns that drive business growth.

PSO MKT3: Strategic Customer Relationship Management (CRM) and Innovative Brand & Product Excellence: *MBA graduates in Marketing Management* will excel in customer relationship building, personalized marketing, and exceptional service. Utilizing CRM systems, they will enhance satisfaction and loyalty while developing innovative product and brand strategies. Through lifecycle management and impactful branding, they will drive market success and brand equity.

B) FINANCIAL MANAGEMENT (FIN)

PSO FIN1: Financial Reporting and Analysis: *MBA graduates specializing in Financial Management* will be proficient in analysing and interpreting financial statements, conducting financial ratio analysis, and preparing detailed financial reports to support strategic decision-making.

PSO FIN2: Investment Strategies and Portfolio Management: *MBA graduates specializing in Financial Management* will apply investment theories, financial instruments, and portfolio management techniques to design and manage investment portfolios that align with specific financial objectives.

PSO FIN3: Corporate Finance, Risk Management, and FinTech Innovation: *MBA graduates specializing in Financial Management* will develop expertise in corporate finance, including capital structure, cost of capital, and capital budgeting, while effectively managing financial risks using advanced risk management tools and techniques. Additionally, they will leverage emerging financial technologies (FinTech) and innovative financial solutions to enhance financial services, improve operational efficiency, and support strategic financial planning.

C] HUMAN RESOURCE MANAGEMENT (HRM)

PSO HRM1: Strategic Human Resource Planning and Execution: *MBA graduates specializing in Human Resource Management* will be equipped to design and execute strategic Human Resource (HR) plans that align with organizational objectives, ensuring the effective utilization of human capital.

PSO HRM2: Talent Recruitment and Growth: *MBA graduates specializing in Human Resource Management* will utilize advanced strategies for talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.

PSO HRM3: Employee Relations, Compliance, and Data-Driven Performance Management: *MBA graduates specializing in Human Resource Management* will be equipped to manage employee relations while ensuring compliance with labour laws and ethical standards, fostering a positive and legally sound work environment. Additionally, they will leverage HR analytics and performance management systems to make data-driven decisions, enhance workforce productivity, and drive organizational success.

D] OPERATIONS & SUPPLY CHAIN MANAGEMENT (OSCM)

PSO OSCM1: Operational Strategy and Process Optimization: *MBA graduates specializing in Operations and Supply Chain Management* will be equipped to design and execute effective operational strategies that optimize processes, minimize waste, and enhance overall organizational productivity.

PSO OSCM2: Supply Chain Strategy and Optimization: *MBA graduates specializing in Operations and Supply Chain Management* will be adept at designing, optimizing, and managing end-to-end supply chains to ensure efficient flow of goods, services, and information while minimizing costs and meeting customer demands.

PSO OSCM3: Data-Driven Operations and Sustainable Supply Chain Management: *MBA graduates specializing in Operations and Supply Chain Management* will leverage data-driven insights and analytical techniques to make informed decisions that align with business objectives and customer needs. Additionally, they will champion sustainable and ethical supply chain practices, fostering environmental responsibility, social accountability, and ethical governance.

E] BUSINESS ANALYTICS (BA)

PSO BA1: Analytics-Based Decision Making: *MBA graduates specializing in Business Analytics* will utilize advanced analytical techniques and tools to gather, process, and interpret large datasets, enabling data-driven decision-making across key business functions, including marketing, finance, operations, and human resources.

PSO BA2: Business Insights and Reporting: *MBA graduates specializing in Business Analytics* will excel in utilizing business intelligence tools and software to develop insightful reports and dashboards, enabling effective communication of data-driven insights and informed strategic decision-making.

PSO BA3: Strategic Applications of Business Analytics: *MBA graduates specializing in Business Analytics* will apply analytical methodologies across key business functions, including marketing, finance, operations, and human resources. They will also integrate these methodologies with strategic management practices to drive organizational growth and maintain a competitive edge.

F] RURAL AND AGRI-BUSINESS MANAGEMENT (RABM)

PSO RABM1: Expertise in Rural and Agribusiness Management: *MBA graduates specializing in Rural and Agri-Business Management* will possess in-depth knowledge of agribusiness principles, rural practices, and challenges, including supply chain management, agricultural marketing, and financial management.

PSO RABM2: Sustainable Farming and Agricultural Practices: *MBA graduates specializing in Rural and Agri-Business Management* will implement sustainable agricultural strategies that enhance productivity and profitability while promoting environmental stewardship and social responsibility in rural and agribusiness operations.

PSO RABM3: Innovative Technology Integration and Entrepreneurial Leadership: *MBA graduates specializing in Rural and Agri-Business Management* will leverage modern technologies and innovative solutions to optimize the rural and agribusiness processes, enhance data analytics, and implement digital marketing strategies for improved efficiency and competitiveness. Additionally, they will demonstrate strong leadership and entrepreneurial skills to lead teams, manage projects, and drive the growth of rural and agribusiness ventures, fostering innovation and contributing to economic development.

Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Effective Communication, Leadership and Collaboration

GA2: Strategic and Ethical Management Proficiency

GA3: Innovation, Critical Thinking and Problem Solving

GA4: Research Proficiency and Entrepreneurial Mindset

GA5: Digital and Technological Literacy

GA6: Global and Interdisciplinary Perspective

GA7: Lifelong Learning and Social Responsibility

Semester Wise Credit Distribution:

CREDIT DISTRIBUTION: SEMESTERWISE						
Sr. No.	Type of Course	No. of Credits/Semester (No of Courses)				Total Credits (Total Courses)
		1	2	3	4	
1	Generic Core (GC)	18(6)	15(5)	6(2)	6(2)	45(15)
2	Generic Elective (GE)	4(2)	2(1)	2(1)	2(1)	10(5)
3	Subject Core (SC)			6(2)	6(2)	12(4)
4	Subject Elective (SE)			2(1)	4(2)	6(3)
5	Ability Enhancement Courses (AEC)	1(1)				1(1)
6	Skill Based Learning (SBL)	2(1)	4(2)			6(3)
7	Desk Research		2(1)			2(1)
8	Project/Internship (On Job Training)			8(1)		8(1)
9	Field Project		2(1)			2(1)
10	Research Project				6(1)	6(1)
11	Enrichment Courses (ENR)	1(1)	1(1)			2(2)
12	ODL			4(1)		4(1)
Total		26(11)	26(11)	28(8)	24(8)	104(38)
		52		52		

General Rules and Guidelines:

Credit: In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE-hour session per week of L amounts to 1 credit per semester
- b) a minimum of ONE hour per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e., LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

PG Diploma and PG Degree (MBA) Programme Structure as per NEP:

- The students can exit the Programme after one year of MBA, but he has to take additional 8 Credits of On- job Training.
- To get PG Diploma after Three Year UG Degree, he should earn total $52 + 8 = 60$ Credits.
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program.
- The institute may conduct bridge courses for the respective students at the discretion of Director/ Head of the institutions.

Course Types:

Core courses are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations).

Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be: a) Very Specialized or advanced course focusing on a specific aspect b) Supportive to the discipline of study c) Providing an extended scope d) Enabling an exposure to some other discipline/domain e) Nurturing candidate's proficiency/skills.

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

Subject Elective: A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.

Massive Open Online Courses (MOOCs): Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India. Up to 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course.

Note:

1. Specialization shall be chosen at the BEGINNING of SEM II.
2. Desk Research, Field Project, On-the Job Training & Research Project shall be in the area of specialization only.
3. Institute may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
4. Institute MAY NOT offer a specialization if a minimum of 20% of students are not registered for that specialization.
5. The Institute MAY NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.

Projects:

Field Project: Field project must be related to the intended specialization of the student and must be done individually. Online projects are not permitted. Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations.

Desk Research: Choose any sector of your choice and select any one company from that sector and carry out in-depth study/research on it. Prepare a detailed report on it.

Research Project: It should be related to the specialization of the student. Students need to select any one problem statement, should undergo a thorough literature review, collect data relevant to the problem statement, analyze the data with appropriate statistical tools, and prepare a detailed report.

On-Job Training: Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester. The training programme shall be of 12 weeks. Students should undertake training in the organization (industry / bank etc.) and after completion work should include proposal making, analysis, report preparation and etc. It must be conducted outside the academic institution to expose students to real-world work environments and must be related to the intended specialization of the student.

Rubrics: The course teacher shall design Rubrics for each FA/CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the FA/CCE to Cos.
2. A description of the assessment – brief concept notes
3. Criteria that will be assessed – the expected learning outcomes.
4. Descriptions of what is expected for each assessment component – the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components – the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

Safeguards for Credibility of FA/CCE: The following practices are encouraged to enhance transparency and authenticity of continuous evaluation:

1. Setting two question paper sets and choosing the final question paper in a random manner as per guidelines received from CEO Office
2. One of the internal faculty members (other than the course teacher) acting as jury during activity-based evaluations.
3. Involvement of Industry/Academic personnel in evaluating projects / field-based assignments.

MOOCs:

MOOC Courses will be provided to students by course coordinator and evaluation will be done internally.

SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory.

Course Code System:

Programme Code: MB

Semester Code: 1/2/3/4

Serial Code of Course: 01/02/03/04...

Specialization Code: - F for Financial Management

M for Marketing Management

B for Business Analytics

R for Rural and Agri-Business Management

H for Human Resource Management

O for Operations and Supply Chain Management

Curriculum Structure (Semester-I):

Course Category	Course Code	Course Title	Teaching Scheme (Hrs per Week)			Credits	Theory Examination Scheme (Marks)		
			L	T	P		FA	SA	Total
Generic Core (GC)									
GC	MB 101	Accounting for Business	2	1		3	50	50	100
GC	MB 102	Management Fundamentals and Workplace Behaviour	3			3	50	50	100
GC	MB 103	Managerial Economics	3			3	50	50	100
GC	MB 104	Research Methodology	2	1		3	50	50	100
GC	MB 105	Marketing Management	2	1		3	50	50	100
GC	MB 106	Decision Science	2	1		3	50	50	100
Generic Electives (GE) (Select any Two)									
GE	MB 107	Global Business Environment	2			2	50		50
GE	MB 108	Green Practices and Managing Sustainability	2			2	50		50
GE	MB 109	Psychology for Managers	2			2	50		50
Ability Enhancement Courses (AEC)									
AEC	MB 110	Business Communication	1			1	25		25
Skill Based Learning (SBL)									
SBL	MB 111	MS Office			4	2	50		50
Enrichment Courses (EC) (Select any one)									
EC	MB 112A	Yoga and Meditation			2	1	25		25
	MB 112B	Dancing			2	1	25		25
Total			19	4	6	26	500	300	800

Curriculum Structure (Semester-II):

Course Category	Course Code	Course Title	Teaching Scheme (Hrs per Week)			Credits	Theory Examination Scheme (Marks)		
			L	T	P		FA	SA	Total
Generic Core (GC)									
GC	MB 201	Legal Aspects of Business	3			3	50	50	100
GC	MB 202	Financial Management	2	1		3	50	50	100
GC	MB 203	Operations and Supply Chain Management	2	1		3	50	50	100
GC	MB 204	Human Capital Management	3			3	50	50	100
GC	MB 205	Business Analytics	3			3	50	50	100
Generic Electives (GE) (Select any One)									
GE	MB 206	Business, Government and Sustainability	2			2	50		50
GE	MB 207	Financing of Firms	2			2	50		50
GE	MB 208	Current trends and cases in Business	2			2	50		50
Project									
Project	MB 209	Field Project			4	2	50	25	75
	MB 210	Desk Research			4	2	50		50
Skill Based Learning (SBL)									
SBL	MB 211	Advanced Excel			4	2	50		50
Skill Based Learning (SBL) (Select any one)									
SBL	MB 212	Digital marketing			4	2	50		50
	MB 213	Psychometric Tests							
	MB 214	Tally							
	MB 215	Six Sigma							
	MB 216	Power BI							

Enrichment Courses (EC)									
EC	MB 217A	Social Service			2	1	25		25
	MB 217B	Performing Art			2	1	25		25
	MB 217C	Photography			2	1	25		25
Total			15	2	18	26	475	325	800

FA: Formative Assessment SA: Summative Assessment

Exit option: PG Diploma: 52 Credits after Three Year UG Degree with additional 8 credits of OJT (52 + 8=60 Credits)

PG Diploma Exit Course

Course Category	Course Code	Course Title	Teaching Scheme (Hrs per Week)			Credits	Theory Examination Scheme (Marks)		
			L	T	P		FA	SA	Total
OJT	MB 222	Internship Project (IP)			16	8	100	100	200

Curriculum Structure (Semester-III):

Course Category	Course Code	Course Title	Teaching Scheme			Credits	Theory Examination Scheme (Marks)		
			L	T	P		FA	SA	Total
Generic Core (GC)									
GC	MB 301	Strategic Management	3			3	50	50	100
GC	MB 302	Indian Knowledge System	2		2	3	50	50	100
ODL	MB 303	Introduction to Cyber Security	4			4	50		50
Generic Electives (GE) (Select any One)									
GE	MB 304	Intellectual Property Rights	2			2	50		50
GE	MB 305	Project Management	2			2	50		50
GE	MB 306	Start-ups and MSME Management	2			2	50		50
GE	MB 307	International Business Strategies	2			2	50		50
GE	MB 308	Management of Non-profit organizations	2			2	50		50
GE	MB 309	Contemporary Frameworks in Management	2			2	50		50
Project									
OJT	MB 310	Internship Project (IP)			16	8	150	100	250
Subject Core (SC)									
Marketing Management									
SC	MB311M	Services Marketing	3			3	50	50	100
SC	MB312M	Marketing Strategy	3			3	50	50	100
Human Resource Management									
SC	MB311H	Strategic Human Resource Management	3			3	50	50	100
SC	MB312H	Employee Relations and Labour Legislation	3			3	50	50	100

Financial Management									
SC	MB311F	Advanced Financial Management	2		2	3	50	50	100
SC	MB312F	Financial Markets and Institutions	2		2	3	50	50	100
Operations and Supply Chain Management									
SC	MB311O	Strategic sourcing and procurement processes	3			3	50	50	100
SC	MB312O	Project Management	3			3	50	50	100
Business Analytics									
SC	MB311B	Visual Analytics	2		2	3	50	50	100
SC	MB312B	E-Commerce Analytics	2		2	3	50	50	100
Rural and Agri Business Management									
SC	MB311R	Rural and Agricultural Marketing	3			3	50	50	100
SC	MB312R	Agri-Business and Value Chains	3			3	50	50	100
Subject Electives (SE) Select any one									
Marketing Management									
SE	MB313MA	Retail Marketing	2			2	50		50
SE	MB313MB	Sales and Distribution Management	2			2	50		50
SE	MB313MC	Product and Brand Management	2			2	50		50
SE	MB313MD	B2B Marketing	2			2	50		50
Human Resource Management									
SE	MB313HA	Training and Development	2			2	50		50
SE	MB313HB	Digital Transformation in HRM	2			2	50		50
SE	MB313HC	Performance Measurement Systems and Compensation	2			2	50		50
SE	MB313HD	Mentoring & Coaching	2			2	50		50

Financial Management									
SE	MB313FA	Mergers and Acquisition	2			2	50		50
SE	MB313FB	Security Analysis and Portfolio Management	2			2	50		50
SE	MB313FC	Direct and Indirect Taxation	2			2	50		50
SE	MB313FD	Personal Financial Planning	2			2	50		50
Operations and Supply Chain Management									
SE	MB313OA	World Class Manufacturing	2			2	50		50
SE	MB313OB	Legal Aspects of SCM	2			2	50		50
SE	MB313OC	Materials Management	2			2	50		50
SE	MB313OD	Operations Analytics	2			2	50		50
Business Analytics									
SE	MB313BA	Business Analytics with Python and R programming	1		2	2	50		50
SE	MB313BB	Data Science and Machine Learning	1		2	2	50		50
SE	MB313BC	Big Data Analytics	1		2	2	50		50
SE	MB313BD	BA for Industry 4.0	2			2	50		50
Rural and Agri Business Management									
SE	MB313RA	Agriculture Technology Management	2			2	50		50
SE	MB313RB	Agriculture Input Management	2			2	50		50
SE	MB313RC	Agriculture Output Management	2			2	50		50
SE	MB313RD	Agri-supply chain management	2			2	50		50
Total			19			28	500	300	800

Curriculum Structure (Semester-IV):

Course Category	Course Code	Course Title	Teaching Scheme			Credits	Theory Examination Scheme (Marks)		
			L	T	P		FA	SA	Total
Generic Core									
GC	MB 401	Business Ethics & Corporate Governance	3			3	50	50	100
GC	MB 402	AI for Business Transformations	3			3	50	50	100
Project	MB 403	Research Project			12	6	150	100	250
Generic Electives (Select any One)									
GE	MB 404	Spirituality for Management	2			2	50		50
GE	MB 405	Innovation and Entrepreneurship	2			2	50		50
Subject Core (SC)									
Marketing Management									
SC	MB403M	Recent Transformations in Marketing	3			3	50	50	100
SC	MB404M	Marketing Research	3			3	50	50	100
Human Resource Management									
SC	MB403H	Current trends in HR	3			3	50	50	100
SC	MB404H	Organizational Development and Change Management	3			3	50	50	100
Financial Management									
SC	MB403F	Current Trends in Finance	3			3	50	50	100
SC	MB404F	International Finance	3			3	50	50	100
Operations and Supply Chain Management									
SC	MB403O	Operations Planning and Control	3			3	50	50	100
SC	MB404O	Service Operations Management	3			3	50	50	100
Business Analytics									

SC	MB403B	AI Applications	2		1	3	50	50	100
SC	MB404B	Cloud Technology & Security	2		1	3	50	50	100
Rural and Agri Business Management									
SC	MB403R	Quality Management in Agribusiness	3			3	50	50	100
SC	MB404R	Current and Emerging Trends in Agribusiness	3			3	50	50	100
Subject Electives (SE) Select any Two									
Marketing Management									
SE	MB405MA	International Marketing	2			2	50		50
SE	MB405MB	Social Media Marketing	2			2	50		50
SE	MB405MC	E Commerce in Marketing	2			2	50		50
SE	MB405MD	Consumer Behaviour	2			2	50		50
SE	MB405ME	Customer Relationship Management	2			2	50		50
SE	MB405MF	Integrated Marketing Communication	2			2	50		50
Human Resource Management									
SE	MB405HA	Recruitment and Selection	2			2	50		50
SE	MB405HB	Human Resource Planning and Audit	2			2	50		50
SE	MB405HC	Employer Branding	2			2	50		50
SE	MB405HD	Designing Policies	2			2	50		50
SE	MB405HE	International HRM	2			2	50		50
SE	MB405HF	Leadership & Succession Planning	2			2	50		50
Financial Management									
SE	MB405FA	Infrastructure and Project Finance	2			2	50		50
SE	MB405FB	Insurance Management	2			2	50		50
SE	MB405FC	Financial Reporting	1		1	2	50		50

SE	MB405FD	Financial Modelling	1		1	2	50		50
SE	MB405FE	Import Export Documentation and Procedures	2			2	50		50
SE	MB405FF	Rural and Micro Finance	2			2	50		50
Operations and Supply Chain Management									
SE	MB405OA	Business Process Reengineering	2			2	50		50
SE	MB405OB	Emerging Trends in Operations and Supply Chain Management	2			2	50		50
SE	MB405OC	Supply Chain Practices	2			2	50		50
SE	MB405OD	EXIM Trade Procedures	2			2	50		50
SE	MB405OE	International Supply Chain Management	2			2	50		50
SE	MB405OF	Global Trade and Logistics Management	2			2	50		50
Business Analytics									
SE	MB405BA	Data Mining and Business Intelligence	1		1	2	50		50
SE	MB405BB	NLP and Text Analysis	1		1	2	50		50
SE	MB405BC	Navigating Business Value and Growth with Analytics	1		1	2	50		50
SE	MB405BD	Multi-criteria Decision Making	1		1	2	50		50
SE	MB405BE	Predictive Analytics and ML Models	1		1	2	50		50
SE	MB405BF	Business Simulation	2			2	50		50
Rural and Agri Business Management									
SE	MB405RA	International Agri Food Trade	2			2	50		50
SE	MB405RB	Procurement & Supply Chain Management	2			2	50		50
SE	MB405RC	Management of Co-operatives & Farmer Producer Organizations (FPO)	2			2	50		50
SE	MB405RD	Agri – Entrepreneurship	2			2	50		50
SE	MB405RE	Modern Farming Systems and Sustainable Agriculture	2			2	50		50

SE	MB405RF	Agri Warehouse Management	2			2	50		50
Total			18		8	24	500	300	800

Semester-I Courses with Syllabus

Program	MBA					
Generic Core Course	Accounting for Business					Semester I
Code	MB 101	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		2	1	--	50	50

Course Objectives:

- To understand framework of accounting as per standards and demonstrate basic principles accounting
- To know and analyze the financial statements from different perspective of company stakeholders along with prioritizing the role of IFRS/Ind-AS in accounting discipline

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB101.1	Remembering	Describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Standard Costing & IFRS
CO MB101.2	Understanding	Explain in detail, all the theoretical concepts taught through the syllabus
CO MB101.3	Applying	Carry necessary calculations for Numerical problems
CO MB101.4	Analysing	Analyse the situation and decide the key areas where financial and non-financial parameters can be applicable
CO MB101.5	Evaluating	Evaluate the effects of financial decision on organization

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Accounting Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting- Accounting Principles – Accounting	8

	Concepts and Accounting Conventions. Accounting Standards – objectives and significance of accounting standards. List of Indian Accounting Standards-Fundamental Accounting Equation, Journal, Ledger and Trial Balance	
2	Preparation of Financial Statements Meaning of Financial Statements – Importance and Objectives – Preparing Trading Account, Profit & Loss Account and Balance & Cash Flow Statement for a Sole Proprietor Understanding of financial Statements of a Joint Stock Company as per Companies Act 2013 – Understanding the contents of a Corporate Annual General Report – Preparation of Cash Flow Statement as per Accounting Standards (AS-3) (revised) – Analyzing Financial Statements – Objectives of Financial Statement Analysis	12
3	Cost Accounting Basic Concepts of Cost Accounting – Objectives, Importance and Advantages of Cost Accounting, Cost Centre – Cost Unit – Elements of Cost – Classification and Analysis of Costs – Preparation of Cost Sheet	9
4	Decision Techniques- Marginal Costing & Standard Costing Meaning – Advantages and Limitations – Contribution, Profit/Volume (P/V) Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis – Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances – Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance	9
5	Accounting Standards Introduction to International Financial Reporting Standards (IFRS)& Indian Accounting Standards (Ind-AS) – Understanding Accounting Standards issued by the The Institute of Chartered Accountants of India (ICAI) related to Disclosure of Accounting Policies – Benefits of achieving IFRSs with Economy, the investors, the industry and to the accounting professionals	7

Note: Numerical Problems will be asked on the following:

1. Final accounts of Sole Proprietary Firms
2. Final Accounts of Joint Stock Company
3. Preparation of Cost Sheet
4. Marginal Costing & Standard Costing
5. Material Variances and Labour Variances

Learning Resources:

Text Books:

1. Hanif and Mukherjee, Financial Accounting, McGraw Hill Publishers
2. Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House

3. S. AnilKumar, V. Rajesh Kumar and B. Mariyappa, Fundamentals of Accounting, Himalaya Publishing House

Reference Books:

1. H. V. Jhamb, Fundamentals of Management Accounting
2. M. N. Arora, Cost and Management Accounting, Thomson Learning.
3. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	-	1
CO2	3	2	2	1	-
CO3	3	2	1	-	1
CO4	2	1	1	-	1
CO5	2	2	2	1	-

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	-	-	3	3	2	-	1	2	2	2	-	3	2	-	3	2	-
CO2	1	2	-	3	3	-	1	2	2	2	-	1	3	2	2	2	1	2
CO3	3	2	1	2	3	1	2	2	1	2	1	2	2	1	1	2	1	-
CO4	2	1	-	2	2	1	2	-	2	1	1	1	2	2	3	1	-	1
CO5	2	1	2	3	3	2	2	1	2	-	-	-	1	-	2	1	-	2

Program	MBA					
Generic Core Course	Management Fundamentals and Workplace Behaviour					Semester I
Code	MB 102	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		3	--	--	50	50

Course Objectives:

- To familiarize the students with the essentials of managing business
- To understand individual and group behaviour at work place so as to improve the efficiency of an organization.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB102.1	Remembering	Understand the role and need of Management, complexities of individual and group behaviour at workplace
CO MB102.2	Understanding	Describe the consequence of workplace behaviour from the standpoints of stakeholders like employees, managers, leaders and the organization.
CO MB102.3	Applying	Apply Theories, Models, Principles and framework of workplace behaviour in specific situation at workplace
CO MB102.4	Analysing	Analyze human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO MB102.5	Evaluating	Articulate approaches to redevelop individual, team, managerial and leadership behaviour to achieve the goal
CO MB102.6	Creating	Project policies for challenges faced during changing workplace scenario and functional ways

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Management Meaning of Management, Evolution of management: Scientific, Administrative, Human Relations and Systems approach to management; Management functions and Managerial roles. Levels of Management, Applicability of Management	8

	<p>functions, Management functions- process, types.</p> <p>Departmentalization: types of Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation. Management by Objectives (MBO) - Meaning, Process and Importance</p>	
2	<p>Introduction to Workplace Behaviour (WB)</p> <p>Workplace Behaviour (WB):</p> <p>Definition, scope and importance of WB, Theoretical Framework and limitations of Workplace Behaviour. The Stimulus-Organism-Behavior-Consequence (S-O-B-C) Model, Models of Workplace Behaviours</p> <p>Personality: meaning, factors affecting personality, Learning: concept and theories of learning (Classical conditioning, operant conditioning and social learning theory), concept of reinforcement; Types of Personality- Myer's Brigg Type Indicator Personality Test, Big five model of personality Test, Rorschach Inkblot Test, Thematic Appreciation Personality Tests and Application</p> <p>Perception: concept, factors affecting perception, process of perception, perceptual errors.</p> <p>Emotional Intelligence and Stress Management: Concept, Importance, Dimensions. Define Stress, reasons of stress, Burnout.</p> <p>Attitude: Meaning and importance at workplace, factors of Attitude, resistance to change the attitude at workplace.</p>	8
3	<p>Group and Group Dynamics</p> <p>Groups:</p> <p>Definition, Phases of Group Development, Group Cohesiveness; Transactional Analysis, Johari Window, Group behaviour & Group Dynamics, Types of Groups</p> <p>Conflict: Concept, Sources, Types, Stages of Conflict, Management of Conflict;</p> <p>Workplace Power: Sources of Power and uses, Minimum 2 case studies.</p>	8
4	<p>Leadership and Motivation</p> <p>Leadership:</p> <p>Definition, Types and importance of leadership, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership, Minimum 2 case studies</p> <p>Motivation:</p> <p>Meaning, nature and importance, Content theories (Maslow's need theory,</p>	13

	Alderfers' Existence Relatedness Growth (ERG) theory, McClellands' theory of needs, Herzberg's two factor theory) & Process theories (Adam's equity theory, Vrooms expectancy theory). Minimum 2 case studies (13)	
5	Contemporary Organizational Change at Workplace and Employee Behaviour Concept, Resistance to change, managing resistance to change, Kurt Lewin Theory of Change; Seven Stage Model of Changed and Kotter's Eight Step Plan for implementing Change, techniques of applying organisational change. Minimum 2 case studies	8

Learning through LMS with deAsra Inspire Life about Entrepreneurship (Self-paced 7 hrs)

Learning Resources:

Text Books:

1. K. Aswathappa , Organisational Behaviour, Himalaya Publishing House
2. Stephen Robbins, Organisational Behaviour, Prentice Hall of India
3. Fred Luthans, Organisational Behaviour, Tata McGraw Hill

Reference Books:

1. Robbins Stephen P and Judge T.A., Vohra, Organisational Behaviour, 16th Ed. Pearson. [Chapter 5,6,7]
2. Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson [Chapter 28]
3. Stephen P. Robbins & Mary Coulter, Management, 13th Ed. Pearson [Chapter 2,8,10,18]

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	1	-	-	-	-
CO2	2	1	-	-	-
CO3	3	2	-	-	-
CO4	-	1	-	3	-
CO5	-	-	3	-	1
CO6	1	1	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	-	2	-	-	2			2		-	2	-	-	2	-	--	1	-
CO2	-	-	3			2			3			2			2			2
CO3	-	-	1			1			2			1			1			
CO4	-	2	2		2	2		2	2		2	2		1	1		1	1
CO5	1	-	2	1		1	2		2	1		1	1		1	1		1
CO6	-	-	3			3			3			3			2			2

Program	MBA					
Generic Core Course	Managerial Economics					Semester I
Code	MB 103	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		3	--	--	50	50

Course Objectives:

- To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making
- To equip students with an understanding of how economics affect the business strategy of companies in industries
- To develop a way of thinking in dealing with economical business problems and challenges practically.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB103.1	Remembering	Define the key terms.
CO MB103.2	Understanding	Explain and understand the key concepts in economics, from a managerial perspective.
CO MB103.3	Applying	Identify the various issues in an economics context and highlight their significance from the perspective of business decision making.
CO MB103.4	Analysing	Examine the inter-relationships between various facets of economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO MB103.5	Evaluating	Evaluate critical thinking based on principles of economics for informed business decision making.
CO MB103.6	Creating	Elaborate how firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Syllabus

Unit No.	Description	Hrs.
1	<p>Managerial Economics Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behaviour Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory</p>	6
2	<p>Part A: -Utility & Demand Analysis Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected)</p> <p>Part B: - Supply & Market Equilibrium Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.</p>	10
3	<p>Part A: - Cost Concepts Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point, Case Study on marginal costs. Risk Analysis and Decision Making: Concept of risk, expected value computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.</p> <p>Part B: -Revenue Analysis and Pricing Policies Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition-Introduction, Market and Market Structure, Perfect Competition,</p>	16

	Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition-Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price	
4	Consumption Function, Investment Function and Business Cycle Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions	4
5	Part A: Money and Capital Markets in India Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments, Reserve Bank of India – Functions, Regulatory Role of RBI with respect to Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of Securities and Exchange Board of India (SEBI), understanding of stock market quotations in financial press expected. Part B: Public Finance Infrastructure Familiarity with important terms/agencies/approaches/practices related to National Income (such as Gross Domestic Product (GDP), Purchasing Power Parity (PPP), Growth Rate), Foreign Trade (such as General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required)	9

Learning Resources:

Text Books:

1. Peterson, Lewis, Sudhir Jain, Managerial Economics, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, S Chand
2. D. Salvatore, Managerial Economics, McGraw Hill, New Delhi.
3. Pearson and Lewis, Managerial Economics, Prentice Hall, New Delhi

Reference Books:

1. Homas and Maurice, Managerial Economics, Tata McGraw Hill
2. P.L. Mehta, Managerial Economics - Analysis, Problems and Cases, Sultan Chand Sons, New Delhi.
3. Varshney and Maheshwari, Managerial Economics, Sultan Chand and Sons, New Delhi.

Supplementary Reading Material:

1. Economic Times Daily
2. Business Standard Daily
3. Business Today

Websites:

1. www.rbi.org.in/home.aspx
2. www.macrosan.org
3. www.finmin.nic.in

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	1	-	-	-	-
CO2	2	1	-	-	-
CO3	2	2	2	-	-
CO4	2	2	3	1	-
CO5	2	3	3	2	1
CO6	2	3	3	3	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-
CO2	2	-	-	2	-	-	2	-	-	-	-	-	1	-	-	-	-	-
CO3	3	2	-	3	2	-	2	1	-	-	-	-	2	1	-	-	-	-
CO4	3	3	2	3	3	2	3	2	-	2	-	-	2	2	-	-	-	-
CO5	3	3	3	3	3	3	3	3	2	3	-	-	3	3	-	-	-	-
CO6	3	3	3	3	3	3	3	3	2	3	-	-	3	3	-	2	2	-

	Program	MBA					
	Generic Core Course	Research Methodology			Semester I		
	Code	MB 104	Teaching Scheme (Hrs per Week)			Examination Scheme	
	Credit	3	L	T	P	FA	SA
			2	1	--	50	50

Course Objectives:

- To understand the Research Concepts and Research Process
- To design research proposal for a real-life research problem and evaluate a research proposal
- To demonstrate the ability to appropriately analyze data to resolve a business issue.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB104.1	Remembering	Define various concepts and terms associated with scientific research.
CO MB104.2	Understanding	Explain the terms and concepts used in all aspects of scientific research.
CO MB104.3	Applying	Make use of scientific principles of research to solve contemporary business research problems
CO MB104.4	Analyzing	Examine the various facets of a research problem and illustrate the relevant aspects of the research process from a data driven decision perspective
CO MB104.5	Evaluating	Judge the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective
CO MB104.6	Creating	Formulate alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems

Syllabus		
Unit No.	Description	Hrs.
1	Foundation of Research Definition of research, Objective of research, Types of research, Meaning	9

	and significance of research, Importance of scientific research in business decision making. Criteria for good research, Constructs and concepts, Variables, Deductive and inductive logic, Quantitative and qualitative research. Measures of Central Tendency and Measures of Dispersion. The process of research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Elements of a Research Proposal	
2	Research Design Concept, Exploratory, Descriptive, Causal Research Design, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance	9
3	Data & Measurement Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools	9
4	Sampling Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, non-Sampling errors, Methods to reduce the errors, Sample Size constraints, non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)	9
5	Data analysis and interpretation Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation, Analysis Techniques, Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis of Variance, etc.	9

Learning Resources:

Text Books:

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R. Kothari
3. Saunder: Research Methods for business students (Pearson)

Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	1	-	-	2	-
CO2	1	-	-	2	-
CO3	3	2	-	2	-
CO4	2	3	-	3	-
CO5	2	3	-	2	-
CO6	3	2	-	1	-

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM			
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	
CO1	2		2	1	1	-	1	1	-	1	1	1	2	2	-	3	-	1	
CO2	2		2	1	1	-	1	1	-	1	1	1	2	2		3	2	2	
CO3	2	-	2	-	3	-	-	2	-	-	2	2	1	2	1	1	2	1	
CO4	3	-	2	3	-	-	-	2	-	-	2	2	3	2	1	1	2	2	
CO5	3	3	-	2	2	2	-	-	2	2	2	2	3	1	1	-	2	2	
CO6	3	-	3	2	2	2	3	2	-	2	2	2	2	3	3	-	2	3	
	Program						MBA												

Generic Core Course	Marketing Management				Semester I	
Code	MB 105	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		2	1	--	50	50

Course Objectives:

- Equip students with a thorough understanding of fundamental marketing concepts, including market segmentation, targeting, and positioning.
- Enable students to analyze market trends, consumer behaviour, and competitive landscapes to make informed marketing decisions.
- Inspire students to embrace emerging trends and technologies in marketing, such as digital marketing and sustainable practices, for innovative solutions

Course Outcomes: The students will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO MB105.1	Understanding	Understanding of fundamental marketing concepts, strategies, and their applications in diverse business environments.
CO MB105.2	Remembering	Remember the Marketing Concepts, Strategies and its applications in diverse business environment
CO MB105.3	Applying	Apply marketing research techniques and the marketing mix framework to design and implement impactful marketing strategies.
CO MB105.4	Analysing	Exhibit ethical decision-making and cultural sensitivity while crafting marketing strategies
CO MB105.5	Evaluate	Evaluate the effectiveness of marketing campaigns using data-driven insights and analyze consumer behaviour patterns.
CO MB105.6	Creating	Develop innovative solutions to real-world marketing challenges by leveraging emerging trends and technologies

Syllabus		
Unit No.	Description	Hrs.
1	Foundations of Marketing Introduction to Marketing: Definition, scope, and importance of marketing in the modern business environment. Characteristics of Goods and services, Marketing Concepts and Philosophies: Production, product, selling, marketing, and societal marketing concepts. Marketing Environment: Analysis of micro and macro environmental factors affecting marketing decisions	9
2	Consumer Behaviour and Marketing Research	9

	Consumer Behaviour: Understanding consumer decision-making processes, cultural, social, personal, and psychological factors influencing buyer behaviour. Market Segmentation, Targeting, and Positioning (STP): Bases for segmenting markets, strategies for targeting, and positioning tactics to create a competitive advantage. Marketing Research: Methods and techniques for collecting, analysing, and interpreting market data to inform marketing strategies	
3	Marketing Mix Strategies Product Management: Product development, lifecycle management, branding, and packaging decisions. Pricing Strategies: Factors influencing pricing decisions, various pricing methods, and strategies. Distribution (Place) Strategies: Designing and managing channels of distribution, logistics, and supply chain management. Promotion Strategies: Integrated marketing communications, including advertising, sales promotion, public relations, personal selling, and digital marketing	9
4	Digital Marketing Online marketing strategies, social media marketing, search engine optimization (SEO), and content marketing. International Marketing: Challenges and strategies in marketing products and services globally, including cultural considerations and entry modes. Services Marketing: Unique challenges of marketing intangible services, service quality, and customer relationship management	9
5	Contemporary Issues and Trends in Marketing Ethical and Socially Responsible Marketing: Understanding ethical issues and the importance of corporate social responsibility in marketing. Green Marketing: Strategies for promoting environmentally friendly products and sustainable business practices. Emerging Trends: Exploration of current trends such as experiential marketing, influencer marketing, and the impact of artificial intelligence on marketing strategies.	9

Note: Real world examples / cases are expected to be analysed in the class as well as included in the examination.

Learning Resources:

Text Books:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson, 14th Edition
2. Rajan Saxena, Marketing Management, TMGH
3. Lamb, Hair, Sharma, McDaniel, Marketing, Cengage Learning

Reference Books:

1. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Principles of Marketing, Pearson, 13th Edition
2. Tapan K Panda, Marketing Management- Text and Cases, Excel Books
3. Ramaswamy & Namakumari, Marketing Management, Macmillan

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	-	-
CO2	2	-	-	2	-
CO3	3	-	-	2	-
CO4	-	3	-	2	-
CO5	-	2	-	2	-
CO6	-	2	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	2		2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	1	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	3	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO6	2	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Program	MBA
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Generic Core Course	Decision Science					Semester I
Code	MB 106	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		2	1	--	50	50

Course Objectives:

- To develop conceptual skills regarding the framing of a managerial decision problem in the form of a model
- To prepare students in terms of technical skills about how to build, use, and derive insights from decision models

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB106.1	Remembering	Recall the concepts and models associated with Decision Science
CO MB106.2	Understanding	Comprehend about the various decision-making tools required to achieve optimization in business processes
CO MB106.3	Applying	Apply suitable decision-making tactics to be used in different business scenarios
CO MB106.4	Analyzing	Analyze real life circumstances with constraints and test the problems using different decision-making tools
CO MB106.5	Evaluating	Evaluate the various perspectives of a business problem and develop problem solving aptitude
CO MB106.6	Creating	Propose the various applications of decision tools in the current business environment

Syllabus

Unit No.	Description	Hrs.
1	Introduction to Decision Sciences & Linear Programming Problems Importance of Decision Sciences & role of quantitative techniques in decision making, Linear Programming Concept, Formulation & Graphical Solution Problems, Applications related to management functional areas (Special cases: Multiple optimal solutions, infeasibility, unbounded solution)	9
2	Transportation Problems Concept, Formulation, Basic initial solution using North West Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (MODI) (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization), Concept of degeneracy	9
3	Problems on Assignment Model Concept, Flood's Technique/ Hungarian method (Special cases: multiple solutions, maximization case, unbalanced case, restrictions on assignment)	9
4	Decision Theory & Game Theory Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace criteria), Decision making under risk (Expected Monetary Value (EMV)), Expected Value of Perfect Information (EVPI) for items with and without salvage value, Game Theory Concept, Saddle point, Two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point - Mixed strategy, Dominance Rule - Reduction of m x n game and solution of 2x2	9
5	PERT & CPM Concept, drawing network diagram, identifying critical path, Network calculations - calculating Earliest Start Time (EST), Latest Start Time (LST), Earliest Finish Time (EFT), Latest Finish Time (LFT), Slack, Floats, Programme evaluation and review technique (PERT)	9

Note:

1. The subject teacher should discuss caselets related to management situations across various functional domains in each unit.
2. Each unit is expected to include numericals based on the functional areas of business.

Learning Resources:

Text Books:

1. J K Sharma, Operations Research Theory & Applications, MacMillan Publishers India Ltd. (latest Edition)
2. Hamdy A. Taha, Operations Research, Pearson Publication (latest edition)

3. N.D. Vohra, Quantitative Techniques in Management, Tata, McGraw Hill Publications (latest Edition)

Reference Books:

1. Billey E. Gillett, Introduction to Operations Research, TMGH (latest edition)
2. Nita Shah, Ravi Gor, Hardik Soni, Operations Research, PHI (latest Edition)
3. R. Pannerselvam, Operations Research, Prentice Hall India

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	-	2	2
CO2	3	3	2	1	2
CO3	3	3	1	2	2
CO4	3	3	1	2	2
CO5	3	3	2	2	2
CO6	3	3	-	2	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	1	1	1	1	2	-	2	3	3	3	3	2	1	1	1	1
CO2	3	-	1	-	-	1	-	-	2	3	3	3	3	3	2	1	-	2
CO3	3	1	2	-	-	-	1	2	3	3	3	3	3	3	2	2	-	2
CO4	3	1	2	2	2	3	3	2	3	3	3	3	3	3	3	3	-	3
CO5	3	-	1	1	1	1	-	-	3	3	3	3	3	3	2	-	-	3
CO6	3	-	-	3	2	2	1	1	2	3	3	3	3	-	3	3	-	3

Program	MBA
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Generic Elective Course	Global Business Environment					Semester I	
Code	MB 107	Teaching Scheme (Hrs per Week)			Examination Scheme		
Credit	2	L	T	P	FA	SA	
		2	--	--	50	--	

Course Objectives:

- Understanding the Global Business Environment and the development of firms with international operations, including Multinational Enterprises (MNEs); multinational firms in a globalised world
- Develop an understanding of Global Financial Institutions, Regional Trade Associations, and Institutions of the Multilateral Trading System
- Understanding international trade policy and the World Trade Organisation (WTO); regional economic integration.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB107.1	Remembering	Recall and describe the key concepts of international Business Environment
CO MB107.2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO MB107.3	Applying,	Demonstrate the significance of Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) in respect of developing economy,
CO MB107.4	Analysing	Analyse the issues related to Labour, Environmental and Global Value chain
CO MB107.5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Global Business Importance, nature and scope of international business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization	6

2	Global Trading Environment Theories of International Trade, Political Economy of International Trade – Tariff and Non-tariff Barriers, Global Regulation of International Trade – WTO, United Nations Conference on Trade and Development (UNCTAD); Regional Economic Integration – theory, stages, working	6
3	Global Investment Environment Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI	6
4	Global Business Environment Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and Corporate Social Responsibility (CSR) in International Business	6
5	Emerging Issues in International Business Environment Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labour and other Environmental Issues, Impact of Pandemic COVID-19 on international trade	6

Learning Resources:

Text Books:

1. Adekola, A., & Sergi, B.S. (2007), Global Business Management: A Cross-Cultural Perspective (1st Ed.). Routledge.
2. Hill, C. W., & Arun, K. (2017) International Business: Competing in the Global Marketplace (10th ed), McGraw Hill Education
3. Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) International Business – Environments and Operations, (12th edition), Pearson Ltd.

Reference Books:

1. Adhikary, Manab, Global Business Management, Macmillan Publishers, New Delhi
2. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
3. Aswathappa, International Business, Tata Mc Graw Hill publications, New Delhi

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	3	2	2	-	-
CO3	3	3	2	2	2
CO4	2	2	1	-	-
CO5	3	3	3	3	2

CO-PSO Mapping

	Marketing			Finance			HRM			OSCM			BA			RABM		
COs	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	-	2	-	-	2	-	-	1	-	-	1	-	-	2	-	-
CO2	2	1	-	3	2	-	1	-	-	2	1	-	2	1	-	3	2	-
CO3	3	2	1	2	2	1	3	2	2	3	2	2	3	2	2	3	2	1
CO4	3	2	-	2	-	-	2	1	-	2	1	-	2	-	-	2	-	-
CO5	3	3	2	3	3	2	2	2	2	2	2	1	3	2	2	3	3	2

Program	MBA					
Generic Elective Course	Green Practices and Managing Sustainability				Semester I	
Code	MB 108	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		2	--	--	50	--

Course Objectives:

- To know the concepts of green practices in management
- To imbibe students with establishing the link between environmental issues and the Indian Organizational settings

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB108.1	Remembering	Describe the concepts of Green Practices in Management, Importance, Evolution, Nature, Scope, Types, Green Practices in Management in India
CO MB108.2	Understanding	Explain the Indian Corporate Environmental surroundings
CO MB108.3	Applying	Make use of theories, principles and frameworks of Environmental Economics, Indicators of Sustainability
CO MB108.4	Analyzing	Examine The Role of Companies towards implementation of the ISO 14001 standard
CO MB108.5	Evaluating	Formulate how the companies are practicing the green energy management and green product management
CO MB108.6	Creating	Elaborate upon the green projects and their management, business redesigning, Eco-commerce models

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Sustainable Development Goals and Green Practices in Management Sustainable Development Goals, Concept of Green Practices in Management, Introduction, Importance, Evolution, Nature, Scope, Types, Green Practices in Management in India and its significance in the 21st Century	6
2	Green Organizational Management Management of green organizational practices, Indian Corporate Environmental surroundings and structure, going green and disseminating the concept in organization, Environmental and	6

	sustainability issues for the hi-tech organizational processes, Life-Cycle Analysis, Sustainability & Corporate Environmental Responsibility (CER)	
3	Amalgamating the Environment and the Economy Introduction to Environmental Economics, Nature, Scope, Evolution, Significance, Indicators of Sustainability, The Triple Bottom Line, Ecosystem services and their sustainable usage, Corporate Social Responsibility (CSR)	6
4	Green Techniques and Methods Types of green management techniques, green tax incentives and rebates to green projects and companies, green project management, Business redesigning, Eco-commerce models & significance	6
5	The ISO 14001 Standard Introduction to the ISO 14001 Standard, Significance, Scope, Evolution, Introduction to the Environmental Management System (EMS) and its Evolution, Scope, Linkage of EMS with the ISO 14001 Standard, Green energy management and green product management	6

Learning Resources:

Text Books:

1. Madhumita Chatterjee, Corporate Social Responsibility
2. Jazmin Seijas Nogarida, Green Management and Green Technologies: Exploring the Causal Relationship, ZEW Publications
3. Leo A. Meyer, The Green Energy Management Book, LAMA books

Reference Books:

1. John F. Whaik, Green Marketing and Management: A global Perspective, Qbase Technologies
2. Richard Maltzman and David Shiden, Green Project Management, CRC Press Books
3. Andrew S. Winston, Green and World, Yale Press B

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	3	3	3	2	2
CO3	3	3	3	2	2
CO4	1	1	3	2	2
CO5	3	3	3	1	1
CO6	3	2	3	2	3

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	-	-	3	1	-	3	-	1	3	3	-	3	-	-	-	1	3	-
CO2	-	-	1	-	-	-	-	-	1	2	-	2	-	-	-	2	3	2
CO3	-	-	2	-	-	1	-	2	2	2	2	3	-	-	-	2	3	1
CO4	-	-	1	-	-	-	-	-	1	2	1	3	-	-	-	-	2	-
CO5	-	-	3	-	-	2	-	-	2	-	-	-	2	2	2	2	2	3
CO6	-	-	3	-	-	2	-	-	-	1	-	1	1	1	1	-	1	2

Program	MBA					
Generic Elective Course	Psychology for Managers					Semester I
Code	MB 109	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		2	--	--	50	--

Course Objectives:

- Able to remember the fundamental of psychological principles relevant to the individual
- Develop thinking ability to evaluate psychological factors considering cultural impact

Course Outcomes: The students will be able to

CO	CO Abilities	Course Outcomes
CO MB109.1	Remembering	Describe the concepts of psychology in organization to understand individual Behaviour
CO MB109.2	Understanding	Understand how psychological development affects in work place.
CO MB109.3	Applying	Apply principles of learning to shape the individual behaviour
CO MB109.4	Analyzing	Analyze human behaviour from various theoretical perspectives.
CO MB109.5	Evaluating	Assess the basic processes that influence social perception in organization.

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Psychology Historical perspectives, Approaches, Contemporary Trends (Analysis, Controlling behaviour, Principle of behaviour), Evolution of Psychology, Biological Bases of Behaviour (Neurons - Building Blocks of the Nervous System, The Nervous System - Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behaviour (Heredity and Behaviour)	6
2	Sensation, perception and consciousness	6

	Sensation [Sensory system, Sensory Thresholds, Sensory Adaptation, The Senses (seeing, hearing, taste and smell) Perception: Principles of perception, Perception of depth and distance, motion, constancy, bottom-up processing, Top-Down processing, Bottom Up and Top Down (together) processing, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual Illusions, Gestalt Theory, Perceptual Development and Learning. Consciousness: State of Consciousness, level of Consciousness, altered state of Consciousness, stages of sleep, dreams & dreaming, Varying effects of Psychoactive drugs (Depressants, Stimulants, Opiates, Hallucinogens) Learning: Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared, Learning by Observing Models	
3	Memory Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory	6
4	Learning and Conditioning A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behaviour, Transfer of Training, Learning by Observing Models, Biological Limits	6
5	Emotional Intelligence & Cognition Emotions: The Physiology & Psychology of Emotion, Emotional Expression - Verbal & Non-Verbal, Labelling Emotions, Theories of Emotion (Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion) Cognition Thinking: Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. Understanding stress and stressors, Psychological Disorders, Social Psychology	6

Learning Resources:

Text Books:

- 1.Ciccarelli, S. K & Meyer, Psychology, G.E Pearson Education Ltd.
- 2.Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Introduction to Psychology, Indian Edition
- 3.Kenneth N. Wexley and Barbara M. Nirenberg, Essentials of Industrial-Organizational Psychology

Reference Books:

1. David A. DeRue and Richard H. Taylor, Organizational Psychology
2. Sebastiaan Rothmann and Cary L. Cooper, Work and Organizational Psychology
3. Daniel Kahneman, Thinking, Fast and Slow

Video Links:

1. <https://www.youtube.com/watch?v=vo4pMVb0R6M&list=PL8dPuuaLjXtO PRKzVLY0jJY-uHOH9KVU6&index=2>
2. <https://www.youtube.com/watch?v=hFV71QPvX2I&list=PL8dPuuaLjXtOP RKzVLY0jJY-uHOH9KVU6&index=3>
3. <https://www.youtube.com/watch?v=unWnZvXJH2o&list=PL8dPuuaLjXtO PRKzVLY0jJY-uHOH9KVU6&index=6>
4. <https://www.youtube.com/watch?v=jReX7qKU2yc&list=PL8dPuuaLjXtOP RKzVLY0jJY-uHOH9KVU6&index=9>

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	2	2
CO2	3	3	3	2	1
CO3	3	2	2	1	-
CO4	3	3	2	2	2
CO5	3	2	1	1	-

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	2	3	2	1	2	3	3	2	1		1	2	2	1	1	2	-
CO2	2	-	2	2	2	2	3	3	2	-	1	1	1	2	1	-	1	1
CO3	2	2	3	2	2	2	3	2	1	1	2	-	1	2	2	1	1	-
CO4	1	2	2	1	1	-	3	2	1	-	2	1	-	1	2	-	-	1
CO5	2	2	2	-	-	1	2	1	-	1	-	-	1	-	-	-	2	1

Program	MBA					
Ability Enhancement Course	Business Communication				Semester I	
Code	MB 110	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	1	L	T	P	FA	SA
		1	--	--	25	--

Course Objectives:

- To develop awareness of the complexity of the communication process and to develop ability to communicate effectively with the help of electronic media
- To develop effective listening skills in students so as to enable them to comprehend instructions and become a critical listener
- To develop effective oral and writing skills so as to enable students to speak confidently interpersonally as well as in large groups and to help them to write in a clear, concise, persuasive manner

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB110.1	Remembering	Describe stages in a typical communication cycle and the barriers to effective communication
CO MB110.2	Understanding	Summarize long essays and reports into precise and executive summaries
CO MB110.3	Applying,	Use Dictionary and Thesaurus to draft and edit a variety of business written communication
CO MB110.4	Analysing	Examine sample internal communications in a business environment for potential refinements.
CO MB110.5	Evaluating	Participate in team activities that lead to the development of collaborative work skills
CO MB110.6	Create	Compose variety of letters, notices, memos and circulars.

Syllabus		
Unit No.	Description	Hrs.
1	Theory of Communication Concept of Communication – Meaning, Definition, Process, Need, Feedback, Emergence of Communication as a key concept in the Corporate and Global world, Impact of technological advancements on Communication Types- Internet, Blogs, E-mails, Moodle, social media (Facebook, Twitter & WhatsApp,) Advantages and Disadvantages, Communication at work place– Channels-- Formal and Informal— Vertical, Horizontal, Diagonal, Grapevine Methods: Verbal and Nonverbal. Characteristics of Non-verbal Communication, Problems in Communication /Barriers to Communication -- Physical/	4

	Semantic/Language / Socio-Cultural / Psychological / Barriers Ways to Overcome these Barriers, Listening Skills – Importance of Listening Skills, Obstacles to listening, cultivating good Listening Skills	
2	Business Correspondence Theory of Business Letter Writing -- Parts, Structure, Layouts—Full Block, Modified Block, Semi – Block, Principles of Effective Letter Writing, Principles of effective Email Writing, Personnel Correspondence – Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation, Letter of Appointment, Promotion and Termination, Letter of Recommendation	4
3	Language and Writing Skills Commercial Terms used in Business Communication, Paragraph Writing -Developing an idea, using appropriate linking devices, etc. Cohesion and Coherence, self-editing, etc., Interpretation of technical data, Composition on a given situation, a short informal report etc.	3
4	Human values and business communication Self-exploration – Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and Goal setting – Values of individuals – Self-work with Immersion (Interviewing Community Workers) and narrate what you think are the values that drive them – Writing Newspaper report – record conversation between a celebrity and an interviewer -- Self-awareness; Stress management–Team Work	2
5	Power-Point Presentations, group discussions, mock interviews Preparation of power-point presentations, training of group discussions, mock interviews	2

Learning Resources:

Readings:

1. Agarwal, Anju D (1989) A Practical Handbook for Consumers, IBH.
2. Alien, R.K. (1970) Organisational Management through Communication.
3. Ashley, A (1992) A Handbook of Commercial Correspondence, Oxford University Press.

Books for Book Reviews:

1. Like – Sun Tzu: The Art of War, Eliyahu M. Goldratt: The Goal
2. Count Your Chickens Before They Hatch,
3. Stephen Covey: Seven Habits of Highly Successful People

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	1	-
CO2	3	2	-	1	-
CO3	2	2	2	-	-
CO4	2	3	1	-	1
CO5	1	2	-	3	2
CO6	3	2	1	2	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	1	3	2	1	-	-	-	3	1	-	-	-	1	-	-	-	2
CO2	2	2	3	2	2	-	-	-	2	1	-	-	-	2	-	-	-	2
CO3	1	2	3	3	2	-	-	-	2	2	-	-	-	3	-	-	-	1
CO4	1	3	3	2	3	-	-	-	3	3	-	-	-	3	-	-	-	2
CO5	1	2	2	1	2	-	-	-	3	2	-	-	-	2	-	-	-	3
CO6	3	2	2	3	2	-	-	-	2	2	-	-	-	1	-	-	-	2

Program	MBA					
Skill Based Learning Course	MS Office					Semester I
Code	MB 111	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- To understand the basic tools and functions of MS-Office
- To know the purpose of different document layouts in MS-Office

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB111.1	Remembering	Learn how to create documents, Identify the basic components of Microsoft Word, Excel, and PowerPoint, recall the keyboard shortcuts for common functions in MS Office applications, list the different types of formatting options available in MS Word
CO MB111.2	Understanding	Understand the purpose of different document layouts in MS Word, interpret data presented in an Excel spreadsheet, summarize the key elements of a PowerPoint slide, differentiate between various formatting styles within MS Office applications
CO MB111.3	Apply	Apply and create a professional-looking document using MS Word with proper formatting and layout, construct a basic spreadsheet in Excel to calculate
CO MB111.4	Analyze	Analyze data, design a simple presentation using PowerPoint with visuals and transitions, utilize formulas and functions to manipulate data in Excel.
CO MB111.5	Evaluate	Compare and contrast different chart types in Excel to best represent data, identify inconsistencies or errors within a spreadsheet, Evaluate the effectiveness of a PowerPoint presentation based on visual design and content flow, Break down complex information into manageable parts for presentation in a document, Assess the accuracy and reliability of data presented in an Excel spreadsheet, evaluate the clarity and persuasiveness of a Word document, critique the design elements of a PowerPoint presentation for audience impact, select the most appropriate MS Office application for a given

		task based on its features,
CO MB111.6	Create	Develop and design a comprehensive report utilizing various MS Word features including tables, graphs, and headers, construct a complex data analysis spreadsheet with multiple formulas and functions, design an interactive Power-Point presentation with animations and multimedia elements, combine data from multiple sources to create a cohesive document using MS Office application

Syllabus		
Unit No.	Description	Hrs.
1	<p>MS Windows, Computer Basics Computer Basic, Creating Folder, Paint Directories, input units, Output unit ,Central Processing Units , What is hard ware, what is Software, Windows short cut keys; MS WORD Text Basics-Typing the text, Alignment of text ,Editing Text: Cut, Copy, Paste, Select All, Clear, Find & replace ; Text Formatting and saving file – New, Open, Close, Save, Save As , Formatting Text: Font Size, Font Style , Font Color, Use the Bold, Italic, and Underline ,Change the Text Case ,Line spacing, Paragraph spacing , Shading text and paragraph ,Working with Tabs and Indents ; Working with Objects-Shapes, Clipart and Picture, Word Art, Smart Art, Columns and Orderings - To Add Columns to a Document , Change the Order of Objects , Page Number, Date & Time ,Inserting Text boxes ,Inserting Word art ,Inserting symbols ,Inserting Chart ;Header & Footers -Inserting custom Header and Footer ,Inserting objects in the header and footer, Add section break to a document, Page bordering ,Page background; Printing -Page Setup, Setting margins, Print Preview, Print</p>	12
2	<p>Working with bullets and numbered lists Multilevel numbering and Bulleting ,Creating List ,Customizing List style, Page bordering, Page background ;Tables- Working with Tables, Table Formatting ,Table Styles ,Alignment option ,Merge and split option; Styles and Content- Using Build- in Styles, Modifying Styles, Creating Styles, Creating a list style, Table of contents and references Adding internal references, Adding a Footnote, Adding Endnote; Merging Documents- Typing new address list, Importing address list from Excel file , Write and insert field, Merging with outlook contact ,Preview Result, Merging to envelopes ,Merging to label ,Setting rules for merges ,Finish & Merge options; Sharing and Maintaining Document -Changing Word Options , Changing the Proofing Tools , Managing Templates, Restricting Document Access , Using Protected View Working with Templates, Managing Templates, Understanding building blocks ; Proofing the document – Check Spelling As You</p>	12

	Type, Mark Grammar Errors As You Type, Setting Auto Correct Options	
3	<p>MS Excel</p> <p>Introduction to Excel -Introduction to Excel interface, understanding rows and columns, Naming Cells, working with excel workbook and sheets; Formatting excel workbook: New, Open, Close, Save, Save As Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, wrap text, Merge and Centre, Modifying Columns, Rows & Cells; Perform Calculations with Functions- Creating Simple Formulas Setting up your own formula, Date and Time Functions, Financial Functions, Logical Functions, Lookup and Reference, Functions Mathematical Functions, Statistical Functions, Text Functions. Sort and Filter Data with Excel – Sort Module and filtering data</p> <p>Using number filter, Text filter , Custom filtering , Removing filters from columns Conditional formatting; Create Effective Charts to Present Data Visually- Inserting Column, Pie chart etc., Create an effective chart with Chart Tool Design, Format, and Layout options, Adding chart title, Changing layouts, Chart styles ,Editing chart data range, Editing data series Changing chart; Analyze Data Using Pivot Tables and Pivot Charts-Understand Pivot Tables, Create a PivotTable, Framework Using the Pivot Table and PivotChart ,Create PivotChart from pivot Table. Inserting slicer , Creating Calculated fields; Protecting and sharing the work book-Protecting a work book with a password, Allow user to edit ranges Track changes, Working with Comments ,Insert Excel Objects and Charts in Word Document and PowerPoint Presentation; Use Macros to Automate Tasks- Creating and Recording Macros, Assigning Macros to the worksheets ,Saving Macro enabled workbook ,Proofing and Printing -Page setup, Setting print area, Print titles, Inserting custom Header and Footer ,Inserting objects in the header and footer , Page Setup, Setting margins, Print Preview, Print Enable background error checking ,Setting Auto Correct Options</p>	12
4	<p>Setting Up PowerPoint Environment</p> <p>New, Open, Close, Save, Save As Typing the text, Alignment of text Formatting Text: Font Size, Font Style, Font Color, Use the Bold, Italic, and Underline, Cut, Copy, Paste, Select All, Clear text, Find & Replace, Working with Tabs and Indents, creating slides and applying themes-Inserting new slide, changing layout of slides, Duplicating slides, Copying and pasting slide, Applying themes to the slide layout, Changing theme color, Slide background, Formatting slide background, Using slide views; Working with bullets and numbering-Multilevel numbering and Bulleting, Creating List, Page bordering ,Page background, Aligning text, Text directions, Columns option ; Working with Objects</p> <p>Shapes, Clipart and Picture, Word Art, Smart Art, Change the Order of Objects, Inserting slide header and footer, Inserting Text boxes, inserting shapes, using quick styles, Inserting Word art Inserting</p>	12

	symbols, Inserting Chart; Hyperlinks and Action Buttons-Inserting Hyperlinks and Action Buttons, Edit Hyperlinks and Action Button, Word Art and Shapes; Working With Movies and Sounds-Inserting Movie From a Computer File, Inserting Audio file, Audio Video playback and format options, Video options, Adjust options, Reshaping and bordering video	
5	Using Smart Art and Tables Working with Tables, Table, Formatting Table Styles, Alignment option, Merge and split option Converting text to smart art; Animation and Slide Transition-Default Animation, Custom Animation, Modify a Defaulter Custom Animation, Reorder Animation Using Transitions, Apply a Slide Transition, Modifying a Transition, Advancing to the Next Slide; Using slide Master-Using slide master, Inserting layout option, Creating custom layout, Inserting placeholders, Formatting placeholders; Slideshow option-Start slideshow, Start show from the current slide, Rehearse timing, Creating custom slideshow; Proofing and Printing-Check Spelling as You Type, Setting Auto Correct Options, Save as video, Save as Joint Photographic Experts Group (JPEG) files, Save as PowerPoint Show file, Print Preview	12

Note:

1. The entire course should be delivered in the computer lab in an application-oriented manner.
2. Business Applications should be stressed rather than merely teaching Excel as a software.

Learning Resources:

Text Books:

1. John Walkenbach, Excel 2016 Bible, John Wiley & Sons
2. Robert Dinwiddie, Excel: Formulas & Functions
3. Greg Harvey, Excel 2007 for Dummies

References:

- 1.Excel 2023 Essentials: A Step-by-Step Guide with Pictures
- 2.Joan Lambert, Curtis Frye, Microsoft Office Step by Step (Office 2021 and Microsoft 365): Heuristics for Software Engineering Paperback – 12 June 2022
- 3.Parag Joshi, MS-Office English, -1 January 2018

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	-	2	-	2	-
CO3	1	2	-	2	-
CO4	1	2	-	2	2
CO5	-	3	-	-	-
CO6	2	2	-	-	-

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	-	-	2	-	3	-	-	2	-	-	2	-	-	-	3	-	-	-
CO2	-	2	-	-	2	2		3	-	-	3	-	-	-	3	-	-	-
CO3	-	-	3	-	-	3		2	-	-	-	2	-	-	3	-	-	1
CO4	-	2	-	-	-	3	-	-	3	-	-	3	-	-	3	-	-	2
CO5	3	-	-	3	-	-	3	-	-	3	-	-	3	-	-	1	-	-
CO6	-	-	3	-	-	3	-	-	3	-	-	3	-	-	3	-	-	2

Program	MBA					
Enrichment Course	Yoga and Meditation					Semester I
Code	MB 112A	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	1	L	T	P	FA	SA
		--	--	2	25	--

Course Objectives:

- To maintain their physical and mental health, incorporate pranayama and basic yoga into their daily routines.
- Maintaining a healthy diet and good hygiene habits will improve your general health.
- Regular meditation will help you focus better, manage stress and anxiety, and balance your body, mind, and soul.

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB112.1	Remembering	Students will create a customised yoga or meditation routine based on their own physical and mental well-being objectives.
CO MB112.2	Understanding	Understand and describe the physical and mental benefits of Yoga and Meditation practices and express the relationship between the mind, body, and breath.
CO MB112.3	Applying	Apply the ability to perform basic yoga postures (asanas), practice breathing exercises (pranayama), and engage in guided meditation techniques effectively.
CO MB112.4	Analyzing	Analyse and examine the connections between various forms of yoga (e.g., breathing techniques, meditation, and postures) and how they affect both physical and mental well-being.
CO MB112.5	Evaluating	Evaluate own yoga and meditation routines critically, pinpointing areas that need work and adjustment in light of their objectives.
CO MB112.6	Creating	Create a customized yoga or meditation routine based on their own physical and mental well-being objectives.

Yoga Sessions including meditation, floor yogasanas, standing yogasanas, chair yogasanas, will be conducted. Every Yoga Session will start with Prayer, 11 times scientific Omkar, Nadishodhan Pranayam and other types of Pranayama like Bhastrika, Anulom Vilom Pranayam Kriya, Kapalbhathi Pranayam Kriya, Bhramari Pranayam. As per the session, various types of meditation for 5-10 min will be conducted. Surya Namaskaras as per the individual capacity will be conducted. At the end, Shavasana for Self-Relaxation will be conducted.

Yoga Mat and proper Yoga Dress will be required.

Learning Resources:

- 1."The Yoga Sutras of Patanjali" – Patanjali
2. "Light on Yoga" – B.K.S. Iyengar
- 3."The Art of Meditation" – Eknath Easwaran
4. Meditation and Its Practices" – Swami Vivekananda

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	-	2	3	-	-
CO2		3			2
CO3	-	-	-	-	2
CO4	-	2	2	2	3
CO5	-	-	2	-	2
CO6	-	-	2	2	-

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	-	-	2	-	-	2	-	-	2	-	-	2	-	-	2	-	-	-
CO2	3	-	-	3	-	-	3	-	-	3	-	-	2	-	-	3	-	-
CO3	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	1
CO4	2	3	-	2	3	-	2	3	-	2	3	-	2	3	-	2	3	3
CO5	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	-
CO6	-	1	-	2	-	2	1	2	1	-	2	-	2	2	-	2	2	2

	Program	MBA					
	Enrichment Course	Dancing			Semester I		
	Code	MB 112B	Teaching Scheme (Hrs per Week)		Examination Scheme		
	Credit	1	L	T	P	FA	SA
			--	--	2	25	--

Course Objectives:

- To equip students with the skills to cultivate their bodies as instruments of artistic expression.
- To foster awareness of dancer fitness, safe movement practices to enhance performance efficiency.
- To offer opportunities for students to develop a strong competency in dance and movement execution
- To encourage an analytical mindset in students toward dance and artistic practices.

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB112.1	Remembering	Prepare, showcase, and utilize the body as a tool for artistic expression and representation.
CO MB112.2	Understanding	Understand and demonstrate knowledge of dancer fitness, safe dance practices, and injury prevention for optimal performance.
CO MB112.3	Applying	Develop and exhibit a high level of proficiency in dance and movement through exploration, interpretation, and expression.
CO MB112.4	Analyzing	Analyze, interpret, and apply theoretical concepts and frameworks relevant to dance through discussion and demonstration
CO MB112.5	Evaluating	Examine, explain, and evaluate diverse dance and artistic practices.
CO MB112.6	Creating	Foster creativity and collaboration through practical application and innovative approaches in dance.

Practical sessions on elementary dance/ contemporary dance/ Indian classical dance forms like Bharatnatyam/ combination of Indian / Western dance forms/dance drama etc. will be conducted.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	-	-
CO2	-	2	1	-	-
CO3	-	3	-	-	1
CO4	-	3	-	-	1
CO5	-	2	-	-	1
CO6	-	-	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	1	1	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-
CO2	1	1	1	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-
CO3	1	2	1	-	-	-	2	2	2	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	1	-	1	-	-	-	1	1	1	-	-	-
CO5	1	1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO6	1	1	1	-	-	-	1	1	2	-	-	-	-	-	-	-	-	-

Semester-II Courses with Syllabus

Program	MBA					
Generic Core Course	Legal Aspects of Business					Semester II
Code	MB 201	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		3	--	--	50	50

Course Objectives:

- To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
- To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB201.1	Remembering	Describe the key terms involved in each Act.
CO MB201.2	Understanding	Summarize the key legal provisions of each Act.
CO MB201.3	Applying	Illustrate the use of the Acts in common business situations.
CO MB201.4	Analysing	Outline the various facets of basic case laws of each Act from a legal and managerial perspective.
CO MB201.5	Evaluating	Develop critical thinking by making judgments related to use of various provisions of the Acts in business situations

Syllabus		
Unit No.	Description	Hrs.
1	<p>The Indian Contract Act 1872</p> <p>Essential elements of valid contract Performance a discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantees – provisions relating to various types of guarantees. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent’s authority – revocation and renunciation – rights duties and liabilities of agents and principal –termination of agency</p>	10
2	<p>Negotiable Instruments Act, 1881</p> <p>Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments</p>	8
3	<p>Sale of Goods Act 1930</p> <p>Contract of sale of goods – meaning –essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods</p>	5
4	<p>The Companies (Amendment) Act, 2015</p> <p>Definition & meaning of One Person Company, Private Company, Small Company and Dormant Company. Incorporation of a Company and One Person Company, Memorandum of association (MOA), Articles of Association (AOA), Prospectus & Public Offer. Share Capital & Debentures, Acceptance of Deposits, Appointment of Director including Woman Director</p>	7
5	<p>Part A: Consumer Protection Act 1986</p> <p>Definitions of consumer, consumer dispute complaint – goods – service – unfair trade practice – consumer dispute redressal agencies</p>	15

	<p>Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs</p> <p>Part B: The Consumer Protection Act, 2019</p> <p>Definition of Consumer w.r.t goods & services, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Unfair & Restrictive Trade Practices</p>	
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Learning Resources:

Text books:

- 1.M.C. Kuchhal, Business Legislations for Management
- 2.N.D. Kapoor, Sultan Chand, Elements of Mercantile Law
- 3.Dr. P.C. Tulsian, Business and Corporate Laws

Reference Books:

- 1.Ravinder Kumar, Legal Aspects of Business
- 2.S. D. Geet, Business Laws
- 3.Akhileshwar Pathak, Legal Aspects of Business

Supplementary Reading Material:

- 1.Corporate Law Advisor
- 2.Law Z
- 3.Legal News & views

Websites:

- 1.www.vakilno1.com
- 2.www.indiankanoon.org
- 3.www.sebi.gov.in/

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	3	1	-	-	-
CO3	3	2	2	-	-
CO4	3	3	3	2	1
CO5	3	3	3	3	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	-	3	-	-	2	-	-	2	-	-	2	-	-	2	-	-
CO2	2	1	-	3	1	-	2	1	-	2	-	-	2	-	-	2	-	-
CO3	3	2	-	3	2	1	3	2	-	3	2	-	3	2	-	3	2	-
CO4	3	3	2	3	3	2	3	3	2	3	2	1	3	3	2	3	3	2
CO5	3	3	2	3	3	2	3	3	2	3	3	2	3	3	2	3	3	2

Program	MBA					
Generic Core Course	Financial Management				Semester II	
Code	MB 202	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		2	1	--	50	50

Course Objectives:

- To enable students with the basic functions and tools of financial management by acquiring knowledge on financing decisions.
- To familiarize with various capital budgeting techniques having knowledge of different aspects of working capital management

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB202.1	Remembering	Recall the terms related to Financial Management, Working Capital, Capital Structure, Leverages and Capital Budgeting
CO MB202.2	Understanding	Describe the concepts of Financial Management
CO MB202.3	Applying	Apply the concepts of Financial Management to solve related numerical problems
CO MB202.4	Analyzing	Analyze various situations like – working capital management, projects acceptance and rejections, ideal capital structure
CO MB202.5	Evaluating	Evaluate effect of decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

Note: Numerical Problems will be asked on the following –

1. Working capital requirement (Total Cost Method & Cash Cost Method)
2. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and Weighted Average Cost of Capital (WACC)
3. Capital Structure
4. Leverages
5. Capital Budgeting (Accounting Rate of Return (ARR), Payback Period, Discounted Payback Period, Net Present Value (NPV), Profitability Index (PI) & Internal Rate of Return (IRR))
6. Ratio Analysis (Calculation of ratios along with its interpretation)

Syllabus		
Unit No.	Description	Hrs.
1	<p>Introduction to Financial Management</p> <p>Meaning and Objectives of Financial Management – Functions of Financial Management Characteristics of Financial Management. Finance - Sources of Financing-Role of Financial Manager in Financial Management. Emerging Challenges faced by the Finance Manager. Financial Goals- Profit maximization Vs. Wealth maximization – Concept of Time Value of Money- Risk and Return</p>	8
2	<p>Cost of Capital & Capital Structure</p> <p>Meaning and significance of cost of capital, Calculation of cost of debt, Preference Capital, Equity Capital and retained earnings. Weighted Average (or) Composite cost of capital (WACC) Capital structure, Meaning and Factors affecting Capital Structure, Theories of Capital structure: Traditional and Modern Methods (MM), Determining capital structure in practice, Capital structure planning, Problems of Optimal, Capital Structure & Operating and Financial leverages</p>	10
3	<p>Working Capital Management</p> <p>Concept, Need, Determinants, estimating working capital needs, its components and types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. Total Cost</p>	10

	Method and Cash Cost Method	
4	Capital Budgeting & Capital Rationing Meaning, Definition of Capital Budgeting, Nature of investment decisions; investment evaluation criteria - Accounting Rate of Return, Payback Period, Net Present value, Internal Rate of Return and Profitability Index, Capital Rationing, Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties	10
5	Financial Statements Analysis Introduction, Objectives of financial statement analysis, techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis	7

Learning Resources:

Text Books:

1. Shashi K. Gupta and R.K. Sharma, Financial Management, (Kalyani Publication)
2. Dr. Mahesh Abale & Dr. Shriprakash Soni, Financial Management, (Himalaya Publishing House Pvt. Ltd.)
3. I.M. Pandey, Financial Management, (Vikas Publishing House Pvt. Ltd)

Reference Books:

1. Khan and Jain, Financial Management, Tata McGraw Hills.
2. Ravi Kishore, Financial Management, (Taxmann)
3. Prasanna Chandra, Financial Management, TMH publishers

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	2	2
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	2	3	1	2	2
CO5	2	2	2	1	1

CO-PSO Mapping

	Marketing			Finance			HRM			OSCM			BA			RABM		
COs	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	2	3	3	3	2	1	-	3	1	-	1	1	-	-	-	1	-
CO2	2	2	3	3	3	3	2	2	3	1	1	1	1	2	1	1	-	-
CO3	2	1	3	3	3	3	2	1	3	-	1	1	-	2	1	1	1	1
CO4	2	2	2	2	3	3	-	2	3	1	1	1	1	-	1	1	1	1
CO5	2	2	2	2	3	2	-	1	2	1	-	-	-	-	-	1	-	-
CO6																		

Program	MBA					
Generic Core Course	Operations and Supply Chain Management					Semester II
Code	MB 203	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		2	1	--	50	50

Course Objectives:

- To provide students with a comprehensive understanding of the fundamental principles, strategies, and practices of operations and supply chain management in both manufacturing and service sectors.
- To develop the ability to apply quantitative and qualitative tools for solving operational problems, including inventory management, process design, and demand forecasting.
- To equip students with the skills to design, implement, and evaluate strategies for managing global supply chains, considering risks, cultural diversity, and dynamic market conditions.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB203.1	Remembering	Understand fundamental concepts of operations and supply chain management. Recall various tools and techniques used in inventory, logistics, and quality management.
CO MB203.2	Understanding	Explain key operations and supply chain concepts like process design, forecasting, and supply chain drivers. Discuss the importance of lean principles and quality management.
CO MB203.3	Applying	Apply inventory models, forecasting techniques, and process mapping tools to solve real-world problems. Develop operational strategies for manufacturing and service sectors.
CO MB203.4	Analysing	Analyze the impact of technology and sustainability on supply chain operations.
CO MB203.5	Evaluating	Assess the effectiveness of supply chain strategies using performance metrics. Critique existing operations strategies and recommend best practices.
CO	Creating	Design efficient supply chain networks and optimize processes.

MB203.6	Propose innovative solutions to global supply chain challenges.
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Syllabus		
Unit No.	Description	Hrs.
1	<p>Fundamentals of Operations and Supply Chain Management</p> <p>Introduction to Operations Management Definition, evolution, and objectives. Operations strategies and their alignment with business goals. Supply Chain Management Overview Supply chain components and importance. Role of Operations in Manufacturing and Services Types of production systems (job shop, batch, continuous). Process selection and capacity planning</p>	7
2	<p>Process and Quality Management</p> <p>Process Design and Analysis Process mapping and improvement tools (flowcharts, value stream mapping). Lean principles and waste elimination. Quality Management in Operations Total Quality Management (TQM) principles. Statistical Process Control (SPC) and Six Sigma methodologies. Continuous Improvement Techniques Kaizen and benchmarking in operations. Production Planning and Control, Planning Functions, Control Functions, Aggregate Planning, Material Requirements Planning (MRP)</p>	10
3	<p>Inventory and Logistics Management</p> <p>Inventory Management Types and functions of inventory. Inventory control models: Economic Order Quantity (EOQ), Activity Based Costing (ABC) analysis, Just-in-Time (JIT). Managing safety stock and reorder points. Logistics and Transportation Logistics role in supply chains. Transportation modes and cost analysis. Warehouse and Distribution Management Warehouse layout and optimization. Distribution strategies and network design. Inventory control - Classification of material - ABC Analysis - Vital, Essential, Desirable (VED), High, Medium, Low (HML), Fast-Moving, Slow-Moving, Non-Moving (FSN), Government, Ordinary, Local, Foreign (GOLF). (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model -</p>	10

	Periodic Review and Re-order Point	
4	Demand Planning and Forecasting Forecasting Techniques Qualitative methods (Delphi, market research). Quantitative models (time series, regression analysis). Sales and Operations Planning (S&OP) Role of S&OP in aligning demand and supply. Aggregate planning and capacity utilization strategies. Supply Chain Integration Coordination among supply chain partners. Mitigating the bullwhip effect.	10
5	Emerging Trends and Challenges in Supply Chains Technological Advancements, Role of Internet of Things (IoT), blockchain, and Artificial Intelligence (AI) in supply chains. Industry 4.0 and smart factories. Sustainable Operations Green supply chain practices. Reverse logistics and circular economy. Global Supply Chain Risks Risk identification and mitigation strategies. Challenges in managing global supply chains	8

Learning Resources:

Text Books:

- 1.B. Mahadevan, Operations Management Theory & Practice, Pearson Publication
- 2.Sunil Chopra, Peter Meindl, D. V. Kalra, Supply Chain Management - Strategy, Planning & Operation, Pearson Education
- 3.R B Khanna, Production and Operations Management, PHI, New Delhi

Reference Books:

- 1.S.N. Chary, Production & Operations Management, Tata McGraw Hill
- 2.R. Panerselvam, Production & Operations Management, PHI
- 3.Donald Bowersox, David Closs, M Bixby Cooper, Supply Chain Logistics Management, Tata McGraw Hill

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	-	-
CO2	2	-	-	2	-
CO3	3	-	-	2	-
CO4	-	3	-	2	-
CO5	-	2	-	2	-
CO6	-	2	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	-	-	-	-	-	-	-	-	-	2		2	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	2		2	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	1	3	2	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	3	2	2	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	3	2	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	2	-	3	-	-	-	-	-	-

Program	MBA					
Generic Core Course	Human Capital Management				Semester II	
Code	MB 204	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		3	--	--	50	50

Course Objectives:

- To support the students to know various perspectives of Human Capital Management, its functions and the developments associated with it.
- To guide in detail the functions of Human Capital Management (HCM) like workforce planning, job evaluation, recruitment and selection, training and Development, performance management system, wage and salary administration etc.
- To make familiar the students with knowledge and skills essential to effectively manage the organization's Human Capital and endorse to its success.

CO#	Cognitive Abilities	Course Outcomes
CO MB204.1	Remembering	Outline the role of Human Capital Functions in an Organization.
CO MB204.2	Understanding	Discuss the emerging trends and practices in HCM.
CO MB204.3	Applying	Illustrate the different methods of Human Capital (HC) hiring, selecting and retention.
CO MB204.4	Analysing	Recognize the use of different appraisal and training methods in an organization.
CO MB204.5	Evaluating	Recognize the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
CO MB204.6	Creating	Project the HC manual and compensation policy of the organization.

	appraisal Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Types of Separation – Meaning of Separation, Types of separation, Layoff, Lockout, Retirement, Termination, Voluntary Retirement Scheme (VRS), Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry	
4	Wage and Salary Administration Meaning and Definition, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Non-financial Incentive, Fringe Benefits	6
5	Role of Human Capital Information System (HCIS) and Role of Artificial Intelligence (HCIS) - HCIS in data management, personnel record maintenance, compliance, MIS and payroll management. Challenges of Human Capital Management System (HCMS): Intelligence in 21st Century challenges. HCM software - Paycor, Oracle Cloud HCM and Sage People, Difference between the SAP Enterprise Resource Planning (ERP) and SAP HCM, Tomorrow's Developments in Artificial Intelligence (AI)-Driven HCM	5

Learning Resources:

Text Books:

1. Eric Lenderman, Human Capital Management: A Brief Review of HR
2. Angela Baron & Michael Armstrong, Human Capital Management: Achieving Added Value, Human Capital Management: Achieving Added Value
3. Ashwathappa K, Human Resource Management, 9th Edition, Tata McGraw-Hill Education, Pvt.Ltd.,2021

Reference Books:

1. Sarkar, Anita & Giffin Ricky, HR - A South Asian Perspective, Cengage Learning India Pvt. Ltd.2014

2. S P S & Ghai R, Human Resource Management, Bharti Publications, 2009 K Text and Cases Davis
3. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Pearson Publication, 12th Edition

Reading List:

1. <https://businessjargons.com/performance-management.html>
2. <https://www.managementstudyguide.com/training-development-hr-function.htm>
3. <https://www.tandfonline.com/toc/rijh20/current> \t "_blank

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	1	-	-	-	-
CO2	-	-	-	3	-
CO3	-	-	-	2	-
CO4	-	3	-	-	-
CO5	-	-	2	-	-
CO6	-	2	2	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	2	-	-	2	-	1	3	3	-	-	3	-	-	2	1	-	1
CO2	-	-	2	-	-	2	-	2	2	-	-	3	-	1	-	-	-	-
CO3	2	2	-	2	2	-	-	3	-	-	-	2	-	-	2	1	1	1
CO4	-	2	-	-	2	-	-	3	-	-	2	-	-	1	-	1	2	-
CO5	-	2	-	-	2	-	-	2	-	-	2	-	-	2	-	1	2	-
CO6	-	-	2	-	2	-	1	2	3	-	-	3	-	2	-	1	-	3

Program	MBA					
Generic Core Course	Business Analytics				Semester II	
Code	MB 205	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	3	L	T	P	FA	SA
		3	--	--	50	50

Course Objectives:

- To understand the basic concepts of business analytics
- To know the reach of business analytics in marketing, finance, human resource, operations, and rural and agri-business management

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB205.1	Remembering	Remember the basic concepts and terminologies in business analytics
CO MB205.2	Understanding	Understand the ethical considerations and quality of data, information in business analytics, key applications of business analytics
CO MB205.3	Applying	Use basic tools of business analytics, such as data exploration and visualization techniques, performing basic exploratory data analysis and data cleaning tasks
CO MB205.4	Analyzing	Breaking down business problems into key questions and derive meaningful insights for decision-making in various business domains like marketing, finance, human resource, operations, and rural and agri-business
CO MB205.4	Evaluating	Weigh the efficacy of different data-oriented strategies and analytical tools in improving business performance across different sectors with the help of case studies
CO MB205.5	Creating	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, human resource, operations, and agri-business analytics

Syllabus		
Unit No.	Description	Hrs.
1	<p>Basic Concepts of Business Analytics</p> <p>Definition of business analytics, Evolution of business analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations</p>	9
2	<p>Analytics for Decision-Making</p> <p>Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, The Basic Tools of Business Analytics - Data exploration and visualization (using tools like Excel, Tableau, or Power Business Intelligence (BI)), Concept of Statistical analysis and hypothesis testing (Hypothesis testing numerical / tests not expected) Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection</p>	9
3	<p>Business Analytics in Marketing and Finance</p> <p>Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and Return on Investment (ROI) measurement, Data-driven marketing strategies. Financial Analytics - Risk management and credit scoring, financial forecasting and planning, Case studies: Financial performance improvement through analytics (Non-Statistical - Conceptual Treatment only)</p>	9
4	<p>Business Analytics in HR and Operations</p> <p>Human Resource Analytics, Workforce planning and talent management, Employee engagement and performance measurement,</p>	9

	Case studies: Enhancing human resource practices with analytics. Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management, Case studies: Operational excellence through analytics Non-Statistical - Conceptual Treatment only)	
5	Business Analytics in Rural and Agri Business Agri Business Management Analytics - Crop yield prediction and supply chain management, Market analysis and risk management in agriculture, Case studies: Enhancing agricultural productivity with analytics Non-Statistical - Conceptual Treatment only)	9

Learning Resources:

Text Books:

1. Davenport, T. H., & Harris, J. G. (2007). “Competing on analytics: The new science of winning”. Harvard Business School Press.
2. Provost, F., & Fawcett, T. (2013). “Data science for business: What you need to know about data mining and data-analytic thinking”. O'Reilly Media.
3. Sharda, R., Delen, D., & Turban, E. (2019). “Business intelligence, analytics, and data science: A managerial perspective” (4th ed.). Pearson.

Reference Books:

1. Hastie, T. Tibshirani, R., & Friedman, J. (2009). “The elements of statistical learning: Data mining, inference, and prediction” (2nd ed.). Springer.
2. Knaflic, C. N. (2015). “Storytelling with data: A data visualization guide for business professionals”. Wiley.
3. Pearl, J., & Mackenzie, D. (2018). “The book of why: The new science of cause and effect”. Basic Books.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	-	2	2
CO2	3	3	-	2	2
CO3	3	3	-	3	3
CO4	3	3	2	3	3
CO5	3	3	3	2	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	-	3	-	-	3	3	-	3	3	3	3	3	3	3	-	-	3
CO2	3	-	2	-	-	3	3	-	3	3	3	3	3	3	2	-	3	3
CO3	3	3	3	2	2	2	3	-	3	2	2	3	3	3	3	-	-	3
CO4	2	2	2	2	2	2	3	-	3	3	3	3	3	3	3	-	-	2
CO5	3	-	2	2	2	2	-	-	2	2	2	2	3	3	3	-	-	3

Program	MBA					
Generic Elective Course	Business, Government & Sustainability				Semester II	
Code	MB 206	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		2	--	--	50	

Course Objectives:

- To understand the roles and objectives of business and governments in a modern economy
- To explore strategies for evaluating economic, social, dimensions of sustainability

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB206.1	Remembering	Define key concepts of sustainability, government policy, and corporate responsibility
CO MB206.2	Understanding	Explain the interdependence between business, government, and sustainability in addressing global challenges
CO MB206.3	Applying	Demonstrate the use of public policy tools, such as subsidies, taxation, and trade regulations, in fostering sustainable practices
CO MB206.4	Analyzing	Compare and contrast different business models and government policies for their environmental and social impact
CO MB206.5	Evaluating	Evaluate the impact of government interventions on business operations and sustainability outcomes
CO MB206.6	Creating	Develop innovative solutions to address conflicts between business goals and sustainability objectives through stakeholder collaboration.

Syllabus		
Unit No.	Description	Hrs.
1	Foundations of Business-Government Relations Overview of Business and Government Roles in Society, The	6

	Interdependence Between Businesses and Governments, Historical Evolution of Business-Government Interactions, Theories of Public Policy and Regulation (Public Choice Theory, Stakeholder Theory), Types of Regulation: Economic, Social, and Environmental, The Rationale Behind Government Regulation of Businesses, Costs and Benefits of Regulation: Market Failures and Externalities, Deregulation and Its Impacts	
2	Public Policy and Economic Development The Role of Governments in Economic Planning, Public Policy Tools: Subsidies, Taxation, and Trade Policies, Business Incentives for Economic Growth	6
3	Globalization and Business-Government Relations Impact of Globalization on National Policies and Regulations, International Trade Agreements and Their Influence on Businesses, The Role of Supranational Institutions (World Trade Organization (WTO), International Monetary Fund (IMF), World Bank))	6
4	Business and Sustainability Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) Criteria, Sustainable Business Models and Circular Economy Measuring Corporate Sustainability: Tools and Frameworks Case Studies	6
5	Innovation, Technology & Ethics for Sustainability The Role of Technology in Addressing Climate Change, Emerging Trends: Green Tech, Clean Energy, and Sustainable Infrastructure, The Role of Start-ups in Driving Sustainability	6

Case Studies:

- Smart Cities and Sustainable Urban Development
- Building Trust and Transparency in Corporate and Government Actions

Learning Resources:

Text Books:

1. John Steiner, George Steiner, Business, Government and Society: A Managerial Perspective, Tata McGraw Hill
2. Ethics, Sustainability & Stakeholder Management with MindTap" by Cengage
3. Gerard Keijzers, Business, Government and Sustainable Development" by, Routledge

Reference Books:

1. Michael Blowfield, "Business and Sustainability: A Managerial Perspective", Oxford University Press India
2. Douglas E. Greer, Business, Government, and Society, Prentice Hall
3. David P, Business and Its Environment, International Edition

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	3	3
CO2	3	3	-	2	2
CO3	2	2	-	3	3
CO4	1	1	1	2	2
CO5	2	2	1	2	2
CO6	3	3	2	2	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	-	1	1	1	2	2	2	2	2	1	2	1	2	2	1	2	1
CO2	-	-	2	2	2	2	1	2	1	2	2	1	1	-	1	1	1	-
CO3	1	1	1	3	3	3	-	-	1	1	1	-	1	1	-	2	2	2
CO4	2	2	2	2	2	2	2	-	2	2	2	2	2	2	1	2	2	2
CO5	2	2	2	2	2	2	2	-	2	2	2	2	2	2	1	2	2	2
CO6	1	1	2	1	1	1	2	1	2	2	2	2	1	2	1	1	1	1

	Program	MBA					
	Generic Elective Course	Financing of Firms			Semester II		
	Code	MB 207	Teaching Scheme (Hrs per Week)			Examination Scheme	
	Credit	2	L	T	P	FA	SA
			2	--	--	50	--

Course Objectives:

- To understand financial strategies employed by firms, financing decisions, and the methods available for raising capital
- To develop understanding of various financing options and recent trends to raise capital

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB207.1	Remembering	Identify different financial markets, instruments, and institutions involved in firm financing.
CO MB207.2	Understanding	Understand the different sources of finance, including equity and debt financing, and explain their advantages and disadvantages.
CO MB207.3	Applying	Implement financial forecasting and budgeting techniques to predict the capital needs of a firm and plan for future growth.
CO MB207.4	Analyzing	Analyze the impact of different capital structures on a firm's financial performance, risk, and cost of capital
CO MB207.5	Evaluating	Evaluate different financing strategies (e.g., equity vs. debt financing) in terms of their risk, cost, and impact on firm value.

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Long term Source of Financing Sources of Equity Financing: Understanding equity financing and sources like personal savings, angel investors, venture capital, IPO, etc. Advantages and Disadvantages of Equity Financing. Types of Equity Financing. Initial Public Offering (IPO): Steps in the IPO process,	6

	regulations, advantages, and challenges. Sources of Debt Financing: Understanding loans, bonds, debentures, trade credit, etc. Leasing and Hire Purchase: Financing through leasing and its impact on business capital structure	
2	Financial Planning and Forecasting Financial Planning: Importance of financial planning in achieving the firm's financial goals. Forecasting Financial Needs: Estimating future financing requirements for growth and expansion. Budgeting: The role of budgeting in financial management and decision-making	6
3	Risk Management in Financing Types of Financial Risks: Market risk, credit risk, liquidity risk, and operational risk. Managing Financial Risk: Techniques to mitigate risks, including hedging, insurance, and diversification. Foreign Exchange Risk Management: Managing risks arising from foreign exchange rate fluctuations. Interest Rate Risk: Hedging interest rate risks and managing debt exposure	6
4	Financing Strategies for Growth and Expansion Strategies for Business Expansion: How firms raise funds to support growth strategies. Acquisitions and Mergers: Financing through mergers and acquisitions, including the role of debt and equity. Venture Capital Financing for Start-ups: The role of venture capital in supporting new businesses. Private Equity Financing: How private equity firms provide funding to firms at different growth	6
5	Recent Trends and Innovations in Financing Crowdfunding: The role of online crowdfunding platforms in raising capital. Financial Technology (FinTech) and Alternative Financing: Innovations in financial technology, peer-to-peer lending, blockchain, and cryptocurrencies. Sustainable and Green Financing: Financing methods focused on sustainability and environmental goals, such as green bonds	6

Learning Resources:

Text Books:

- 1.Richard A. Brealey, Stewart C. Myers, Franklin Allen, "Principles of Corporate Finance", McGraw-Hill Education, 13th Edition
- 2.Eugene F. Brigham, Michael C. Ehrhardt, "Financial Management: Theory & Practice" Cengage Learning,15th Edition
- 3.Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, "Corporate Finance: Core Principles and Applications", McGraw-Hill Education, 12th Edition

Reference Books:

- 1.J. Fred Weston, Eugene F. Brigham," Financial Management: Concepts and Applications", Cengage Learning 7th Edition
- 2.Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan "Essentials of Corporate Finance", McGraw-Hill Education, 10th Edition
- 3.Ruth Bender, Keith Ward, "Corporate Financial Strategy", Financial Times Prentice Hall, 2nd Edition

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	2	2
CO2	3	2	2	1	1
CO3	3	3	2	2	1
CO4	2	2	2	-	-
CO5	2	2	2	2	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	1	1	3	3	2	2	1	1	1	1	1	2	2	1	1		1
CO2	1	1	2	3	2	3	1	2	-		1	1		1	1		1	
CO3	1	2	1	2	2	3	2	2	-	2	2	-	2	1		1		
CO4	1	-	-	2	2	1	1	1	1	2	1	-	2	2	1	1		
CO5	2	2	1	2	2	2	2	1	-	1	2	-	1		1		2	

Program	MBA					
Generic Elective Course	Current trends and cases in Business				Semester II	
Code	MB 208	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		2	--	--	50	--

Course Objectives:

- To provide students with insights into current trends such as digital transformation, sustainability, financial innovations, and globalization, emphasizing their relevance to the Indian and global business environment
- To enable students to analyse real-world case studies and devise strategies for solving business challenges in diverse contexts
- To prepare students to lead and manage organizations effectively by understanding workforce dynamics, leadership models, and the impact of technology on business operations.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB208.1	Understanding	Understanding of contemporary business trends such as Artificial Intelligence (AI), digital transformation, and sustainability practices.
CO MB208.2	Applying	Apply strategic and analytical skills to solve real-world problems
CO MB208.3	Analysing	Using insights from case studies of Indian and global businesses
CO MB208.4	Evaluating	Evaluate the impact of globalization and localization on business strategies, particularly in emerging markets like India
CO MB208.5	Creating	Gain the ability to assess the role of fintech, blockchain, and other financial innovations in transforming the business landscape.

Syllabus		
Unit No.	Description	Hrs.
1	<p>Digital Transformation in Business</p> <p>Role of AI, Big Data, and Internet of Things (IoT) in reshaping industries, E-commerce growth and strategies, Digital marketing trends (influencer marketing, Augmented Reality (AR) / Virtual Reality (VR) in ads)) Cybersecurity and data privacy challenges</p> <p>Case Studies</p> <p>Amazon's expansion strategy</p> <p>Use of AI at Netflix for personalized recommendations</p> <p>Cybersecurity breaches and lessons learned (e.g., Target, Equifax)</p>	6
2	<p>Sustainability and Corporate Social Responsibility (CSR)</p> <p>Green business models and practices, Circular economy and sustainable supply chains</p> <p>ESG (Environmental, Social, Governance) investing, CSR as a competitive advantage</p> <p>Case Studies</p> <p>1. TCS's AI-driven solutions.</p> <p>2. Zomato's use of AI for customer engagement</p>	6
3	<p>Emerging Markets and Globalization</p> <p>Opportunities and challenges in emerging markets, Global trade agreements and their impact</p> <p>Cross-border mergers and acquisitions, Localization vs. standardization strategies</p> <p>Case Studies</p> <p>Walmart's entry and exit from Germany</p> <p>Growth strategies of Indian start-ups (e.g., BYJU'S, Zomato)</p> <p>The impact of Brazil, Russia, India, China and South Africa (BRICS) countries on the global economy</p>	6
4	<p>Innovations in Financial Management</p> <p>Rise of fintech and digital payments</p>	6

	<p>Cryptocurrency and blockchain technology, Sustainable finance and green bonds, Behavioural finance trends</p> <p>Case Studies</p> <p>PayPal’s adaptation to the fintech revolution</p> <p>Bitcoin’s journey as a mainstream asset</p> <p>Robinhood and the democratization of investing</p>	
5	<p>Leadership and Workforce Dynamics</p> <p>Evolving leadership styles (transformational, servant leadership), Impact of hybrid and remote work models, Diversity, equity, and inclusion (DEI) in workplaces, Upskilling and reskilling in the age of AI</p> <p>Case Studies</p> <p>Microsoft’s transformation under Satya Nadella</p> <p>Google’s hybrid work strategy</p> <p>Maruti Suzuki’s localization strategies</p>	6

Learning Resources:

Text Books:

1. Thomas M. Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction
2. Francis Cherunilam, Business Environment, For insights into Indian and global business environments.
3. K. Aswathappa, Contemporary Issues in Business Management by– A broad overview of business trends.

Reference Books:

1. Leading Change by Harvard Business Review Press
2. W. Chan Kim and Renee A. Mauborgne, Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant Harvard Business Review Press
3. Clayton M. Christensen, The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail Harvard Business Review Press

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	2	2	3	3	3
CO5	3	3	2	2	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	3	3	2	2	3	2	2	3	3	3	3	3	3	3	2	3	3
CO2	2	2	2	3	3	3	2	2	3	3	3	3	3	3	3	2	3	3
CO3	3	1	3	2	2	2	2	1	3	3	3	3	3	3	3	2	2	2
CO4	2	2	2	2	2	2	2	1	3	3	3	3	3	3	3	2	3	3
CO5	2	3	3	3	3	3	1	1	2	2	2	3	3	3	3	1	1	2

Program	MBA					
Course	Field Project (FP)					Semester II
Code	MB 209	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	25

Course Objectives:

- Create awareness of experience-based learning processes outside an institutional structure, and to develop confidence and initiative in learning from experience;
- Develop independent research skills to conduct research and cope with real time issues
- Develop ability to work with primary sources in the field.
- Form skill and understanding about the basic mechanics involved in crafting research proposals

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB209.1	Remembering	Recall key management concepts and frameworks relevant to their specialization specific field project.
CO MB209.2	Understanding	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
CO MB209.3	Applying	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
CO MB209.4	Analysing	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
CO MB209.5	Evaluating	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
CO MB209.6	Creating	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach

Guidelines for subject teachers:

The preparation should be such so as to guide students towards recognizing the important elements in a project and provide support necessary to increase the effectiveness of this experience.

A] Preamble:

1. To integrate theory and practice by providing students with the opportunity to work on real-world issues.
2. To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning.
3. To provide a platform to explore the functional aspects of each specialization.
4. To deepen students' understanding of management concepts and frameworks.
5. To develop application-oriented approach by bridging the gap between theory and practice.
6. To foster the development of critical skills, a professional mindset, and a result-oriented approach.
7. To highlight the insights from the business environment of the geographical region

B] Guidelines for the Field Projects:**B - 1] Nature of the Field Project:**

1. Field project must be related to the intended specialization of the student.
2. Field projects must be done individually. Group projects are not permitted.
3. The project should involve fieldwork; online projects are not permitted.
4. Primary data collection is mandatory.
5. Field projects can be quantitative / qualitative in nature or even use mixed approaches.
6. Field projects can involve surveys, interviews, case studies, visits or observation studies. 7. For surveys, the sample size should be between more than or equal to 100 participants.
8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants.
9. Total Hours of Effort Expected: 160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem-I and Sem-II)

B - 2] Permissible Partner Organizations:

Students have the flexibility to conduct their field projects with any of the following organizations:

- a) Companies listed on either National Stock Exchange (NSE) or Bombay Stock Exchange (BSE) in India /abroad
- b) Unlisted subsidiaries of Listed Companies.
- c) Government / Semi-Government Undertaking / Public Sector Unit
- d) Government Offices
- e) Consultancy Firms
- f) Start Ups with an existence of 3 years or more and manpower more than 25.

g) Family managed businesses with an existence of 5 years or more and manpower more than 25.

h) Cooperative Societies

i) Private Firms with an existence of 3 years or more and manpower more than 25

NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve quantitative / qualitative fieldwork related to a) Contemporary issues of businesses b) Specialization specific concepts c) Local or regional concerns d) Matters of national importance.

B - 3] Linkage with specialization:

The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II. It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide / mentor.

B – 4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain / specialization across various business (industry) sectors when conducting their project.

B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

B – 6] Project Objectives: Clearly outline the objectives of your field project.

B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization-specific field project, develop a project proposal, and gain approval from the institute.

B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well-structured, visually appealing & the presentation must be delivered professionally.

Presentation could be through any of the enlisted formats: (this is an indicative list and innovative formats if any beyond this list may be adopted) - 1. Traditional Slide Deck Presentation 2. Infographics 3. Video presentation 4. Paper presentation 5. Poster presentation 6. Webinar or online presentation 7. Technology, Entertainment, Design (TED) - style presentation 8. Storytelling Presentation etc.

B – 10] Indicative break up of hours (160 hours): 1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediately after Sem-I exam Winter vacation) 2. 40 hours – pre-and post-field work including proposal making, analysis, report writing, etc.

C] Field Project Proposal Outline: The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. Field Project Introduction: Provide an overview of the project, including its context and scope.
2. Statement of the Problem: Clearly define the problem the project aims to address.
3. Purpose of the Project: Explain the main objectives and goals of the project

4. Significance of the Project: Discuss the importance and potential impact of the project.
5. Plan for Developing / Executing the Project: Describe the approach and steps to be taken in developing / executing the project.
6. Review of the Literature: Include an initial literature review of one or two pages.

D] Field Project Report Outline: The field project report includes the components mentioned below. 1. Title Page 2. Declaration by student 3. Acknowledgement by student 4. Certificate by the Guide on Institutional Letter Head 5. Certificate by the Partner Organization on Letter Head (if applicable) 6. Table of Contents 7. List of Tables (if needed) 8. List of Figures (if needed) 9. Abstract

D – 1] Chapter I - Introduction: 1. Statement of the Problem 2. Purpose /Objectives of the Project 3. Theoretical Framework 4. Significance of the Project 5. Definition of Terms (optional)

D-2] Chapter II - Review of the Literature: 1. Review the existing body of knowledge available on the problem or topic.

D -3] Chapter III - Method: 1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

D-4] Chapter IV – Data Collection and Analysis: 1. Collecting relevant data from primary and secondary sources. 2. Analyzing data using appropriate analytical tools and techniques.

D – 5] Chapter V – Results / Findings & Suggestions: 1. Identifying key issues, opportunities, trends etc. based on data analysis. 2. Develop / propose feasible solutions or recommendations. 3. Reflect on the experience, lessons learned, and scope for further work / improvement.

D - 6] Annexures 1. Questionnaires 2. Observation Sheets 3. Field Maps 4. Exhibits 5. Geo Tagged Photos with Sample respondents 6. Any other relevant documents

E] Evaluation Pattern: Total Marks: 75 Formative Assessment: 50 Marks Summative Assessment: 25 Marks.

E – 1] Formative Assessment Weightage (50 marks):

1. Project Proposal - 10 marks
2. Interim Progress review I / Report I -10 marks
3. Final Project Report – 20 marks
4. Final Presentation (10 marks with break up as indicated below)
 - a) Project Objectives
 - b) Quality of Analysis and Research

E – 2] Summative Assessment Weightage (25 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. Institute shall nominate External Examiners
3. Director/Head of the Department shall nominate Internal Examiner

4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a 15 minutes presentation about their field project.
6. The panel will evaluate the presentation and the viva-voce shall have a weightage for 25 marks.
7. The presentation & the External viva voce shall evaluate the Field Project on: a) Project Objectives b) Quality of Analysis and Research c) Problem Solving and Decision-Making d) Innovation and Impact e) Documentation and Reporting f) Reflection

The project also follows the format of the standard 5 /6 -chapter academic essay or research paper. Brief explanations of the suggested sections of the thesis follow.

1. Title
2. Page Signature/Approval Page
3. Table of Contents
4. List of Tables (if needed)
5. List of Figures (if needed)
6. Acknowledgments (optional)
7. Abstract (optional)

Other contents of Field Project:

Student need to take **Guide Topic Approval letter for Field project.**

- A. Statement of the Problem
- B. Purpose of the Project
- C. Significance of the Project
- D. Plan for Developing the Project
- E. **Review of the Literature** (consists of the beginning of your literature review citing at least **3 references** in the text and listing them at the end of the proposal following the **APA format (7th Ed.)**).

The report shall comply with the **Field Project** principles. Main headings are to be centred and written in **capital boldface letters**. Sub-titles shall be written in small letters and boldface. The typeface shall be **Times New Roman** font with **12pt with 1.5 spacing**. All the margins shall be **2.5cm**. The report shall be submitted in printed form and filed. Project should be at least of **65 pages**. If any less it won't be accepted for final viva.

Printing the Final Report: After careful proofreading, all the errors should be corrected before the final print. Check the page break-ups. Feel the project is complete in all respects and sense. Then get it approved by the guide for the final print. While taking the final print of the projects, the following points are to be considered:

1. **Paper Type:**
 - a) **Paper:** EXECUTIVE BOND papers
 - b) **Size:** A4
 - c) **Paper colour:** White
 - d) **Variety:** Plain Finish

- e) **Length:** 29.7 Cms
- f) **Width:** 21.0 Cms
- g) **GSM:** 75 OR 85
- h) **Ink Colour:** Black colour for the text and may be multicolour ink for diagrams and charts.
2. Only one side of the sheet of the paper should be printed
3. **Border:** Box
4. **Page number:** below all page there should be page number

Binding the Report: After the final print of the **2 copies** of the reports, candidate is supposed to check and confirm the sequence of pagination. Then project report is to be given for binding.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	2	2
CO2	3	3	2	3	3
CO3	3	3	3	2	2
CO4	2	3	2	2	2
CO5	3	3	1	1	1
CO6	3	2	-	1	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO2	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3
CO3	3	2	2	3	3	3	3	2	3	2	2	3	3	3	3	1	1	2
CO4	3	3	2	3	3	3	3	2	3	2	2	3	3	3	3	1	1	3
CO5	3	1	2	3	3	3	2	2	3	1	1	3	3	3	3	1	1	2
CO6	2	1	2	2	2	2	2	1	2	1	1	2	2	2	2	1	1	2

Program	MBA					
Course	Desk Research (DR)					Semester II
Code	MB 210	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		-	--	4	50	--

Course Objectives:

- To study a real-world business organization by exploring its historical background, organizational structure, market dynamics, financial performance, corporate governance, leadership approach, and commitment to social responsibility within its industry
- To clearly understand the regulatory forces influencing a real-world business organization and its industry

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB210.1	Remembering	Describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry
CO MB210.2	Understanding	Summarize the regional, national and global footprint of a real-world business organization and the relevant industry
CO MB210.3	Applying	Demonstrate an understanding of the regulatory forces acting on a real-world business organization and the relevant industry
CO MB210.4	Analysing	Compare and contrast, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
CO MB210.5	Evaluating	Compose a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain
CO MB210.6	Creating	Imagine the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years)

Syllabus		
Unit No.	Description	Hrs.
1	<p>Industry Analysis – the Basics Nature</p> <p>of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry</p>	12
2	<p>Promoters & Management Ethos</p> <p>Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of Chief Managing Directors (CMDs), Chief Executive Officers (CEOs), and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, Corporate Social Responsibility (CSR) policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation</p>	12
3	<p>External Environment</p> <p>Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues</p>	12

	affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, Corporate Social Responsibility (CSR) initiatives, Regulatory actions against the players for e.g. Action by Securities and Exchange Board of India (SEBI), Competition Commission of India, Monopolistic and Restrictive Trade Practices Commission (MRTP) Commission, Food and Drugs Administration (FDA), etc. against irregularities , legal violations if any	
4	Financials Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry	12
5	Recent Developments Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Export-Import (EXIM) Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & Impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, corporate wars & feuds in the industry, if any	12

Learning Resources:

1.No text books are prescribed.

2.Students shall use the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, Credit Rating Information Services of India Limited (CRISIL) / Centre for Monitoring Indian Economy (CMIE) / ACE Equity / Money Control / Economic Times (ET) / Business Standard (BS) database, etc.

Choose any sector of your choice and select any one company from that sector and carry out an in-depth study/Research on it. Prepare a detailed report on it.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	3	3	3	3
CO2	2	2	3	3	3
CO3	-	2	-	3	3
CO4	3	3	3	3	3
CO5	1	2	3	3	3
CO6	2	2	3	3	3

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	-	3	3	2	3	1	-	1	1	1	1	1	1	1	1	1	1
CO2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
CO3	2	2	2	3	3	3	1	1	2	1	1	1	1	1	1	1	1	1
CO4	3	3	3	3	3	3	1	1	1	1	1	1	2	2	2	1	1	1
CO5	2	2	2	2	2	2	1	1	1	1	1	1	2	2	2	1	1	2
CO6	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	2	2	2

Program	MBA					
Skill Based Learning Course	Advanced Excel					Semester II
Code	MB 211	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- To assist the intermediate Excel users who desire to learn more advance skills
- To learn the most Advance Formula, Functions, Chart and type of financial analysis to be and Excel power User

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB211.1	Remembering	Recall advanced functions and features of excel
CO MB211.2	Understanding	Explain the advanced functionalities and applications of these tools in business contexts
CO MB211.3	Applying	Utilize advanced formulae and functions
CO MB211.4	Analysing	Examine the integration and application of advanced tools in real-world business scenarios
CO MB211.5	Evaluating	Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making
CO MB211.6	Creating	Develop spreadsheets using advanced excel functions and tools

Syllabus		
Unit No.	Description	Hrs.
1	Excel Introduction An Overview of the Screen, Navigation and Basic Spreadsheet Concept, Various Selection Techniques, Data Entry, Creating, Editing, Saving, Page Settings, Basic Calculation and Basic Formulas, Customizing Common options in Excel, Absolute and Relative Cells, Protecting and Un-Protecting worksheets and cells Shortcut Keys	12

2	<p>Create Advanced Formulas and functions</p> <p>Apply Functions in Formulas, Perform logical operations by using AND, OR, and NOT functions, Perform logical operations by using nested functions, Perform statistical operations by using SUMIFS, AVERAGEIFS, and COUNTIFS functions, Look up data by using Functions, Look up data by using the VERTICAL LOOKUP function, Look up data by using the HORIZONTAL LOOKUP function, Apply Advanced Date and Time Functions ▪ Reference the date and time by using the NOW and TODAY functions ▪ Serialize numbers by using date and time functions</p>	12
3	<p>Data Analysis and Business Intelligence</p> <p>Perform Data Analysis and Business Intelligence, Import, transform, combine, display, and connect to data, consolidate data, perform what-if analysis by using Goal Seek and Scenario Manager, calculate data by using financial functions, Troubleshoot Formulas, Trace precedence and dependence, Monitor cells and formulas by using the Watch Window, Define Named Ranges and Objects, Name cells, Name data ranges, Name tables, Manage named ranges and objects, Create and Manage PivotTables, Create PivotTables, Modify field selections and options, Create slicers, Group PivotTable data, Add calculated fields, Format data, Create and Manage Pivot Charts, Create Pivot Charts, Manipulate options in existing Pivot Charts, Apply styles to Pivot Charts, Drill down into Pivot Chart details</p>	12
4	<p>Advanced-Excel 2016/2019</p> <p>Working with Functions & Formulas, Basic Functions, Lookup Functions, Logical If Functions, Financial Functions, Statistical Functions, Maths & Trig. Functions, Text Functions & Many More, modifying worksheets with colour, Conditional Formatting and IF Conditions & Charts, Pivot Table, Sort & Filter, Data Tools, Subtotal and What if Analysis, Cell References Formulas, Audit Formula, Define Name, Protect Workbook & Worksheet</p>	12
5	<p>Advanced Tools</p> <p>Record Macro Freeze Panes, Text Function, Statistical Function, Math & Trig Functions, Date & Time and Logical Functions, Financial Functions, Advance Date & Time, Functions with Logical Functions, Functions with IF Error, Advance Filter with Wild Card Character, Macros, Page Setup and Printing, Advance Conditional Formatting, Paste Special & Advance Number, Advance Tools – Solver, Advance Subtotal etc. Advance Marcos., Advance Logical Functions and Lookup Functions & etc. Auto Formats, Charts & Graphs, Data Forms, Analysing Data, Data, Subtotal, Sorting Data, Filtering Data, Data Validation, Goal Seek Formatting worksheets, Conditional formatting, Macros, Securing & Protecting Spreadsheets, Proofing and Printing</p>	12

Learning Resources:

Text books:

1. Dinwiddie, R. (2007), Excel: Formulas and Functions, Prentice Hall Press.
2. Frye, C. (2016), Microsoft Excel 2016, La guida ufficiale: Step by Step, HOEPLI EDITORE.
3. Parsons, J. J., Oja, D., Ageloff, R., & Carey, P. (2007), New Perspectives on Microsoft Office Excel 2007, Comprehensive, Cengage Learning.

Reference Books:

1. Walkenbach, J. (2018), Excel 2019 Bible: The Comprehensive Tutorial Resource, Wiley
2. Alexander, M., & Kusleika, D. (2018), Excel 2019 for Dummies, Wiley
3. Winston, W. L. (2019), Microsoft Excel Data Analysis and Business Modeling (6th Edition), Microsoft Press

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	3	2	-	-	-
CO3	3	3	3	-	-
CO4	3	3	3	2	1
CO5	3	3	3	3	2
CO6	3	3	3	3	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	-	3	-	-	2	-	-	2	-	-	3	-	-	2	-	-
CO2	2	1	-	3	1	-	2	1	-	2	-	-	3	2	-	2	-	-
CO3	3	2	1	3	3	2	3	2	1	3	2	-	3	3	2	3	2	-
CO4	3	3	2	3	3	2	3	3	2	3	3	2	3	3	3	3	3	2
CO5	3	3	2	3	3	2	3	3	2	3	3	2	3	3	3	3	3	2
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Program	MBA					
Skill Based Learning Course	Digital Marketing					Semester II
Code	MB 212	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- To understand the basic concept of Digital Marketing
- To understand the basics of Mobile Marketing.
- To comprehend the concept of Online Marketing.
- To familiarize with the knowledge of E-mail Marketing.
- To study SEM (Search Engine Marketing) in depth.

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB212.1	Remembering	The core concepts of Digital Marketing
CO MB212.2	Understanding	Understand the concept of digital marketing and its integration with traditional marketing.
CO MB212.3	Applying	Recognize customer value journey in digital context and behaviour of online consumers.
CO MB212.4	Analysing	Understand email, content and social media marketing and apply the learnings to create digital media campaigns.
CO MB212.5	Evaluating	Examine various tactics for enhancing a website's position and ranking with search engines.
CO MB212.6	Creating	Leverage the digital strategies to gain competitive advantage for business and career.

Syllabus		
Unit No.	Description	Hrs.
1	Marketing in the Digital World Digital marketing: Concept, Features, Difference between traditional and digital marketing, moving from traditional to digital Marketing; Digital Marketing Channels: Intent Based- Search Engine Optimization (SEO), Search Advertising; Brand Based	12

	Display Advertising; Community Based-Social Media Marketing; Others Affiliate, Email, Content, Mobile. Customer Value Journey: 5As Framework; The Ozone O3 Concept Key; Traits of online consumer	
2	Mobile Marketing Meaning, types & Evolution, Mobile – market size and rate of growth, Mobile applications, Types of Mobile Marketing, Advantages and Disadvantages of Mobile marketing, Performance marketing: definition, benefits. Case Study on Mobile Marketing	12
3	Content and Email Marketing Content Marketing: Step-by-step Content Marketing Developing a content marketing strategy Email Marketing: Types of Emails in email marketing, Email Marketing best practices	12
4	Social Media Marketing and Display Marketing Social Media Marketing: Building Successful Social Media strategy; Social Media Marketing Channels; Facebook, LinkedIn, YouTube (Concepts and strategies) Display Advertising: Working of Display Advertising; Benefits and challenges; Overview of Display ad Process.; Define - Customer, Publisher, Objectives; Format Budget, Media, Advertising Formats, Advertising Copy	12
5	Search Engine Marketing (SEM) Introduction of SEM: Working of Search Engine; Search Engine Result Pages (SERP) Positioning; online search behaviour, Digital Market Intelligence (DMI's) 5P Customer Search Insights Model. Search Engine Optimization: Overview of SEO Process; Goal Setting-Types. On-Page Optimization: Keyword Research, SEO Process -Site Structure, Content, Technical Mechanics, Headings, Image & Alt text, Social Sharing, Sitemaps, Technical Aspects-Compatibility, Structured Data Markup. Off Page Optimisation: Link Formats, Link Building, Content Marketing, Social Sharing; Black and White Hat Techniques Search Advertising: Overview of PPC Process; Benefits of Paid Search; Basis of Ranking; Goal Setting-Objectives; Account Setting-Creation of Google Ads, Campaign architecture, Campaign setup, Targeting, Bid Strategy, Delivery, Ad Scheduling, Ad Rotation, Keyword Selection; Ad Copy composition, Ad Extension	12

Learning Resources:

Text Books:

- 1.Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Internet Marketing, Pearson Education
- 2.Oliver J Rich, Digital Marketing
- 3.Gerry T. Warner and Joe Wilson Schaefer, Online Marketing

Reference Books:

- 1.Dave Evans., Susan Bratton, Social Media Marketing: The Next Generation of Business Engagement. Wiley, 2010, ISBN: 978-0-470-63403-5

2.George Pain (2019). Marketing Automation and Online Marketing: Automate Your Business through Marketing Best Practices such as Email Marketing and Search Engine Optimization, 2019, ISBN-10 1922301132:

3.Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	3	2	-	-	-
CO3	3	3	2	2	-
CO4	3	3	3	3	1
CO5	3	3	3	2	1
CO6	3	3	3	3	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	3	-	-	2	-	-	2	-	-	2	-	-	2	-	-	2	-	-
CO2	3	2	-	2	-	-	2	1	-	2	-	-	2	-	-	2	-	-
CO3	3	3	2	2	2	-	2	2	1	2	1	-	3	2	-	2	2	-
CO4	3	3	3	2	2	-	2	2	2	2	2	2	3	2	2	3	2	1
CO5	3	3	3	2	2	1	2	2	1	2	2	1	3	3	2	3	3	1
CO6	3	3	3	3	2	2	3	2	2	3	3	2	3	3	2	3	3	2

Program	MBA					
Skill Based Learning Course	Psychometric Tests					Semester II
Code	MB 213	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- Recognize the notional foundations of psychometric testing.
- Assess numerous psychometric tools and their practical.
- Manage and understand psychometric assessments.

Course Outcomes: The students will be able to

CO	CO Abilities	Course Outcomes
CO MB213.1	Remembering	Understand psychometric instruments used to assess an individual's characteristics.
CO MB213.2	Understanding	Comprehend and carry out the organizational group simulation activities.
CO MB213.3	Applying	Identifying Participants' identification and use of psychometric tools
CO MB214.4	Analysing	Selecting and delivering psychometric tools to individuals
CO MB213.5	Creating	Develop and design Psychometric metrics for the Particular Qualities Needed by the Organization

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Psychometrics Definition and importance of psychometric test., Evolution of psychometrics. Types of psychometric tests (e.g., aptitude, personality, interest inventories), The need and importance of psychometrics in psychology, human resource, and education. Social, Ethical, and Legal problems with Examination. Merits and Demerits of Psychological Testing, Standardization, impartiality, trustworthiness, rationality, and other norms are important for psychological	12

	tests	
2	Philosophical Underpinnings of Psychometrics Philosophical Underpinnings of Psychometrics- Kinds of reliability -include inter-rater, internal consistency, and test-retest., Types of Validity: Content, Standards, and Construct., Standardization: Procedure, importance and consequence, Scaling and norms, Psychomotor exercises, in-basket activities, and case studies are examples of individual exercises. Group activities (management games, role plays, group debates, and group simulation exercises)	12
3	Examinations of the Personality and Mind Examinations of the Personality and Mind-Test supervisors approaches encompass both subjective and objective scoring, power and speed tests, automated testing, and paper and pencil test. The Myers and Briggs Type Indicator (MBTI), the Conflict Management test, the Attribution of Success and Failure (ASUFA) test, Intelligence in Emotion, Behavioural assessments	12
4	Psychometric Test Management Defining the meaning of test scores. Statistical methods for data processing and scoring. Test Procedures and Interpretation of tests, Preparing people ready for exams. Giving remarks on the findings of psychometric tests	12
5	Utilization in Workplace Environments Utilization in Workplace Environments- Employing psychometric tests for engagement and taking applicants, Performance reviews and personnel development, Practical and ethical concerns at work.	12

Learning Resources:

Text Books:

1. Andrea Shavick, Psychometric & Assessment Tests
2. Liam Healy, Psychometric Tests for Dummies
3. Mike Bryon, Psychometric Tests, Volume 1, Testing Series, The Times testing series

Reference Books:

1. R. Michael Furr, "Psychometrics: An Introduction"
2. Susana Urbina, "Essentials of Psychological Testing"
3. Gary Groth-Marnat, "Handbook of Psychological Assessment"

Website Links:

<https://www.tandfonline.com/toc/hijt20/current>

<https://www.apa.org>

<https://www.psychometricsociety.org>

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	-	-
CO2	3	2	2	2	1
CO3	3	3	2	2	-
CO4	3	3	3	3	2
CO5	3	3	3	3	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	-	2	-	-	3	-	-	2	-	-	2	-	-	2	-	-
CO2	2	1	-	2	1	-	3	2	-	2	1	-	2	1	-	2	1	-
CO3	2	2	1	2	2	-	3	3	2	2	2	-	2	2	1	2	2	-
CO4	2	3	2	2	3	2	3	3	3	2	2	2	2	3	2	3	2	2
CO5	3	3	2	3	3	2	3	3	3	3	3	2	3	3	2	3	3	2

Program	MBA					
Skill Based Learning Course	Tally			Semester II		
Code	MB 214	Teaching Scheme (Hrs per Week)		Examination Scheme		
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- To develop clear understanding about computerized accounting system for solving business problems using Tally & up skill students to use computerized accounting software for real time applications.
- To train students in developing financial models.

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB214.1	Remembering	To Provides knowledge on the various accounting procedures
CO MB214.2	Understanding	Able to understand the basic concepts of TALLY
CO MB214.3	Applying	To apply basic knowledge on computerized accounting using Tally in preparing accounts
CO MB214.4	Analyzing	To acquire knowledge to prepare accounts of some other forms of business
CO MB214.5	Evaluating	To examine the qualitative aspect of the published financial statement and to analyze this statement in the light of applicable accounting standards

Syllabus		
Unit No.	Description	Hrs.
1	Financial Accounting Basic of Accounting - Introduction - Types of Accounts - Accounting Principles or concepts - Mode of Accounting - Rules of Accounting - Double entry system of book keeping Fundamentals of Tally. Enterprise Resource Planning (ERP) 9 - Introduction of Tally. ERP 9 - Configuration Company Creation - Company in Tally. - Company Creation. - Modification of Company Profile - Deletion of Company	12

	Data. - Selection of Company. - Re-selection of Companies. - Shutting of Company. Gateway of Tally - Gateway of Tally (GOT) - Components of Gateway. - Period & Date Setting. - Rules of Period & Date. - Accounting Features. - Configuration Set Up. - Closing & Exiting Tally. Account Masters - Account Masters - Reserved Account Groups & Ledgers. - Account Master Creation. - Account Group Creation. - Account Ledgers Creation. - Creation of new Parent Group During Ledger/Group entry. - Display of Account Master. - Alteration/Deletion of Account Master. - Restriction on Deletion of Master. - Advanced Accounts Masters creation. - Chart of Accounts. -. Accounts Vouchers - Accounts Vouchers. - Voucher Entry. - Debit/Credit Note Voucher. - Components of Voucher Entry Screen. - Voucher Alteration & Deletion. - Non-Accounting Vouchers. - Voucher Type. - Voucher Class. - Single Mode Voucher Entry.	
2	Invoicing & Inventory Inventory master - Inventory System - Inventory Masters - Unit Of Measure (UOM) - Stock Group - Stock item - Stock Category - Multiple Go downs - Display of Inventory Masters - Alteration/Deletion of Inventory Masters - Inventory Masters Lists Inventory Vouchers - Accounts Voucher With Inventory Transactions - Invoice & Voucher Entry Mode - Inventory Linked Accounts Ledger Party Ledger Accounts - Inventory Details entry in Accounts Voucher - Inventory Voucher entry - Invoicing - Invoicing - Invoicing Mode Set Up - Invoice Entry - Discount - Invoice Additional Charge - Invoice Printing - Invoice Printing - Invoice Printing Configuration - Multiple Invoice Printing Inventory Report - Accounts Report With Inventory Details - Accounts Books with Inventory details - Inventory Books - Stock Summary - Point of Sale - Point of sale (Pos) - Pos Voucher type creation - PoS Invoice Entry - PoS Invoice Printing - PoS Register - Orders - Order - Order Entry - Order Printing - Order Processing - Pre-Closure of order	12
3	Tax Accounting Tax Deducted at Source (TDS) - TDS Set up for the Company - TDS Related Ledger Accounts - TDS Quick Set up - TDS Applicable Expenses Journal Voucher - TDS Deposit Payment Voucher TDS Reports - TDS Computation Report - TDS Returns - e TDS Returns - Summary - Assignments Introduction to GST - Basics of Goods and Services Tax (GST) - Objectives of GST - GST at Global level - List of Goods not covered under GST - Registration Process Under GST - to be added - Registered and Unregistered Dealers and Effects of Purchases from Unregistered Dealers. Tally with GST - Upgrading to Tally. ERP 9 Release 6.0 - Start Using Tally ERP 9 for GST Compliance Activate GST Set up tax rates Update or create ledgers as required - Recording Sales and Printing Tax Invoices - Recording Purchases - Recording a Tax Payment - Transferring Tax Credits of	12

	VAT, excise and service tax to GST, Tax Collected at source (TCS) - TCS Activation - TCS Ledger Creation - TCS Applicable Stock Item - TCS chargeable Sales invoice Entry - TCS Deposit with Government - TCS Report - e-TCS filing	
4	Payroll Payroll Masters - Pay Head Creation - Employee Group - Employee Category - Employee master Pay Voucher - Attendance Voucher Entry - Payroll Voucher Manual Entry Payroll Voucher Auto Fill - Pay Reports - Pay Slip - Pay Sheet - Payroll Statement - Payroll voucher Register - Pay summary - Employee pay Head break Up - Pay Head Employee Break Up	12
5	GST Reports Financial Statements, Accounts and Inventory books reports, statutory reports, payroll reports, stock summary, list of accounts, outstanding statements	12

Learning Resources:

Text Books:

- 1.Tally Education Pvt. Ltd., “Official Guide to Financial Accounting Using Tally. ERP9 with GST”, BPB publications
- 2.CA Roshan Lodha, Computerised Accounting System and E-Filing of Tax Return, Lawpoint Publication
- 3.Ramesh Behl, Information Technology for Management; TMH.

Reference Books:

- 1.Tally education Pvt. Ltd, Tally essentials Level -I, Sahaj Enterprises
- 2.Tally education Pvt. Ltd, Tally essentials Level -II, Sahaj Enterprises
- 3.Tally education Pvt. Ltd, Tally essentials Level -III, Sahaj Enterprises

Important Links:

- 1.<https://www.vbu.ac.in/resources/assets/img/syllubs/pg/Tally-Certification-Course-Syllabus-Rev.pdf>
- 2.<https://www.srceeducation.in/pdfs/advance-tally-erp9.pdf>
- 3.[https://asskerala.com/online/images/doc/CourseNo5TALLYERP9PROFFESIONAL\(PRO\).pdf](https://asskerala.com/online/images/doc/CourseNo5TALLYERP9PROFFESIONAL(PRO).pdf)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	1
CO2	3	3	3	2	1
CO3	3	2	2	2	
CO4	3	2	2	2	2
CO5	2	2	1	1	

CO-PSO Mapping

COs				Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2			3	2	3	2	2	1	1	1	-	1	2	1	1	1	
CO2	2	2	1	3	3	3	2	2	1	2	1	1	1	1	2	1		1
CO3	2	1	1	3	2	3	2	1	1	2	2	1		1	1	2	1	
CO4		1		2	2	2	2	1	2	2	1	-	1	1	1	2		1
CO5	1			2	3	1	2	2	2	1	1	1	2		1	2	1	

Program	MBA					
Skill Based Learning Course	Six Sigma				Semester II	
Code	MB 215	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	2	50	--

Course Objectives:

- Know basic requirements of Six Sigma methodology
- Evaluate the capability of a process within the organization
- Recognize the organizational factors for successful deployment of Six Sigma

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB215.1	Remembering	Define fundamental concepts of Six Sigma, Roles and Responsibilities
CO MB215.2	Understanding	Understand Six Sigma Defining Process and Metrics
CO MB215.3	Applying	Learn building business cases and projects
CO MB215.4	Analyzing	Analyze Various Project Metrics and Process capabilities
CO MB215.5	Evaluating	Evaluate various Metrics and Techniques
CO MB215.6	Creating	Design effective key performance indicators

Syllabus		
Unit No.	Description	Hrs.
1	The Basics and Fundamentals of Six Sigma Meanings of Six Sigma, General History of Six Sigma & Continuous Improvement Deliverables of a Lean Six Sigma Project, The Problem-Solving Strategy $Y = f(x)$ Voice of the Customer, Business, and Employee, Six Sigma Roles & Responsibilities The Fundamentals of Six Sigma: -Defining a Process, Critical to Quality Characteristics (CTQ's) Cost of Poor Quality (COPQ), Pareto Analysis (80:20 rule), Basic Six	12

	<p>Sigma Metrics (Includes Defects per Unit (DPU), Defects per million opportunities (DPMO), First Time Yield (FTY), Rolled Throughput Yield (RTY) Cycle Time; deriving these metrics))</p>	
2	<p>Selecting Lean Six Sigma Projects and The Lean Enterprise Selecting Lean Six Sigma Projects: - Building a Business Case & Project Charter, Developing Project Metrics, Financial Evaluation & Benefits Capture, The Lean Enterprise: - Understanding Lean, The History of Lean, Lean & Six Sigma, The Seven Elements of Waste (Includes Overproduction, Correction, Inventory, Motion, Overprocessing, Conveyance, Waiting) 5S (Includes Sort, Set in Order, Shine, Standardize, Sustain)</p>	12
3	<p>Process Definition and Six Sigma Statistics Process Definition: - Cause & Effect / Fishbone Diagrams, Process Mapping, Suppliers, Inputs, Process, Outputs, Customers (SIPOC), Value Stream Map X-Y Diagram, Failure Modes & Effects Analysis (FMEA) Six Sigma Statistics: - Basic Statistics, Descriptive Statistics, Normal Distributions & Normality Graphical Analysis</p>	12
4	<p>Measurement System Analysis (MSA) and Process Capability Measurement System Analysis: - Precision & Accuracy, Bias, Linearity & Stability, Gage Repeatability & Reproducibility, Variable & Attribute MSA Process Capability: - Capability Analysis, Concept of Stability, Attribute & Discrete Capability Monitoring Techniques</p>	12
5	<p>Lean Controls and Six Sigma Control Plans Lean Controls: - Control Methods for 5S, Kanban, Poka-Yoke (Mistake proofing), Six Sigma Control Plans: - Cost-Benefit Analysis, Elements of the Control Plan Elements of the Response Plan</p>	12

Learning Resources:

- 1.Roderick A. Munro and Govindarajan Ramu and Daniel J. Zrymiak, The certified six sigma Green Belt Handbook, ASQ Quality Press and Infotech Standards India Pvt. Ltd.
- 2.T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication.
- 3.Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons, INC.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	-	-
CO2	2	-	-	2	-
CO3	3	-	-	2	-
CO4	-	3	-	2	-
CO5	-	2	-	2	-
CO6	-	2	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	2	1	1	-	1	1	-	1	1	1	2	2	-	3	-	1
CO2	2	-	2	1	1	-	1	1	-	1	1	1	2	2	-	3	2	2
CO3	2	-	2	-	3	-	-	2	-	-	2	2	1	2	1	1	2	1
CO4	3	-	2	3	-	-	-	2	-	-	2	2	3	2	1	1	2	2
CO5	3	3	-	2	2	2	-	-	2	2	2	2	3	1	1	-	2	2
CO6	3	-	3	2	2	2	3	2	-	2	2	2	2	3	3	-	2	3

Program	MBA					
Skill Based Learning Course	Power BI					Semester II
Code	MB 216	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	2	L	T	P	FA	SA
		--	--	4	50	--

Course Objectives:

- To help businesses improve decision-making, planning, and data quality
- To import, transform and cleanse data
- To build a data model for self-service reporting

Course Outcomes: The students will be able to

CO#	Cognitive Abilities	Course Outcomes
CO MB216.1	Remembering	Select appropriate menus, interface and functions of Power Business Intelligence (BI)
CO MB216.2	Understanding	Understand Power BI concepts like Microsoft Power BI desktop layouts, BI reports, dashboards, and Power BI Data Analysis Expressions (DAX) commands and functions
CO MB216.3	Applying	Learn how to experiment, fix, prepare and present data quickly and easily
CO MB216.4	Analyzing	Analyze Various Reports
CO MB216.5	Evaluating	Evaluate visualizations based on data type
CO MB216.6	Creating	Design effective dashboards with key performance indicators

Syllabus		
Unit No.	Description	Hrs.
1	Introduction to Power BI Power BI and its core functionalities, Power BI interface overview Accessing and launching Power BI Desktop	12
2	Data Connection and Import Connecting to diverse data sources (Excel, Structured Query	12

	Language (SQL) databases, cloud services) Importing data from different formats Data preview and basic data cleaning	
3	Data Modeling Understanding relationships between tables (one-to-many, many-to-many) Creating a data model using star schema Defining data types and data hierarchy	12
4	DAX (Data Analysis Expressions) Basic DAX functions (CALCULATE, SUM, AVERAGE, FILTER) Creating calculated columns and measures Advanced DAX concepts (time intelligence, conditional logic)	12
5	Dashboard Design Designing effective dashboards with key performance indicators (KPIs) Arranging visuals on a dashboard for optimal storytelling Adding filters and slicers for user interaction	12

Learning Resources:

1. Brett Powell, Mastering Microsoft Power BI
2. Brian Knight, Devin Knight, and Mitchell, Microsoft Power BI Complete Reference, Pearson
3. Oerek Wilson, Learn Power BI

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	-	-
CO2	2	-	-	2	-
CO3	3	-	-	2	-
CO4	-	3	-	2	-
CO5	-	2	-	2	-
CO6	-	2	-	-	2

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	-	2	1	1	-	1	1	-	1	1	1	2	2	-	3	-	1
CO2	2	-	2	1	1	-	1	1	-	1	1	1	2	2	-	3	2	2
CO3	2	-	2	-	3	-	-	2	-	-	2	2	1	2	1	1	2	1
CO4	3	-	2	3	-	-	-	2	-	-	2	2	3	2	1	1	2	2
CO5	3	3	-	2	2	2	-	-	2	2	2	2	3	1	1	-	2	2
CO6	3	-	3	2	2	2	3	3	-	2	2	2	2	3	3	-	2	3

Program	MBA					
Enrichment Course	Social Service					Semester II
Code	MB 217A	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	1	L	T	P	FA	SA
		--	--	2	25	--

Course Objectives:

- To focus on catering to different social services
- To know the intricacies of social services
- To understand the nuances pertaining to social services

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB217.1	Remembering	To recall the concepts related to social service
CO MB217.2	Understanding	To understand in detail the know-how of social service
CO MB217.3	Applying	To apply the practical learnings of social service
CO MB217.4	Analyzing	To analyze the different applications of social service
CO MB217.5	Evaluating	To evaluate various types and forms of social service
CO MB217.6	Creating	To develop an expertise in students about the social service

Social service sessions will focus on community welfare, addressing social issues such as poverty, education, healthcare, and human rights. It will include theories of social work, community development strategies, non-profit management, and policies for social change. Practical applications will involve case studies, volunteer work, and strategies for sustainable social impact.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	-	1	1	1	1
CO2	-	1	1	1	-
CO3	-	1	1	1	-
CO4	-	1	1	1	-
CO5	-	1	1	1	-
CO6	-	1	1	1	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	2	2	2	1	2	2	2	2	2	-	-	-	-	-	-	1	1	1
CO2	2	2	2	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-
CO3	2	2	2	1	2	3	1	1	1	-	-	-	-	-	-	-	1	-
CO4	-	-	-	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-
CO5	2	2	2	1	2	3	2	2	2	-	-	-	-	-	-	-	-	-
CO6	2	2	2	-	1	2	2	2	2	-	-	-	1	1	1	-	-	-

Program	MBA					
Enrichment Course	Performing Art					Semester II
Code	MB 217B	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	1	L	T	P	FA	SA
		--	--	2	25	--

Course Objectives:

- To focus on catering to different forms of performing art
- To know the intricacies of performing art
- To understand the nuances pertaining to performing art

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB217.1	Remembering	To recall the concepts related to performing art
CO MB217.2	Understanding	To understand in detail the know-how of performing art
CO MB217.3	Applying	To apply the practical learnings of performing art
CO MB217.4	Analyzing	To analyze the different applications of performing art
CO MB217.5	Evaluating	To evaluate various types and forms of performing art
CO MB217.5	Creating	To develop an expertise in students about the performing art

Performing art will encompass disciplines like dance, music, theatre, and spoken word. It will cover artistic expression, performance techniques, choreography, stage production, and audience engagement. It will explore the cultural, historical, and theoretical aspects of performance, along with the business and management of arts organizations.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	-	-
CO2	-	2	1	-	-
CO3	-	3	-	-	1
CO4	-	3	-	-	1
CO5	-	2	-	-	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	1	1	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-
CO2	1	1	1	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-
CO3	1	2	1	-	-	-	2	2	2	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	1	-	1	-	-	-	1	1	1	-	-	-
CO5	1	1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Program	MBA					
Enrichment Course	Photography					Semester II
Code	MB 217C	Teaching Scheme (Hrs per Week)			Examination Scheme	
Credit	1	L	T	P	FA	SA
		--	--	2	25	--

Course Objectives:

- To focus on catering to different photography
- To know the intricacies of photography
- To understand the nuances pertaining to photography

Course Outcomes: The students will be able to

CO#	CO Abilities	Course Outcomes
CO MB217C.1	Remembering	To recall the concepts related to photography
CO MB217C.2	Understanding	To understand in detail the know-how of photography
CO MB217C.3	Applying	To apply the practical learnings of photography
CO MB217C.4	Analyzing	To analyze the different applications of photography
CO MB217C.5	Evaluating	To evaluate various types and forms of photography
CO MB217C.6	Creating	To develop an expertise in students about the photography

Photography will include technical and artistic aspects of capturing images. It will cover camera operation, composition, lighting, editing, and storytelling through visuals. It will also delve into various photography genres such as portrait, landscape, documentary, and commercial photography, along with ethics and digital advancements in the field.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	-	1	1	1	1
CO2	-	1	1	1	1
CO3	-	1	-	1	1
CO4	-	1	-	1	1
CO5	-	1	-	1	1
CO6	-	1	1	1	1

CO-PSO Mapping

COs	Marketing			Finance			HRM			OSCM			BA			RABM		
	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3	PS O1	PS O2	PS O3
CO1	1	2	3	-	-	-	-	1	2	-	-	-	1	1	1	-	-	1
CO2	1	1	1	-	-	-	1	1	1	-	-	-	1	1	1	-	-	1
CO3	2	2	2	-	-	-	1	1	1	-	-	-	2	2	2	-	-	1
CO4	2	2	2	-	-	-	1	1	1	-	-	-	2	2	2	-	-	1
CO5	2	2	2	-	-	-	1	1	1	-	-	-	2	2	2	-	-	1
CO6	2	2	2	-	-	-	-	2	2	-	-	-	2	2	2	-	-	1