



CRITERIA 1.1.3

Different UG And PG Programme, Sample of Courses With Highlight On Ethics / Gender / Human Values / Environment And Sustainability Aspects Is Presented.

Programme: MBA

1. ETHICS



2. GENDER



3. HUMAN VALUES



4. ENVIRONMENT AND SUSTAINIBILITY





NETAJI SUBHAS UNIVERSITY

DEPARTMENT OF MANAGEMENT

MBA PROGRAMME

DETAILED SYLLABUS

Under CBCS Curriculum

(W.E.F. 2018)

Head
Department of Management
Netaji Subhas University

Dean Academics
Netaji Subhas University
Jamshedpur, Jharkhand



MBA Program Outline

The Master of Business Administration (M.B.A.) program is designed to equip students with managerial, analytical, and leadership skills necessary for success in a dynamic business environment. The program follows a structured curriculum divided into four semesters, incorporating core courses, electives, practical training, and industry exposure.

Program Structure

1. Duration:

- The M.B.A. program spans two years, divided into four semesters.

2. Core Courses & Labs (Semester I & II):

- The first two semesters consist of fourteen core courses covering fundamental business disciplines.
- Additionally, students undertake:
 - Two laboratory classes focused on business communication.
 - One personality development lab to enhance soft skills and leadership qualities.
 - One software lab for technological proficiency and business analytics.

3. Summer Internship Program (SIP):

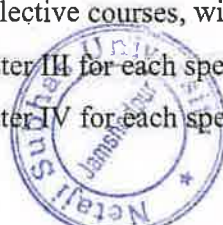
- After the completion of Semester II, students must undergo a 8-week Summer Training in a professional organization. The , students are required to complete a Summer Internship Project (SIP), which integrates academic knowledge with industry exposure.
- Upon completion, students must submit and present a detailed report based on their industry experience.

4. Dual Specialization (Semester III & IV):

- Students must opt for **Dual Specialization** by selecting two functional areas from the following:
 - a) Financial Management
 - b) Information Technology
 - c) Marketing Management
 - d) Human Resource Management
 - e) Supply Chain Management

5. Elective Courses (Semester III & IV):

- Each student must select four electives from each of the two chosen specializations.
- This results in a total of eight elective courses, with:
 - Two electives in Semester III for each specialization.
 - Two electives in Semester IV for each specialization.



6. Evaluation Criteria

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Internal Examination	20
	Attendance	05
	Assignments	05
End Term Exam (Summative)	End Term Examination	70
Total	-	100

Attendance Requirement (Formative Assessment):

- A **minimum of 75% attendance** is required for students to qualify for the **End Semester Examination**.
- The **allowance of 25%** includes **all types of leaves**, including **medical leaves**, as per university evaluation criteria.



MASTERS OF BUSINESS ADMINISTRATION (MBA)

NETAJI SUBHAS UNIVERSITY

1st to 4th Semester

First Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 01-QT 001	Quantitative Techniques	4	3-0-1	30	70	100
MBA 01-MM 002	Marketing Management	4	3-0-1	30	70	100
MBA 01-OB 003	Management Process & Organizational Behavior	4	3-0-1	30	70	100
MBA 01-AC 004	Accounting For Managers	4	3-0-1	30	70	100
MBA 01-ME 005	Managerial Economics	4	3-0-1	30	70	100
MBA 01- BL 006	Business Communication	3	2-0-1	20	30	50
MBA 01-CA 007	Computer Application in Management	3	2-0-1	20	30	50
	TOTAL	26		190	410	600

Second Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 02- BL 008	Business Law	4	3-0-1	30	70	100
MBA 02-HR 009	Human Resource Management	4	3-0-1	30	70	100
MBA 02-POR 010	Production & Operation Research	4	3-0-1	30	70	100
MBA 02-FM 011	Financial Management	4	3-0-1	30	70	100



MBA 02-RM 012	Research Methodology	4	3-0-1	30	70	100
MBA 02-IT 013	Decision Support System and Management Information System	4	3-0-1	30	70	100
	TOTAL	24		180	420	600

Third Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 03-IE 014	Indian Economy(CORE)	4	3-0-1	30	70	100
MBA03-OEC 015	Organization Effectiveness and Change(CORE)	4	3-0-1	30	70	100
MBA 03-PS 016	Project viva on SIP	3	0-0-34	30	70	100

SELECT ANY TWO SPECIALIZATIONS

(DUAL SPECIALIZATION: 2 PAPERS FROM ONE SPECIALIZATION AND 2 PAPERS FROM ANOTHER SPECIALIZATION)

Third Semester						
Specialization Paper						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MARKETING						
MBA 03-MM 01	Advertising & Sales Management	4	3-0-1	30	70	100
MBA 03-MM 02	International Marketing	4	3-0-1	30	70	100
		8		60	140	200
FINANCE						
MBA 03-FM 01	Security Analysis and Portfolio Management	4	3-0-1	30	70	100



MBA 03-FM 02	Tax Management	4	3-0-1	30	70	100
		8		60	140	200
HUMAN RESOURCE						
MBA 03-HR 01	Training and Development	4	3-0-1	30	70	100
MBA 03-HR 02	Labor Law	4	3-0-1	30	70	100
		8		60	140	200
INFORMATION TECHNOLOGY						
MBA 03-IT 01	Data Communication and Networking	4	3-0-1	30	70	100
MBA 03-IT 02	System Analysis and Design	4	3-0-1	30	70	100
		8		60	140	200
SUPPLY CHAIN MANAGEMENT						
MBA 03-SCM 01	Logistics Management	4	3-0-1	30	70	100
MBA 03-SCM 02	Supply Chain Management	4	3-0-1	30	70	100
		8		60	140	200

Fourth Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04 CESM 017	Corporate Evolution & Strategic Management	4	3-0-1	30	70	100
MBA 04-ECG 018	Ethics and Corporate Governance	4	3-0-1	30	70	100
		8		60	140	200



SELECT ANY TWO SPECIALIZATIONS

(DUAL SPECIALIZATION: 2 PAPERS FROM ONE SPECIALIZATION AND 2 PAPERS FROM ANOTHER SPECIALIZATION)

Fourth Semester

Specialization Paper

MARKETING

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-MM 01	Consumer Behaviour	4	3-0-1	30	70	100
MBA 04-MM 02	Retail Management	4	3-0-1	30	70	100
		8		60	140	200

FINANCE

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-FM 01	Project Planning & Management	4	3-0-1	30	70	100
MBA 04-FM 02	Merchant Banking & Financial Services	4	3-0-1	30	70	100
		8		60	140	200

HUMAN RESOURCE

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-HR 01	Performance Management System	4	3-0-1	30	70	100
MBA 04-HR 02	Compensation	4	3-0-1	30	70	100
		8		60	140	200

INFORMATION TECHNOLOGY

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-IT 01	Database Management System		3-0-1	30	70	100



MBA 04-IT 02	Network and Information Security	4	3-0-1	30	70	100
		8		60	140	200
SUPPLY CHAIN MANAGEMENT						
MBA 04-SCM 01	Procurement and Quality Management	4	3-0-1	30	70	100
MBA 04-SCM 02	Material and Store Management	4	3-0-1	30	70	100
		8		60	140	200



Program Specific Outcomes (PSOs)

PSO1: Provide students with the information, managerial abilities, and competencies needed to hold management and administrative roles in government, business, industry, and public sector.

PSO2: Gain the capacity to assess and evaluate the effects of a changing environment and react tactically and strategically as necessary.

PSO3: Develop the fundamental skills of leadership, entrepreneurship, critical and creative thinking, and decision-making.

PSO4: Assess societal, health, safety, legal, and cultural issues as well as the responsibilities that follow in management practice by using reasoning informed by contextual knowledge.

PSO5: Make wise management choices by applying ethical principles.

PSO6: Students must be able to work well both on their own and as a leader or member of different teams in interdisciplinary contexts.

PSO7: Determine business opportunities, develop, and implement workplace enhancements.

Program Outcomes (POs)

PO1: Ability to apply business management knowledge in practice.

PO2: Ability to integrate knowledge from economics, technology, law, and accounting into complex situations and provide effective solutions.

PO3: Demonstrate proficiency in communication by receiving and giving clear instructions, writing reports, preparing documentation, and making effective presentations.

PO4: Ability to work independently and collaboratively in diverse, multidisciplinary environments.

PO5: Apply management principles in practice while exhibiting leadership qualities.

PO6: Stay updated with the latest business environment developments through environmental scanning.

PO7: Conduct research and apply modern statistical and computational tools for analysis and informed decision-making.

PO8: Demonstrate IT knowledge and skills for efficient business processes and develop innovative methods for leveraging IT and e-commerce for a competitive advantage.

PO9: Ability to generate new and innovative ideas, understand the process of starting a business, and implement entrepreneurial strategies effectively.



PO10: Exhibit ethical conduct in personal and professional decisions while appreciating business ethics, social responsibility, and environmental concerns in the decision-making process.

PO11: Engage in continuous learning and research, recognizing its importance in professional and personal development.

PO12: Formulate and communicate original business ideas and business plans to a broader business audience.



FIRST SEMESTER

Paper - MBA 01-QT 001

QUANTITATIVE TECHNIQUES

Introduction: To apprise students with the construction of mathematical models for managerial decision situations and to use spread sheets or computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course outcomes

CO1: Understand the fundamental concepts of quantitative techniques and their application in managerial decision-making.

CO2: Apply statistical tools and techniques for data analysis, interpretation, and problem-solving in business scenarios.

CO3: Utilize probability theory and probability distributions to assess risks and make informed decisions.

CO4: Develop proficiency in correlation and regression analysis for predictive modelling and business forecasting.

CO5: Implement linear programming and optimization techniques for resource allocation and decision-making.

CO6: Analyze real-world business problems using sensitivity analysis and simulation techniques.

Unit 1	Defining Data: Cases , Variables, Values and Missing values
Unit 2	Interval scales: Measure of Dispersion.Range, Quartile déviation, Mea déviation, Standard déviation.
Unit 3	Interval scales: Measure of Dispersion.Range, Quartile déviation, Standard déviation
Unit 4	Normal Distribution: General Forms of Normal curve, Area under Normal curve.
Unit 5	Probability, Theory & Probability Distribution: Binomial, Poisson , Normal



	& Exponential
Unit 6	<p>Linear Correlation & Regression: Linear Regression, Correlation, Estimation of Regression Co-efficient, Calculation of Correlation Co-efficient, Significance Test of Correlation Regression.</p> <p>Sensitivity analysis & Linear programming: Introduction, Change in Objective function, Co-efficient & Change in the availability of resources.</p> <p>Case Study</p>

Reference Books

1. Statistics by S.P, Gupta, M.P Gupta (Sultan Chand & Sons)
2. Statistics for Management – Richard Levin, David S. Rubin
3. Das, N.G. Statistical Methods (M. Das & Co.: Kolkata).
4. Hogg, Introduction to Mathematical Statistics (Pearson: New Delhi)
5. Comprehensive Statistical Method by S.Arora. (S Chand Publication)

Course Articulation Matrix (MBA 01-QT 001 - Quantitative Techniques)																				
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	
CO1:	3	3	2	1	2	3	3	2	2	2	2	2	3	3	2	2	2	2	2	
CO2:	3	3	2	2	2	3	3	3	2	2	3	2	3	3	2	2	2	2	3	
CO3:	3	3	2	1	2	3	3	2	3	2	2	2	3	3	2	2	2	2	3	
CO4:	3	3	2	2	3	3	3	2	3	2	2	2	3	3	3	2	2	2	3	
CO5:	3	3	2	2	2	3	3	3	3	2	2	2	3	3	3	2	2	2	3	
CO6:	3	3	2	2	2	3	3	2	3	2	3	2	3	3	3	2	2	2	3	
3 = High Relevance																				
2 = Moderate Relevance																				
1 = Low Relevance																				
Blank = No Direct Mapping																				



MARKETING MANAGEMENT

Introduction : The course is designed to provide students with a comprehensive understanding of marketing as both a business function and a strategic philosophy. The primary objective is to introduce the fundamental concepts of marketing, emphasizing its role in business success and consumer engagement.

Course Outcome

CO1: Understand the core concepts, principles, and scope of marketing and its role in business strategy.

CO2: Analyze consumer behavior and market segmentation to develop targeted marketing strategies.

CO3: Apply the principles of product management, pricing strategies, and branding for competitive advantage.

CO4: Develop effective marketing communication and promotional strategies, including digital and traditional media.

CO5: Understand and implement distribution and supply chain management strategies for efficient product and service delivery.

CO6: Utilize market research and data analytics to make informed marketing decision

Unit 1	Introduction to Marketing, Market and Marketing , the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations . Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment. The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control. Consumer Behavior: Psychological, Social, and Cultural Influences
Unit 2	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective



	Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P).
Unit 3	Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labeling, New Product Development, Product Life Cycle (PLC). Brand and Branding Strategy: Introduction, Brand and Branding. Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development
Unit 4	Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies. Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Whole selling.
Unit 5	Promotion Management: Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Process of Communication, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity.
Unit 6	Distribution & Supply Chain Strategies :Logistics & Channel Management ,Retail & Wholesale Distribution Strategies,E-commerce & Omni-Channel Retailing Market Research & Data Analytics Marketing Research Process & TechniquesData-Driven Decision Making in MarketingRole of AI & Big Data in Marketing Analytics. Case Study

Reference Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithaleswar Jha, "Marketing Management", 13th Edition, Pearson Publications Limited. 2012
2. Noel Capon and Siddharth Shekar Singh, "Managing Marketing-An Applied Approach", Wiley India Pvt. Limited 2014



3. Noel Capon and SiddharthShekar Singh, "*The Marketing Tool kit*", Wiley India Pvt. Limited 2014.
4. Charles W.Lamb, Joseph F.hair, Sharma, McDaniel, "*MKTG- Principles of Marketing*" A South Asian Perspective, Cengage Learning 2012
5. Philip Kotler, Kevin Lane Keller, "*A framework for marketing management*", 4th edition, Pearson, 2012.

Course Articulation Matrix – MBA 01-MM 002 (Marketing Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7
CO1:	3	3	2	2	3	2	1	3	2	3	2	2	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	2	2	2	3	3	2	2	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	2	2	3	3	3	2	2	3	3	3	2	3	2	3
CO4:	3	3	3	2	3	2	2	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
3 = High Relevance																			
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Paper - MBA 01-OB 003

MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOR

Introduction: The course also focuses on enabling students to analyze how people behave under different conditions and understand the reasons behind their actions. Through psychological and behavioral theories, students will explore factors such as perception, attitudes, emotions, and cultural influences that drive employee behavior and decision-making.

Course outcomes:

CO1: Understand the fundamental principles of management, including planning, organizing, leading, and controlling.



CO2: Analyze different organizational structures, cultures, and their impact on business efficiency and effectiveness.

CO3: Examine individual and group behavior in organizations to enhance motivation, leadership, and team dynamics.

CO4: Apply theories of personality, perception, and learning to improve managerial decision-making.

CO5: Evaluate the impact of organizational change, stress management, and conflict resolution on workplace productivity.

CO6: Demonstrate ethical behavior and corporate social responsibility while managing people and organizational resources.

Unit 1	.Definition, Characteristics of organizational behaviour, Contributing disciplines to the OB field; Significance of OB; Nature and scope of OB; Challenges and opportunities for OB. Organizational behaviour models: Cognitive framework, Behaviouristic framework and Social cognitive framework
Unit 2	Perception: Concept, nature, process, importance, perceptual process; Factors influencing perception; Perceptual distortion, Management and behavioural applications of perception. Attitudes – Source of attitudes; Types of attitudes, Attitudes and consistency – Cognitive dissonance theory, Attitude measurement.
Unit 3	Personality - Personality determinants; Personality traits: The Big Five model, Major personality attributes influencing OB; Theories of personality. Learning: Concept, theories of learning, principles of learning. Stress: Understanding Stress, causes and consequences of stress, Managing stress.
Unit 4	Group Behaviour Motivation: Theories of motivation: Early and contemporary views, Applications of motivation Leadership: Styles and theories of leadership- Trait, behavioural and situational theories Group Dynamics, Types of groups, Stages of group development, Group cohesiveness, Group decision making.
Unit 5	Conflicts- Transitions in conflict thought; Functional versus Dysfunctional conflict; Classification of conflict: Intra-individual, Inter-personal, Intergroup, Conflict process; Conflict management.



Unit 6	Organizational culture: Concept, characteristics, elements of culture, creating and sustaining organizational culture. Case study
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Reference Books

- 1) Robbins, S.P., Sanghi, S. & Judge, T. A. (2020). Organizational Behavior. New Delhi: Pearson Education.
- 2) Luthans, F. (2010). Organizational Behaviour. New Delhi: Tata McGraw-Hill.
- 3) Aswathappa, K. (2016). Organizational Behaviour. New Delhi: Himalaya Publishing House. Newstrom J. (2015). Organizational Behaviour: Human Behaviour at Work. New Delhi: Tata McGraw-Hill.
- 4) Steven, Von & Sharma., (2014). Organizational Behaviour. New Delhi: Tata McGraw- Hill.
- 5) Pareek, U. (2011). Understanding Organizational Behaviour. New Delhi: Oxford Publishers.

Course Articulation Matrix – MBA 01-OB 003 (Management Process & Organizational Behavior)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	3	3	2	2	2	2	3	2	3	3	3	3	2	3	3	3
CO2:	3	3	2	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO3:	3	3	3	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO4:	3	3	3	3	3	2	2	2	2	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3	3
CO 6:	3	3	2	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 01-AC 004

ACCOUNTING FOR MANAGERS

Introduction: The course provides a comprehensive understanding of accounting principles, financial analysis, and decision-making techniques essential for managerial roles. It introduces students to key accounting concepts, bookkeeping, and financial reporting practices while emphasizing their application in business management.

Course outcomes:

CO1: Understand the fundamental concepts and principles of accounting and their application in managerial decision-making.

CO2: Analyze financial statements to assess the financial health and performance of an organization.

CO3: Apply cost accounting techniques for budgeting, cost control, and profit maximization.

CO4: Utilize management accounting tools for decision-making, including marginal costing and break-even analysis.

CO5: Interpret cash flow and fund flow statements to evaluate financial planning and investment decisions.

CO6: Understand contemporary accounting practices, including IFRS, GAAP, and ethical considerations in financial reporting.

Unit 1	Introduction to Accounting, Meaning of Book Keeping, Accounting and Accountancy, Accounting Concepts and Conventions, Financial Accounting V/S Management Accounting, Accounting Process, double entry book keeping, The Accounting Equation
Unit 2	Bank Reconciliation statement- Reasons for difference, Preparation Depreciation- Causes, Importance, Methods as per Indian taxation norms.
Unit 3	Company Final Accounts in India - Preparation and Presentation of Final Accounts, Form and Contents of Balance Sheet and Profit and Loss Account, Balance Sheet as Per Schedule VI, Profit and Loss Account, Profit and Loss Appropriation Account, Annual Reports and Its Contents. Cash study
Unit 4	Financial Statement Analysis - Meaning and Objectives of Financial Statement



	Analysis, Standards of Comparison, Techniques of Financial Statement Analysis, Horizontal or Comparative Analysis, Vertical or Common Size Analysis, Trend Analysis, Ratio Analysis: Profitability Ratios, Activity Ratios, Solvency Ratios and Capital Market Ratios.
Unit 5	Funds Flow Statement- Movement of funds .Fund from operations, Adjusted profit and loss account. Cash Flow Statement - Cash flow activities ,Operating activities, Investing activities, Financing activities ,Disclosure of non-cash activities, Preparation methods, Rules (operating activities),Rules (financing activities).
Unit 6	Marginal Costing - concept and characteristics of marginal costing, difference between absorption costing and marginal costing, CVP analysis, break-even chart, break-even point, price volume ratio, and margin of safety, merits, demerits, and applications of marginal costing. Cash study

Reference Books

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, .
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 7th edition, Cengage Learning.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning.

Course Articulation Matrix – MBA 01-AC 004 (ACCOUNTING FOR MANAGER)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	2	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



MANAGERIAL ECONOMICS

Introduction: The course provides a strong foundation in economic principles and their practical application in business decision-making. It helps students understand the impact of economic forces on business strategy, demand and supply analysis, production decisions, market structures, and macroeconomic factors. Through topics such as pricing strategies, cost analysis, national income, and inflation, students will gain the ability to assess economic conditions and optimize resource allocation for business growth.

Course Outcomes (COs)

CO1: Understand the fundamental concepts of managerial economics and their role in business decision-making.

CO2: Apply demand and supply analysis to assess market conditions and make informed business decisions.

CO3: Evaluate different market structures and pricing strategies to enhance competitive advantage.

CO4: Analyze production and cost functions to optimize resource allocation and efficiency.

CO5: Utilize macroeconomic indicators and policies to assess their impact on business operations.

CO6: Apply economic theories and quantitative techniques to solve real-world business problems.

Unit 1	Meaning and Importance of Managerial Economics and Marginal Analysis. Introduction, meaning, Scope & Importance of Managerial Economics. Marginal Concepts: Marginal Utility, Average Utility, Total Utility & their relations. Consumer's Equilibrium – Single commodity and more than single commodity.
Unit 2	Demand & Supply functions: Introduction, Meaning of Demand, Law of Demand, Exceptions of the law of Demand. Elasticity of Demand, Types and Measurement of Elasticity of Demand. Meaning & Law of Supply, Exceptions of the Law of Supply. Elasticity of Supply, types and determining factors of Elasticity of Supply. Theory of Demand: Indifference Curve Analysis. Revealed Preference Approach of Prof. Samuelson



Unit 3	Production: Production function, Short run and Long run Production functions. Law of Variable Proportion, ISO Product Curve Cost Analysis: Types of Costs, Cost Curves and their relations. Revenue, Revenue Curves. Even Analysis.
Unit 4	Market Structure and Price Determination: Perfect Competition and Imperfect Competition. Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition in short run and long run. Discriminating Monopoly and its Output & Price Determination. Profit maximization and Sales Maximization
Unit 5	Macro Concepts: Introduction, National Income, various concepts of National Income. Various Methods of measuring National Income.
Unit 6	Consumption function and Investment function: Meaning of Consumption function and Investment function. Marginal efficiency of Capital (MEC). Multiplier and Accelerator Inflation and Deflation: Meaning of Inflation and Deflation. Merits and Demerits of Inflation. Effects of Inflation and Deflation. WPI & CPI Business Cycle, Demand Forecasting. Casestudy

Reference Books

- 1) Petersen, H. C., Lewis, W.C. & Jain, S.K. (2008). Managerial Economics. New Delhi: Pearson Education.
- 2) Salvatore, D., (2012). Managerial Economics: Principles and Worldwide application. New York: Oxford University Press.
- 3) Mithani D.M. (2015). Principles of Economics. New Delhi: Himalaya Publishing House.
- 4) Dwivedi D.N. (2011). Managerial Economics. New Delhi: Vikas Publications.
- 5) Maheswari, Y. (2012), Managerial Economics. New Delhi: PHI Learning Pvt. Ltd.
- 6) Gupta, G.S. (2011). Managerial Economics. New Delhi: Tata McGraw-Hill.



Course Articulation Matrix – MBA 01-ME 005 (Managerial Economics)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	2	3	3	3	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	2	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	2	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 01- BL 006

BUSINESS COMMUNICATION

Introduction: The course is designed to enhance students' ability to communicate effectively in professional and corporate settings. It focuses on different forms of communication, including verbal, non-verbal, written, and intercultural communication, to develop skills necessary for leadership and management roles.

Course Outcomes (COs)

CO1: Understand the principles and importance of effective communication in business settings.

CO2: Develop strong written communication skills for reports, emails, and business correspondence.

CO3: Enhance verbal communication and presentation skills for professional success.

CO4: Apply interpersonal communication skills to manage workplace interactions effectively.

CO5: Utilize digital communication tools for professional and corporate communication.

CO6: Demonstrate business etiquette, active listening, and negotiation skills in diverse business environments.



Unit 1	Communication In Business: Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.
Unit 2	Non-Verbal And Intercultural Communication: Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.
Unit 3	Oral Communication: Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies
Unit 4	Business Correspondence: Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé.
Unit 5	Business Proposals And Reports: Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.
Unit 6	Case Study

Reference Books

1. McGrath, E. H., S.J, Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi,
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated BusinessCommunication in a Global Market Place.3rd ed. John Wiley India, New Delhi.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western,



Course Articulation Matrix – MBA 01-BL 006 (Business Communication)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	2	3	2	2	2	2	2	2	3	3	3	3	3	2	3	3	3	2
CO2:	3	2	3	2	2	2	2	2	2	3	3	3	3	3	2	3	3	3	2
CO3:	3	2	3	2	3	2	2	2	3	3	3	3	3	3	2	3	3	3	2
CO4:	3	2	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3	3	3
CO5:	3	2	3	2	3	3	2	3	3	3	3	3	3	3	2	3	3	3	2
CO6:	3	2	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 01-CA 007

COMPUTER APPLICATION IN MANAGEMENT

Introduction: The course provides students with an understanding of computer systems, software applications, and their role in business operations. It covers fundamental concepts such as hardware components, data processing, and operating systems, along with practical applications in word processing, spreadsheets, and presentations.

Course Outcomes (COs)

CO1: Understand the role of computer applications in business operations and management.

CO2: Apply MS Office tools (Excel, Word, PowerPoint) for business documentation and analysis.

CO3: Utilize data management systems and databases for effective decision-making.

CO4: Explore the use of enterprise resource planning (ERP) and management information systems (MIS).

CO5: Analyze the impact of e-commerce, digital marketing, and cloud computing on modern businesses.

CO6: Apply IT tools in financial modeling, data analytics, and business problem-solving.



Unit 1	Computers: Components of a Computer System, Data Processing, Computers in Business. Generations of Computers and Computer Languages.
Unit 2	Disk Operating System: Internal and External Commands, Windows Operating System
Unit 3	Word Processing using MS-Word Spreadsheets using MS- Excel Range, Formulas, Functions, Database Function in Spreadsheet, Graphics on Spreadsheet. Presentation using MS- PowerPoint
Unit 4	Data Files: Types / Organization , Master and Transaction Files Program Development Cycle.
Unit 5	Data Communication: Components of Data Communication System, Communication Devices- Modem , Multiplexing, Classification of Communication Channel
Unit 6	Networking: LAN and WANs, Network Interconnectivity- Bridges, Gateways, Routers, Repeaters, Management Information System in Business Organization: Concepts, Needs, Types, Transaction Processing System (TPS), Decision Support System(DSS), Executive Information System(EIS), Office Automation System (EIS), Expert System.

Reference Books

- 1) Ramesh, B. (2008). Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd
- 2) Cyganski, D. (2011). Information Technology: Inside and outside. New Delhi: Prentice Hall.
- 3) Basandra, S.K. (1998). Computers Today. New Delhi: Galgotia publishing company.
- 4) Leon A., & Leon, M. (2000). Introduction to Computers. New Delhi: Sangam Books Ltd.
- 5) Leon, A. (2009). Fundamentals of Information Technology. New Delhi: Vikas Publishing.
- 6) Kakkar, D.N., Goyal, R. (2003), Computer Applications in Management. New Delhi: New Age International.



Course Articulation Matrix – MBA 01-CA 007 (Computer Application in Management)																			
COs Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	2	3	2	3	2	2	2	3	3	3	2	2	3	2	3
CO2:	3	2	3	2	2	3	2	3	2	2	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	2	2	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	2	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



SECOND SEMESTER

Paper - MBA 02- BL 008

BUSINESS LAW

Introduction : The course provides students with a foundational understanding of key legal frameworks governing commercial transactions and corporate entities. It covers essential business laws such as the Indian Contract Act, Partnership Act, Sale of Goods Act, Negotiable Instruments Act, Companies Act, Consumer Protection Act, and the Information Technology Act.

Course Outcomes (COs)

CO1: Understand the fundamental principles of contract law, including essential elements, types, and enforcement of contracts.

CO2: Analyze the legal framework governing partnerships, the sale of goods, and the rights and duties of buyers and sellers.

CO3: Examine the provisions of the Negotiable Instruments Act, including the functioning of promissory notes, bills of exchange, and cheques.

CO4: Interpret company law provisions related to company formation, types of companies, roles and responsibilities of directors, and corporate governance.

CO5: Evaluate consumer rights, dispute redressal mechanisms, and legal protections under the Consumer Protection Act and Information Technology Act.

CO6: Apply business law concepts through case study analysis to develop problem-solving and legal reasoning skills.

Unit 1	Indian Contract Act, 1872 Contract: Definition and its essentials, Valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Void agreement, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency
Unit 2	Partnership and its essentials, Partners: Rights and Duties and Type, Position of Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Meaning of Contract of Sale, Types of Goods, Conditions and Warranties, Delivery-three types of delivery, rules as to

	delivery. Right of Unpaid Seller against the Goods, Auction sale, Rules regarding sale by Auction [section 64].
Unit 3	Negotiable Instruments Act, 1881 Meaning of Negotiable Instrument, Types of negotiable instruments: Promissory Note, Essentials of promissory note, Meaning of Bill of Exchange and Cheques, Essentials of bills of exchange, Defining Cheque, Characteristics of cheque, Holder and Holder in due course, Negotiation, Presentment, Crossing of Cheques, Bouncing of Cheques
Unit 4	Companies Act, 1956 and 2013 Nature and Definition of a Company, Classification of Companies On the Basis of Membership, Steps in formation of company, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. Major amendments in 2013.
Unit 5	Consumer Protection Act, 1986 and the Information Technology Act, 2000 Complaint, Consumer, Defect and deficiency, Consumer dispute redressal agency, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. Objectives of IT Act, Salient features of the Act, Electronic Governance.
Unit 6	Case Study

Reference Books

- 1) Kapoor, N.D. (2016). Business Law. New Delhi: Sultan Chand & Sons.
- 2) Tulsian, P.C. & Tulsian, B. (2014). Business Law. New Delhi: McGraw- Hill education. Gulshan J.J. (2012). Business Law Including Company Law. New Delhi: New Age International Publishers.
- 3) Kuchhal, M.C. (2013). Business Law. New Delhi: Vikas Publications.
- 4) Singh, A. (2012). Principles of Mercantile Law. New Delhi: Eastern Book Company.



Course Articulation Matrix – MBA 02-BL 008 (Business Law)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	2	2	2	3	2	3	3	3	2	3	3	2	2
CO2:	3	3	2	2	3	3	2	2	2	3	2	3	3	3	2	3	3	2	2
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	3	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 02-HR 009

HUMAN RESOURCE MANAGEMENT

Introduction : The course also explores emerging trends in HRM, particularly in a globalized and cross-cultural business environment, preparing students to adapt to the dynamic workforce landscape. Case studies and practical applications enable students to develop problem-solving skills in real-world HR scenarios.

Course Outcomes (COs)

CO1: Understand the concepts, functions, and objectives of Human Resource Management, along with challenges in a globalized business environment.

CO2: Analyze human resource planning, job evaluation, and recruitment strategies, including selection, induction, career planning, and outsourcing.

CO3: Assess training and development processes, training needs analysis, and evaluate the effectiveness of training programs.

CO4: Examine performance appraisal methods, compensation structures, and legal considerations in performance management.

CO5: Explore industrial relations frameworks, approaches, and their impact on workplace harmony and organizational success.

CO6: Apply HRM concepts through case study analysis to develop strategic problem-solving and decision-making skills.



Unit 1	Introduction Concept, Nature, Scope, Objectives and Functions of Human Resource Management, HRM: The challenges – Environmental, Organizational and Individual, Emerging trends of HRM in globalized economy and cross cultural environment.
Unit 2	Human Resource Planning Human resource planning, Job analysis, Job evaluation, Job design, Recruitment – Sources, objectives, Selection: Concept, Procedure and Cost benefit analysis of selection, Induction, Career planning, Bases of Promotion, Transfer, Separations, Outplacement and Outsourcing HR.
Unit 3	Training & Development and Performance Appraisal Training & Development – Concept, Training needs assessment, Types of training programmes: On the-job and off-the-job, ROI of training, metrics for evaluation of training programme.
Unit 4	Performance Appraisal- Objectives, Uses and Methods – Traditional and Modern methods, Problems of performance appraisal, Legal issues in Performance Appraisal, Compensation – Concepts, Types, Factors determining compensation
Unit 5	Industrial Relations Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System
Unit 6	Case study

Reference Book

- 1) Dessler, G. (2015). Human Resource Management. New Delhi: Pearson Education.
- 2) Rao, V.S.P. (2014). Human Resource Management. New Delhi: Excel Books.
- 3) Durai, P. (2016). Human Resource Management. New Delhi: Pearson Education.
- 4) Rao, S. P. (2011). Personnel & Human Resource Management. New Delhi: Himalaya Publishing House.
- 5) Aswathappa, K. (2010). Human Resource Management- Text & Cases. New Delhi: Tata McGraw-Hill



Course Articulation Matrix – MBA 02-HR 009 (Human Resource Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7
CO1:	3	3	2	3	3	2	2	2	2	3	2	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO4:	3	3	3	3	3	2	2	2	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	3	3	3	3	2	2	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 02-POR 010

PRODUCTION & OPERATION RESEARCH

Introduction : The Production and Operations Management (POM) course provides students with a comprehensive understanding of the principles and practices involved in managing production processes and operational activities within organizations. It covers key aspects such as production planning, plant location, facility layout, forecasting, inventory management, and decision-making models to optimize efficiency and productivity.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, scope, and significance of production and operations management, along with its relationship with other business functions.

CO2: Analyze plant location and facility layout decisions, production systems, new product development, and work measurement techniques.

CO3: Evaluate forecasting methods, production planning strategies, capacity planning, and inventory management techniques for effective resource utilization.

CO4: Apply mathematical models such as transportation and assignment algorithms to optimize operational decisions.



CO5: Utilize PERT/CPM, decision theory, and queuing models to enhance efficiency and productivity in manufacturing and service operations.

CO6: Implement game theory and decision tree analysis for strategic decision-making in uncertain and competitive business environments.

Unit 1	Definition, Nature, Scope and Significance of Production and Operations Management, Relationship with other functional areas, Recent trends in Production and Operations Management, Production Cycle, Production Planning & Control: Basic functions, Concept of ergonomics.
Unit 2	Plant location, selection; Plant and Facilities layout, types of layout and their characteristics; Production Systems, types of production system, JIT & Lean system; Product design, New product development, Value analysis, Work measurement and Job design
Unit 3	Plant location, selection; Plant and Facilities layout, types of layout and their characteristics; Production Systems, types of production system, JIT & Lean system; Product design, New product development, Value analysis, Work measurement and Job design
Unit 4	Forecasting and Capacity planning, Types and methods of Forecasting, Overview of Aggregate production planning, Production Strategies, Capacity requirement planning, MRP, Scheduling, Purchase management, Inventory management and techniques of Inventory management.
Unit 5	Transportation and Assignment models: Transportation Algorithm- Initial solution for optimality, Trans-shipment and routing problems, Hungarian methods of Assignment problem. Queuing Theory: Essential features, Performance measure of a Queuing system, Probability Distribution in Queuing Systems.
Unit 6	PERT and CPM: Significance of using PERT/CPM, PERT/CPM Network Components and Precedence Relationship. Decision Theory and Decision Trees: Decision making under Uncertainty, Decision making under Risk, Decision Tree Analysis. Game Theory: Two person Zero-Sum Games, Pure strategies, Mixed strategies, Principles of Dominance. Case Study

Reference Book

- 1) Vohra, N.D. (2009). Quantitative Techniques in Management. New Delhi: Tata McGraw-Hill.
- 2) Taha, H. A. (2010). Operations Research - An Introduction. New Delhi: Prentice-Hall.
Sharma, J. K., (2006). Operations Research. New Delhi: Macmillan Publishers India.
- 3) Kapoor, V.K. (2014). Operations Research. New Delhi: S. Chand.



- 4) Chary, S.N. (2012). Production and Operations Management. New Delhi: Tata McGraw-Hill

Course Articulation Matrix – MBA 02-POR 010 (Production & Operation Research)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7
CO1:	3	3	2	3	3	3	2	2	2	3	2	3	3	3	3	2	3	3	3
CO2:	3	3	2	3	3	3	2	2	2	3	2	2	3	3	3	2	3	3	3
CO3:	3	3	2	3	3	3	3	2	3	3	2	2	3	3	3	2	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 02-FM 011

FINANCIAL MANAGEMENT

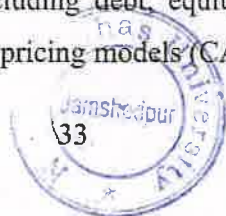
Introduction : The course provides students with a comprehensive understanding of financial principles, tools, and decision-making strategies essential for business success. It covers key aspects such as financial planning, investment decisions, risk assessment, capital structure, and working capital management to optimize financial performance. The course explores time value of money, capital budgeting techniques, cost of capital, and dividend decisions, helping students make informed financial choices.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, goals, and functions of financial management, including profit maximization vs. wealth maximization.

CO2: Apply time value of money concepts, including present and future value calculations; annuities, and risk-return analysis.

CO3: Evaluate the cost of capital, including debt, equity, and weighted average cost of capital (WACC), and apply capital asset pricing models (CAPM).



CO4: Analyze capital budgeting techniques, investment evaluation criteria, and their role in long-term financial decision-making.

CO5: Assess capital structure theories, leverage concepts, and dividend decisions to optimize financial performance.

CO6: Implement working capital management strategies, including cash management, receivables management, and inventory control, for efficient financial operations.

Unit 1	Introduction to Financial Management - Goal of the Firm, Definition of Financial management, Profit Maximization vs. Wealth Maximization, Profit Maximization, Objections to Profit Maximization, Wealth Maximization, Agency problems, Role of Financial Management.
Unit 2	Time Value of Money - Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real, Nominal and Effective rate of return, Compounding and discounting.
Unit 3	Cost of Capital - Cost of Capital, Cost of Debt, Irredeemable Debenture (Perpetual Debenture), Redeemable Debenture, Common Stock, Preferred Stock or Preference Shares, Weighted Average Cost of Capital, Limitations of WACC, Considerations in Calculating WACC, Capital Asset Pricing Model or CAPM
Unit 4	Capital Budgeting - Meaning of Capital Budgeting, Nature of Capital Budgeting, Procedure of Capital Budgeting, Significance of Capital Budgeting, Investment Evaluation Criteria, Discounted Cash Flow Criteria (Modern Method), Non-discounted Cash Flow Criteria (Traditional Method).
Unit 5	Capital Structure Theories - Capital Structure Designing, Financial Leverage, Operating Leverage, Combined Leverage, Approaches of Financial Management, Modigliani Millar Approach, Modern Approach to Corporate Finance in an Improvement on the Traditional , Dividend Decisions, Relevance vs Irrelevance of Dividends
Unit 6	Working Capital Management and Finance- Cash Management, Motives for Holding Cash, Objective of Cash Management, Facts of Cash Management, Receivables Management, Study of Credit Policy, Inventory Management, Defining Inventory, Nature of Inventories, Reasons for Holding Inventories, Inventory Management Techniques, Working Capital Finance, Concept of Working Capital, Operating Cycle Concept of Working Capital, Definition of



	Working Capital, Importance of Working Capital, Determinants of Working Capital, Meaning and Concept of Working Capital and its Management, Types of Working Capital, Working Capital Finance. Case study
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Reference Books

- 1) Van Horne, J.C. (2016). Financial Management and Policy. New Delhi: Pearson Education. .Knott, G. (2004). Financial Management. Basingstoke, UK: Palgrave.
- 2) Khan, M.Y. and Jain, P.K. (2016). Financial Management. New Delhi: Tata McGraw Hill.
- 3) Chandra, P. (2016). Fundamentals of Financial Management, Tata McGraw Hill.
- 4) Rustagi, R.P. (2000). Financial Management. New Delhi, Galgotia.
- 5) Lawrence, J. G. (2004). Principles of Managerial Finance. New Delhi: Pearson Education.
- 6) Ravi, M. K. (2015). Financial Management. Kolkata: Taxmann.
- 7) Damodaran, A. (2016). Corporate Finance -Theory & Practice. New Delhi: Wiley.

Course Articulation Matrix – MBA 02-FM 011 (Financial Management)

COs Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

3 = High Relevance

2 = Moderate
Relevance

1 = Low Relevance

Blank = No Direct
Mapping



RESEARCH METHODOLOGY

Introduction: The course provides students with a structured approach to conducting research in business and management. It covers key aspects of the research process, problem identification, hypothesis formulation, research design, data collection, sampling techniques, and data analysis. The course enables students to develop critical thinking and analytical skills necessary for conducting both qualitative and quantitative research. Additionally, students will gain hands-on experience in data processing, statistical analysis, and report writing, preparing them for academic and professional research applications.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, role, and process of research in business and management.

CO2: Identify and formulate research problems, define variables, and construct a strong research framework.

CO3: Develop and test research hypotheses using null and alternative hypothesis testing methods.

CO4: Analyze different research designs, including experimental and non-experimental approaches, for effective study planning.

CO5: Apply appropriate data collection methods, sampling techniques, and measurement scales to ensure research validity and reliability.

CO6: Process and analyze research data using statistical tools, generate meaningful insights, and present findings through structured research reports.

Unit 1	Introduction to research- Concept, Definition, Role & Research Process
Unit 2	Problem identification & Formulation- Defining research problem, importance of research problems, Construct variables
Unit 3	Research hypothesis- formulating research hypothesis, Quality & measurement issues of hypothesis, concept of null & alternative hypothesis, hypothesis testing – logic & importance
Unit 4	Research design – types, concepts, feature of research design. Experimental & Non-experimental research design
Unit 5	Methods of data collection- Secondary data collection method, survey method data collection, Concept of qualitative & quantitative research, Attitude



	Measurement & scaling – Types of measurement scales, Questionnaire designing: reliability & validity. Sampling Techniques- Nature of Sampling, Determination the size of the sample, Probability & Non-probability Sampling.
Unit6	Processing & Analysis of Data- Univariate (Bar charts, Pie Charts, Percentages), Bivariate & Multivariate analysis (including cross tabulation & chi-square test.) Report Preparation and Presentation. Report generation, report writing- title page, abstract, introduction, Methodology, Result, Discussion, References & Appendices

Reference Books

- 1) Kothari, C.R. (2014). Research Methodology Methods and Techniques. New Delhi: New Age Publishers.
- 2) Saunders, M.N.K. (2012). Research Methods for Business students. New Delhi: Pearson Education.
- 3) Panneerselvam, R. (2014). Research Methodology. New Delhi: Prentice Hall of India.
- 4) Alan, B. & Bell. E. (2011). Business Research Methods. Toronto: Oxford University Press.
- 5) Bajpai, N. (2011). Business Research Methods. New Delhi: Pearson Education.
- 6) Murthy, S. N. & Bhojnana, U. (2010). Business Research Methods. New Delhi: Excel Books

Course Articulation Matrix – MBA 02-RM 012 (Research Methodology)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	2	3	3	2	2	3	3	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	3	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

Introduction : The course enables students to analyze how information systems support organizational functions, improve efficiency, and drive business success. Additionally, practical applications such as data modeling, database design, and simulation techniques equip students with the necessary skills to implement and manage MIS effectively in a corporate environment.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, scope, characteristics, and functions of Management Information Systems (MIS).

CO2: Analyze the decision-making process under different conditions, including certainty, uncertainty, and risk, using Simon's Model of Decision Making.

CO3: Examine the relevance, scope, and classification of Decision Support Systems (DSS) in business operations.

CO4: Understand system concepts and apply the System Development Life Cycle (SDLC) approach to MIS implementation.

CO5: Evaluate database management systems (DBMS), including data models such as hierarchical, network, and relational models.

CO6: Apply Simon's Model and simulation techniques in information system design, and assess database system performance through case studies.

Unit 1	Management Information System: Definitions, Nature & Scope of MIS, Characteristics of MIS, Functions of MIS
Unit 2	Decision Making Process & MIS :Decision under Certainty, Decision under Uncertainty, Decision under Risk, Simons Model of Decision Making
Unit 3	Decision Support System: An Overview, Relevance, Scope of DSS, Classification of DSS
Unit 4	System and System Concepts: System Development Life Cycle.
Unit 5	Database Management System: Sources of data, Data file environment, Database environment, Data Models – Hierarchal, Network, Relational model.



Unit6	Simon's model in information system design, Simulation techniques, Building of Data Base Management System: Building, Implementation, Performance testing. Case study
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Reference Books

1. Decision Support Systems and Management Information System by Mr. Pawan Thakur , Mr. Ram Kumar
2. Jawadekar, W.S., "Management Information Systems", Tata McGraw Hill Private Limited, New Delhi.
3. Kenneth C. Laudon and Jane P. Laudon: "Management Information Systems" 9/e, Pearson Education, New Delhi.
4. Alex Leon and Mathew Leon: "Data Base Management Systems", Vikas Publishing House, New Delhi.
5. Goyal, D.P.: "Management Information System", MACMILLAN India Limited, New Delhi.

Course Articulation Matrix – MBA 02-IT 013 (Decision Support System & Management Information System)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



THIRD SEMESTER

Paper - MBA 03-IE 014

INDIAN ECONOMY

Introduction: The course explores the impact of global trade organizations like WTO, GATT, TRIMS, and TRIPS, along with foreign investment trends, helping students understand India's position in the global economic landscape. Case studies further enhance critical thinking and analytical skills by applying theoretical knowledge to real-world economic issues.

Course Outcomes (COs)

CO1: Understand the structure and characteristics of the Indian economy, including economic growth, development, and sectoral changes.

CO2: Analyze economic planning objectives, industrial policies, and major economic challenges such as poverty, unemployment, and inequality.

CO3: Evaluate India's foreign trade policies, balance of payments, and export-import strategies, along with the role of FEMA and export promotion initiatives.

CO4: Examine emerging economic issues in India, including globalization, digital transformation, and sustainable development.

CO5: Assess the impact of WTO agreements (GATT, TRIMS, TRIPS) on the Indian economy and analyze foreign investment trends (FDI, FII, and portfolio investments).

CO6: Apply economic theories and policy analysis to real-world case studies, enhancing problem-solving and decision-making skills.

Unit 1	Structure of Indian Economy Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.
Unit 2	Planning and Economic Development and Problems in Indian Economy Objective of Economic Planning in India. Tenth Five Year Plan. Industrial Policy-



	1991, Disinvestments of Public Enterprises. Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power
Unit 3	Indian Economy & Foreign Trade Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), and Export Promotion
Unit 4	Indian Economy – Emerging Issues
Unit 5	WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.
Unit 6	Case Study

Reference Books

- 1) Managerial Economics, Suman Damodaran, Oxford Publication
- 2) Managerial Economics, D.N.Dwedi, Vikash Publication
- 3) Managerial Economics, H.L.Ahuja, S. Chand and Co. Ltd.
- 4) Managerial Economics, Atmanand, Excel Books
- 5) Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education

Course Articulation Matrix – MBA 03-IE 014 (Indian Economy)

COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

3 = High Relevance

2 = Moderate
Relevance

1 = Low Relevance

Blank = No Direct
Mapping



Paper - MBA 03-OEC 015

ORGANIZATION EFFECTIVENESS AND CHANGE

Introduction: This course equips students with the knowledge and skills to manage organizational change effectively, helping them develop leadership capabilities and strategic decision-making for driving business transformation and growth.

Course Outcomes (COs)

CO1: Understand the concept, significance, and approaches to measuring organizational effectiveness and change.

CO2: Analyze various theories and models of change, including Lewin's Change Model, Kotter's 8-Step Model, ADKAR, McKinsey 7-S Framework, and Systems Theory.

CO3: Diagnose organizational effectiveness using Weisbord's Six-Box Model, Burke-Litwin Model, and assessment methods such as surveys, interviews, focus groups, and SWOT analysis.

CO4: Examine the change management process, including planning, communication strategies, stakeholder analysis, and resistance management.

CO5: Evaluate implementation strategies for organizational change, emphasizing the role of leadership, change plans, and building a supportive organizational culture.

CO6: Apply organizational development interventions at individual, team, and organizational levels, including coaching, mentoring, team building, structural change, and cultural transformation.

Unit 1	Introduction to Organizational Effectiveness and Change: Definition and Importance of Organizational Effectiveness, Approaches to Measuring Organizational Effectiveness. Concept of Organizational Change, Types of Organizational Change: Developmental, Transitional, Transformational
Unit 2	Theories and Models of Change: Lewin's Change Management Model Kotter's 8-Step



	Change Model,ADKAR Model,McKinsey 7-S Framework,Systems Theory and Change
Unit 3	Diagnosing Organizational Effectiveness Diagnostic Models: Weisbord's Six-Box Model, Burke-Litwin Model,Methods of Diagnosis:Surveys, Interviews, Focus GroupsSWOT Analysis, Data Collection and Analysis
Unit 4	Change Management ProcessPlanning and Preparing for ChangeCommunication Strategies for Change,Stakeholder Analysis and Management,Resistance to Change: Causes and Overcoming Resistance
Unit 5	Implementing Organizational Change:Developing a Change Plan Change Implementation Strategies,Role of Leadership in Change,Building a Change-Supportive Culture
Unit 6	Organizational Development InterventionsIndividual-Level Interventions: Coaching, Mentoring, Training,Team-Level Interventions: Team Building, Conflict Resolution, Role Clarification,Organizational-Level Interventions: Structural Change, Culture Change, Technology Change

Reference Books

- 1) Cummings, T. G. & Worley C. G. Organization Development and Change, 10th edition. Cengage Learning, 2015.
- 2) French, W. L., Bell Jr, C. H., Vohra, V. Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth edition, Pearson Education, 2017.
- 3) Raina, R. Change Management and Organizational Development. SAGE Publications Pvt. Ltd., 2018.
- 4) Singh. K. Organisational Change and Development, Excel Books, 2010.

Course Articulation Matrix – MBA 03-OEC 015 (Organization Effectiveness and Change)

COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	3	3	3	2	2	2	3	2	3	3	3	3	3	3	3	3

CO2:	3	3	2	3	3	3	2	2	2	3	2	2	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	3	3	2	3	3	2	2	3	3	3	3	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 03-PS 016

PROJECT VIVA ON SIP

Introduction : The Summer Internship Program (SIP) is a crucial component of the MBA curriculum, designed to bridge the gap between academic learning and practical industry experience. It provides students with hands-on exposure to real-world business environments, enabling them to apply theoretical concepts to practical situations. Through SIP, students gain insights into corporate operations, decision-making processes, market dynamics, and business challenges, enhancing their analytical and problem-solving skills. During the internship, students undertake industry-specific projects, interact with professionals, and work on real-time business issues. The Project Viva serves as an evaluation process where students present their internship experiences, research findings, and key learnings, demonstrating their ability to analyze and provide strategic recommendations for business improvement.

Course Outcomes (COs)

CO1: Understand the structure, functions, and operational aspects of the organization where the internship was conducted.

CO2: Apply theoretical concepts from various management disciplines to analyze and solve real-world business challenges.

CO3: Develop research and analytical skills by conducting market analysis, financial assessments, or operational evaluations during the internship.

CO4: Demonstrate problem-solving and decision-making abilities through data-driven insights and business recommendations.

CO5: Enhance communication, teamwork, and leadership skills through professional interactions and project execution.

CO6: Reflect on personal and professional growth, identifying key takeaways from the internship that contribute to career development.



The Project Work will comprise Report of 30 marks and viva of 70 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in 4 the report will be 60 or more. The report should be typed in A-4 size paper. The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

Course Articulation Matrix – MBA 03-PS 016 (Project Viva on SIP)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4:	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



SPECIALIZATION

MARKETING

Paper - MBA 03-MM 01

ADVERTISING & SALES MANAGEMENT

Introduction : The Advertising and Sales Management course provides students with a comprehensive understanding of advertising strategies, campaign planning, sales processes, and sales force management. It covers key aspects such as advertising objectives, media selection, creative strategy, sales forecasting, budgeting, and performance evaluation. Students will learn how to develop effective advertising campaigns, manage sales teams, and measure advertising and sales effectiveness to drive business growth.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, importance, and types of advertising, along with the advertising planning and execution process.

CO2: Analyze advertising research, campaign planning, budgeting techniques, and creative strategies for message development.

CO3: Evaluate advertising effectiveness using pre-testing, post-testing, and ROI metrics while understanding ethical and legal considerations in advertising.

CO4: Understand the principles of sales management, including the sales process, different sales types, and techniques for handling customer objections.

CO5: Develop strategies for sales force management, including recruitment, training, motivation, and territory allocation.

CO6: Apply sales planning and control techniques such as sales forecasting, budgeting, quota setting, and performance analysis to optimize sales operations.

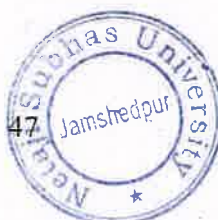
Unit 1	Introduction to Advertising Definition and Importance: Role of Advertising in Marketing and Business Types of Advertising: Print, Broadcast, Outdoor, Digital, and Social Media Advertising Objectives: Awareness, Persuasion, Reminder
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	Advertising Process: Planning, Creation, Media Selection, Execution, Evaluation
Unit 2	Advertising Campaign Planning Advertising Research: Market Research, Consumer Insights, Competitor Analysis, Setting Advertising Objectives: SMART Objectives Budgeting: Methods (Affordable, Percentage of Sales, Competitive Parity, Objective and Task), Creative Strategy: Message Development, Copywriting, Visual Elements
Unit 3	Advertising Effectiveness and Ethics Measuring Effectiveness: Pre-testing, Post-testing, Metrics (ROI, Brand Recall, Sales Impact) Ethics in Advertising: Truth in Advertising, Ethical Issues, Legal Regulations (ASA, FCC) Social Responsibility: Cause-Related Advertising, Public Service Announcements
Unit 4	Introduction to Sales Management Sales Management Overview: Role, Importance, and Functions Sales Process: Prospecting, Pre-approach, Approach, Presentation, Handling Objections, Closing, Follow-up Types of Sales: B2B, B2C, Direct, Indirect
Unit 5	Sales Force Management Sales Force Recruitment and Selection: Process, Criteria Sales Training: Methods, Evaluation Sales Force Motivation: Incentives, Recognition, Career Path Sales Territory Management: Territory Design, Allocation, Route Planning
Unit 6	Sales Planning and Control Sales Forecasting: Methods (Qualitative, Quantitative) Sales Budgeting: Objectives, Methods, Allocation Sales Quotas: Types, Setting, Monitoring Sales Analysis: Performance Metrics, Sales Reports, Dashboard

Reference Books:

1. Belch M A and Belch G E- "Advertising and Promotion - An Integrated Marketing Communication Perspective", 9th E., Tata McGraw-Hill, New Delhi, 2014
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing Communication", 6th Ed., Prentice Hall of India, New Delhi, 2013
3. Larry D. Kelly, Donald W. Jugenheimer, "Advertising Media Planning - A Brand Management Approach", PHI, New Delhi, 2013
4. Spiro, R., Stanton, W., and Rich, G., *Management of a Sales Force*, Tata McGraw - Hill Education



5. Still, R. R., Edward, C. W., and Govoni, A. P., *Sales Management: Decisions, Strategies and Case*, Pearson Education

Course Articulation Matrix – MBA 03-MM 01 (Advertising & Sales Management)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	2	2	3	3	3	2	2	3	3	3	2	3	2	3
CO3:	3	3	3	2	3	2	2	3	3	3	2	3	3	3	3	2	3	3	3
CO4:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 03-MM 02

INTERNATIONAL MARKETING

Introduction : The course provides students with a deep understanding of global marketing strategies, market entry approaches, international trade regulations, and financial institutions that impact global business operations. It covers critical topics such as international market research, marketing mix strategies, foreign market entry methods, and payment instruments used in cross-border transaction. By integrating theoretical concepts with practical case studies, students develop the analytical and strategic skills necessary to navigate complex global markets and expand business opportunities worldwide.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, benefits, and challenges of international marketing, including the EPRG framework and differences from domestic marketing.

CO2: Analyze the international marketing environment, including political, economic, social, cultural, and technological factors influencing global business decisions.



CO3: Evaluate the role of international financial institutions such as the **World Bank, IMF, UNCTAD, and WTO** in shaping global trade and economic policies.

CO4: Assess various foreign market entry strategies, including **exporting, franchising, joint ventures, mergers, and foreign direct investment**, to determine the best approach for business expansion.

CO5: Develop expertise in **international marketing research**, including market surveys, marketing information systems, and consumer insights for global market decision-making.

CO6: Apply the **international marketing mix**, focusing on **product planning, pricing, distribution, logistics, and promotional strategies** for effective global marketing.

Unit 1	International Marketing – An Introduction Introduction and Meaning, Nature, Benefits/Need/ Importance, Difficulties in International Marketing, Difference between Domestic Marketing and International Marketing, EPRG Framework.
Unit 2	International Marketing Environment Definition, Characteristics, Components/Types or Factors Affecting International Marketing Environment, Importance/Need of the study of International Marketing Environment.
Unit 3	International Financial Institutions Introduction, World Bank, IMF, UNCTAD, WTO
Unit 4	Foreign Market Entry Strategies Introduction, Foreign Market entry Strategies – Exporting, Licensing & Franchising, Contract Manufacturing, Management Contracting, Wholly Owned Subsidiaries, Foreign Direct Investment, Joint Venture, Mergers & Acquisitions, Strategic Alliances, Turnkey Projects
Unit 5	International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Scope of International Marketing Research, International Marketing Research Process, Market Surveys, Marketing Information System.
Unit 6	International Marketing Mix Introduction and Components of International Marketing Mix, Product



	Planning for International Markets, International Pricing, International Distribution and Logistics Planning, International Promotional Strategies
Unit 7	Instrument of Payment: Bills of Exchange, Letter of Credit. Emerging Trends in International Marketing: Impact of Technology on International Marketing, Sustainability and Green Marketing in International Context, E-commerce and Mobile Marketing, Future Trends and Challenges in International Marketing. Case Study

Reference Books

1. Global Marketing, Third Edition, by Warren and Mark C. Green, Prentice Hall
2. Philip. R. Cateora, John. L. Graham. Prasanth Salwan, International Marketing, Tata Mcgraw Hill, 13th edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashoke Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
5. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
6. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012

Course Articulation Matrix – MBA 03-MM 02 (International Marketing)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	2	2	3	3	3	2	2	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	3	3
CO4:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



SPECIALIZATION

FINANCE

Paper - MBA 03-FM 01

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Introduction: The course provides students with a strong foundation in investment principles, risk assessment, portfolio construction, and financial markets. It covers essential topics such as risk-return analysis, asset classes, investment strategies, fixed-income securities, and diversification techniques. The course also delves into mathematical models for risk-adjusted returns, bond valuation, and modern portfolio theories, equipping students with analytical tools to make informed investment decisions. Through practical case studies, students gain insights into real-world financial markets, risk mitigation strategies, and investment portfolio optimization.

Course Outcomes (COs)

CO1: Understand the fundamentals of investment management, including investment alternatives, financial markets, and asset classes such as debt, equity, mutual funds, and derivatives.

CO2: Analyze risk and return concepts, including systematic and unsystematic risks, financial mathematics, time value of money, and methods for measuring investment returns.

CO3: Evaluate risk-adjusted return models using Sharpe, Treynor, and Jensen indices to assess investment performance.

CO4: Examine fixed-income securities such as bonds, government securities, bond pricing, yield calculations, and interest rate risks, including duration and modified duration as risk measures.

CO5: Develop portfolio management strategies, including portfolio construction, investment policies, tax considerations, liquidity management, and cash flow matching techniques.

CO6: Apply diversification strategies using Markowitz Theory, Single Index Model, Capital Asset Pricing Model (CAPM), and Arbitrage Pricing Theory (APT) to optimize risk-adjusted returns.



Unit 1	Fundamentals of Investment management - Basics of Investment, Introduction, need for Investment, investment versus speculation, Financial Markets, Investment alternatives and their comparison on various parameters as safety , liquidity and growth, the investment triangle. Introduction to asset classes debt, equity, mutual fund schemes, and derivatives.
Unit 2	Risk and Return - Introduction to the concept of risk and return, types of investment risks, classification of investment risks, systematic risk, and unsystematic risk various methods to measure investment returns. Financial Mathematics, Time Value of Money, Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real, Nominal and Effective rate of return, Compounding and discounting.
Unit 3	Measurement of Risk adjusted returns- Sharpe, Treynor and Jensen index.
Unit 4	Fixed income securities - Bond Principles, Characteristics of Bonds; Identification of Bonds, Classification of Bonds, Government Bonds Terms of Repayments, Bond Cash Flows, Convertible Bonds, Bond Pricing and returns, Valuation equations, Yield to maturity, Realized Compound yield, term structure of interest rate, Price risk, Convenience risk, Interest rate risk. Duration as a measure of interest rate risk, the concept of Modified duration.
Unit 5	Portfolio Construction - Portfolio Objectives, Setting portfolio objectives, Investment Policy versus Investment Strategy, Portfolio objectives, traditional portfolio objectives, Tax considerations, Impact of taxation, Portfolio splitting, liquidity, role of cash, cash Matching , duration matching
Unit 6	Diversification - The concept of risk aversion, Diversifying the risks, role of un correlated securities, the mathematics of diversification- Single Index Model, Computational advantages, Index model, Markowitz theory, Capital asset Pricing Model - Systematic and Unsystematic Risk, Correlation of returns, Beta, arbitrage Pricing theory, Comparison of CAPM and APT, The Security Market Line, Efficient Market Hypothesis, case study.

Reference Books

- 1) Chandra, P. (2017). Investment analysis and Portfolio Management,. New Delhi: McGrawHill Education.



- 2) Kevin, S. (2015). Securities Analysis and Portfolio Management. New Delhi: Prentice-Hall of India Pvt.Ltd.
- 3) Khatri, D K. (2012). Security Analysis and Portfolio Management,. New Delhi: Macmillan

Course Articulation Matrix – MBA 03-FM 01 (Security Analysis & Portfolio Management)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper – MBA 03-FM 02

TAX MANAGEMENT

Introduction : The course enables students to analyze tax implications for individuals, businesses, and companies, helping them develop tax-efficient strategies for compliance and financial planning. Additionally, students will gain insights into return filing, set-off and carry-forward of losses, and GST implementation, ensuring they are well-equipped to handle taxation challenges in professional and business environments.

Course Outcomes (COs)

CO1: Understand the fundamental concepts of income tax laws, including the Income Tax Act, 1961, residential status, and incidence of tax for individuals and businesses.

CO2: Analyze exempted incomes under Section 10 and compute tax liability under the head of salaries, including allowances, perquisites, and retirement benefits.



CO3: Compute taxable income under the head of house property and business or profession, considering deductions, depreciation, and deemed profits.

CO4: Assess tax implications under capital gains and income from other sources, including dividend taxation, casual income, and deductions under Section 57.

CO5: Apply permissible deductions under Sections 80C to 80U, understand tax computation, set-off, carry-forward of losses, and income tax return filing procedures (ITR 1, ITR 2, etc.).

CO6: Understand Goods and Services Tax (GST), including its structure (CGST, SGST, UTGST, IGST), tax collection, scope of supply, composite and mixed supplies, and e-commerce taxation under GST.

Unit 1	<p>Basic Concepts and definitions</p> <p>Income Tax Act, 1961, Basic Concepts: Person. Income, Assessment year, Previous year & exceptions, Residential Status and Incidence of Tax of Individual, HUF and Company,</p>
Unit 2	<p>Exempted Incomes and Income under the head Salaries</p> <p>Exempted Incomes (Sec.10)</p> <p>Income under the head salaries: Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Gratuity, Death cum Retirement benefits, Deductions against Salary.</p>
Unit 3	<p>Income under the Head House Property & Business or Profession</p> <p>Income under the Head House Property: computation of gross annual value, net annual value, MRV, FRV, Actual rent, deduction u/s 24, interest on borrowed loan.</p> <p>Income under the Head Business or Profession and its computation: basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation.</p>
Unit 4	<p>Income under the Head capital gain & other sources</p> <p>Income under the Head capital gain: Income under capital gain, basis of charge, transfers of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains.</p> <p>Income from other sources: dividend, casual incomes, deemed income u/s 59, deduction allowable u/ s 57.</p>
	Deductions

Unit 5	<p>Permissible deductions under section 80C to 80U, computation of tax liability of Individuals, Set off and carry forward of losses. Filling of Return and Assessment Procedures (Sec- 139 to 154)</p> <p>Return of income (sec 139), return forms, (ITR 1, ITR2 etc), filing return of loss [sec. 139(3)], Belated IT Return (sec 139(4), Revised IT Return [sec. 139(5)], Defective or Incomplete IT return [Sec. 139(9)], Sec. 139b to Sec. 154.</p>
Unit 6	<p>Meaning : Indirect tax , stages and evaluation of goods and services tax, subsuming of taxes, Constitutional background, structure of GST- CGST, SGST, UTGST,& IGST, Benefits of implementing GST, GSTN- structure, features and function.</p> <p>Levy and collection of GST</p> <p>Levy and collection of tax, rates of GST, scope of supply, composite and mixed supplies and E- commerce under GST, liability to pay tax, Time of supply of Goods, place of supply.</p>

Reference Books

- 1) Ahuja, G. K. and Gupta, R. (2015). Corporate Tax Planning and Management. New Delhi:
- 2) Bharat Law House.
- 3) Singhania, M. & Singhania, V K. (2016). Corporate Tax Planning & Business Tax Procedures with case studies. Kolkata: Taxmann.
- 4) Chaudhary, P T. (2005). Tax Planning,. New Delhi: Shree Niwas publications.
- 5) Lal, B. B. & Vashisht, N. (2012). Direct Taxes: Income Tax, Wealth Tax and Tax Planning. New Delhi

Course Articulation Matrix – MBA 03-FM 02 (Tax Management)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3



CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

SPECIALIZATION

HUMAN RESOURCE MANAGEMENT

Paper - MBA 03-HR 01

TRAINING AND DEVELOPMENT

Introduction : The course provides students with a comprehensive understanding of how training enhances employee skills, performance, and organizational success. It covers key topics such as training needs analysis, program design, and implementation, evaluation, and employee development strategies. The course integrates learning theories, instructional design models, and training delivery methods to help students design effective training programs, it explores career development, leadership training, and succession planning, ensuring students gain practical insights into workforce development. Case studies will provide real-world applications of training and development strategies in organizations.

Course Outcomes (COs)

CO1: Understand the fundamental concepts, importance, and systematic approach to training and development in organizations.

CO2: Conduct Training Needs Analysis (TNA) at organizational, task, and individual levels, including competency mapping for workforce planning.

CO3: Design structured training programs using instructional design models (ADDIE, etc.), training objectives, and diverse learning methods.

CO4: Implement training programs by selecting appropriate training delivery methods, managing logistics, and utilizing blended learning approaches.

CO5: Evaluate training effectiveness using models such as Kirkpatrick's Four-Level Evaluation Model and ROI analysis, ensuring continuous program improvement.



CO6: Develop strategies for employee growth, including career development, succession planning, leadership development, mentoring, and coaching.

Unit 1	<p>Introduction to Training and Development</p> <p>Concept and Importance: Definition of training and development, its importance in organizations, and its role in employee growth and organizational success.</p> <p>Difference between Training and Development: Distinction between training, development, and education.</p> <p>Theories of Learning: Various learning theories and their application in training and development.</p> <p>Training and Development as a System: Systematic approach to training and development.</p>
Unit 2	<p>Training Needs Analysis (TNA)</p> <p>Training Needs Assessment: Concept, significance, and methods of conducting a training needs assessment.</p> <p>Organizational Analysis: Assessing training needs at the organizational level.</p> <p>Task Analysis: Identifying training needs related to specific job tasks.</p> <p>Person Analysis: Determining training needs for individual employees.</p> <p>Competency Mapping: Understanding competencies and their role in TNA.</p>
Unit 3	<p>Designing Training Programs</p> <p>Training Objectives: Setting clear and measurable training objectives.</p> <p>Instructional Design Models: ADDIE model (Analysis, Design, Development, Implementation, Evaluation) and other instructional design frameworks.</p> <p>Training Methods and Techniques: Classroom training, e-learning, on-the-job training, simulations, role-playing, case studies.</p>
Unit 4	<p>Implementation of Training</p> <p>Training Delivery: Choosing appropriate training methods and ensuring effective delivery. Trainer's Role: Skills and qualities of an effective trainer.</p> <p>Training Logistics: Planning and organizing training sessions, including venue, materials, and equipment. Blended Learning: Combining traditional and digital learning methods.</p>
Unit 5	<p>Evaluation of Training and Development</p> <p>Training Evaluation Models: Kirkpatrick's Four-Level Training Evaluation Model, ROI (Return on Investment) in Training.</p>



	<p>Feedback Mechanisms: Collecting and using feedback to improve training programs.</p> <p>Measuring Training Effectiveness: Techniques for assessing the impact of training on individual and organizational performance.</p> <p>Continuous Improvement: Using evaluation data to make ongoing improvements to training programs.</p>
Unit 6	<p>Employee Development</p> <p>Career Development: Concepts and practices related to employee career development. Succession Planning: Identifying and developing future leaders within the organization. Leadership Development: Programs and strategies for developing leadership skills. Mentoring and Coaching: Importance, techniques, and best practices for mentoring and coaching employees. Case Studies</p>

Reference Books

1. Blanchard, Nick P., Thacker, James, W.; Effective Training: Systems, Strategies and Practices; Pearson Education
2. Raymond Noe; Employee Training and Development; McGraw Hill
3. Lynton, Rolf P. and Pareek, Udai; Training for Development; Sage Publication
4. Pareek, Udai; Training Instruments in HRD and OD; McGraw Hill
5. Sahu, R.K.; Training for Development: All you need to know; Excel Books

Course Articulation Matrix – MBA 03-HR 01 (Training and Development)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	3	3	2	2	2	2	3	2	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	2	2	2	2	3	2	2	3	3	3	3	3	3	3
CO4:	3	3	3	3	3	2	2	2	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	3	3	3	3	2	2	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3



LABOUR LAW

Introduction: The course provides students with a thorough understanding of employee relations, workplace discipline, labour laws, and industrial dispute resolution. It covers essential aspects such as trade unionism, collective bargaining, grievance management, and social security legislation, equipping students with knowledge of employee rights, employer obligations, and dispute resolution mechanisms.

Course Outcomes (COs)

CO1: Understand the concept, scope, and objectives of industrial relations, including trade unionism, bipartism, and tripartism in the workplace.

CO2: Analyze causes of employee indiscipline, grievance management procedures, and collective bargaining strategies to prevent and resolve industrial disputes.

CO3: Evaluate the principles and impact of labour legislation, including the Factories Act, Mines Act, and Contract Labour Act, in protecting workers' rights.

CO4: Examine industrial relations legislations, including the Industrial Disputes Act, Trade Union Act, and Industrial Employment (Standing Orders) Act, and their significance in managing employer-employee relationships.

CO5: Assess social security legislations, such as the Employees' State Insurance Act, Provident Fund Act, Maternity Benefit Act, and Payment of Gratuity Act, and their role in employee welfare.

CO6: Apply knowledge of labour laws and industrial relations through case studies, analyzing recent trends and workplace challenges in industrial relations.

Unit 1	Industrial Relations Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Role of Bipartism and Tripartism, Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations; Trade Unionism :Concept, function and structure, union registration and recognition, Managerial Unionism, Problems of Trade unions, Present trade unionism in India, Role and Future of trade Unions Case Study: Based on recent organisational practices
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Unit 2	Employee Discipline Causes of indiscipline and Procedure of management, Hot Stove Rule, Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and Procedure for Prevention and Settlement of Disputes; Collective Bargaining: Nature, Scope and Functions, Stages & Bargaining Process, Recent Trends in Collective Bargaining, Workers' participation in Management: Concept, scope and objectives, Forms and Levels of WPM, Workers' participation in Indian Industries. Case Study: Based on recent organizational practices
Unit 3	Introduction to Labour Legislation Concept, Need, Objectives, Scope & Classification, Principles of Labour Legislation, Impact of ILO on LL, Constitution and LL, Labour Administrative Machinery in India: Protective Labour Legislations: Factories Act 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act 1970. Case Study: Based on recent organisational practices.
Unit 4	Industrial Relations Legislations Industrial Disputes Act 1947, Trade Union Act 1926, Industrial Employment (Standing Orders) Act 1946, Wage Legislations: The Minimum Wages Act 1948, Equal Remuneration Act 1976.
Unit 5	Social Security Legislations : Employees State Insurance Act 1948, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Cases.
Unit 6	Case Study: Based on recent organizational practices

Reference Books

- 1) Arun Monappa (2012). Industrial Relations. New Delhi: Tata McGraw- Hill Publishing company Ltd.
- 2) Mamoria C.B, Mamoria, G. (2010). Dynamics of Industrial Relations. New Delhi: Himalayan Publications,
- 3) Verma, P. (1991). Management of Industrial Relations Reading and cases. Oxford and IBH publications.
- 4) Padhi, P.K. (2012). Labour & Industrial Laws. New Delhi: PHI Learning P. Ltd.



- 5) Kapoor, N.D. (2014). Elements of Mercantile Law. New Delhi: S.Chand & Co.
- 6) Pylee, P V. & A Simon George. (1995). Industrial relations and personnel Management. New Delhi: Vikas Publishing House Pvt. Ltd., New Delhi.
- 7) Subramani, P N. & Rajendran, G. (2001). Human Resources Management and Industrial Relations. New Delhi: Himalaya Publishing House.

Course Articulation Matrix – MBA 03-HR 02 (Labour Law)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

SPECIALIZATION

INFORMATION TECHNOLOGY

Paper - MBA 03-IT 01

DATA COMMUNICATION & NETWORKING

Introduction: The course also introduces students to LAN, WAN, and MAN technologies, equipping them with the knowledge to design, implement, and secure data communication networks. Practical applications, including modulation, multiplexing, encryption, and error detection techniques, help students understand the challenges and solutions in modern networking environments.

Course Outcomes (COs)

CO1: Understand the fundamental concepts of data communication, network topologies, types of networks (LAN, WAN, MAN), and hardware requirements.



CO2: Analyze different transmission media, including metallic, optical fiber, and wireless communication technologies, and their applications.

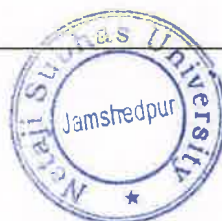
CO3: Evaluate transmission technologies, including baseband and broadband transmission, analog and digital signals, modulation techniques, and transmission impairments.

CO4: Explain data transmission modes (simplex, half-duplex, full-duplex), serial and parallel transmission, multiplexing, and data compression techniques.

CO5: Assess switching concepts, network interconnections, and devices such as repeaters, bridges, routers, and gateways for efficient data communication.

CO6: Apply data security and integrity measures, including error detection and correction, encryption and decryption, digital signatures, and protection against cyber threats like viruses, worms, and hacking.

Unit 1	Data Communication Concepts Network topologies Bus/Tree topology, ring topology, star topology, types of networks – LAN, WAN, MAN, Hardware requirement of a Network, future of data communications
Unit 2	Transmission Media: The electrical interface o Metallic media, Optical fiber media, Wireless media (line-of-sight media)
Unit 3	Transmission Technologies: Baseband and broadband transmission, Transmission bandwidth (link capacity), Analog and digital signals, Modulation and demodulation, modems and modem standards, Transmission impairments
Unit 4	Data Transmission: Transmission modes: Simplex, half-duplex, full-duplex communications, Serial and parallel transmission, Synchronous and Asynchronous transmission, Interface standards, Multiplexing of signals, Data compression
Unit 5	Switching concepts: Switching and its objective, types of switching Network Interconnections (Internetworking): LAN-to-LAN connections and LAN-to-Host connections, Repeaters, Bridges, Routers, and Gateways, Interconnection utilities, LAN Technology: LAN architecture, Bus, Tree LAN; Ring & star LANs. Ethernet and fast Ethernet
Unit 6	Data Security and Integrity: Error detection and correction, Encryption and decryption, Viruses, worms, and hacking, Public key encryption and Digital Signature



Reference Books

1. Peterson and Davie. Computer Networks (2nd Edition). San Francisco, CA: Morgan Kaufmann Publishers, 1999. ISBN: 1558605142 .
2. Walrand and Varaiya. High Performance Communication Networks. San Francisco, CA: Morgan Kaufmann Publishers, 1996. ISBN: 1558603417.
3. Tanenbaum, A. S. Computer Networks. 4th ed. Upper Saddle River, NJ : Prentice Hall, 2003. ISBN: 0130661023.
4. Stevens. TCP/IP Illustrated. Reading, MA: Addison-Wesley Pub. Co., c1994-c1996. ISBN: 0201633469.
5. Kleinrock, Leonard. Queueing Systems, Vol 1: Theory. New York, NY: Wiley J., 1975. ISBN: 0471491101.

Course Articulation Matrix – MBA 03-IT 01 (Data Communication & Networking)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



SYSTEM ANALYSIS & DESIGN

Introduction : The course equips students with technical and analytical skills required to develop, analyze, and optimize business information systems, preparing them for careers in IT consulting, system development, and business process management.

Course Outcomes (COs)

CO1: Understand the fundamental concepts of systems, system types, information management, and system attributes in an organizational context.

CO2: Analyze system architecture, system elements, entity relationships, and the Systems Development Life Cycle (SDLC), including feasibility analysis, planning, and implementation.

CO3: Utilize structured analysis tools such as Data Flow Diagrams (DFD), Decision Trees, Decision Tables, and System Design Methodologies for system evaluation and improvement.

CO4: Implement system solutions by selecting appropriate hardware, software, project teams, and change management strategies, ensuring smooth system integration.

CO5: Examine e-commerce systems (B2B, B2C, C2C), web-based architecture, and internet-based application development for modern business solutions.

CO6: Explore advanced topics such as CASE tools, Rapid Application Development (RAD), Prototyping, ERP systems, and cloud-based solutions, adapting to the latest trends in system development.

Unit 1	Introduction to System: Definition of a System, Components of System, Types of Systems, Delineating Systems, Products, and Tools, Analytical Representation of a System: Systems that require engineering. Data and Information: Types of information: operational, tactical, strategic and statutory – why do we need information systems – management structure – requirements of information at different levels of management – functional allocation of management – requirements of information for various functions System Attributes, Properties, and Characteristics: Introduction: Overview of Attributes, Properties, Characteristics and elements of system
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Unit 2	The Architecture of Systems: Introduction: Introducing the System Architecture Construct: Introduction of the System Elements: Understanding System Element Entity Relationships: Guiding Principles: The Systems Development Life Cycle: Feasibility: Analysis: Planning and Design: Implementation: Testing, Maintenance. Requirements determination, requirements specifications, Feasibility analysis, final specifications, hardware and software study, Role of systems analyst – attributes of a systems analyst – tools used in system analysis
Unit 3	System Analysis: Introduction to System analysis, Problem Definition, Information requirements, Information gathering tools, Tools of structured Analysis – Data Flow Diagrams, Data Dictionary, Decision Tree, Decision tables and structured English. System Design: System design, system implementation, system evaluation, system modification, Structured Design, Input design, and Output design, Form Design. Systems Development Methodologies: Rapid Application Development, Newer (current) methodologies, selecting the Appropriate Development Methodology
Unit 4	System Implementation: Implementation Plan, activity network for conversion, combating resistance to change. Hardware/Software Selection: Procedure for selection, Major phases in selection, Make v/s buys decision, Criteria for software selection. Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager
Unit 5	Systems analysis and design in the era of electronic commerce: B2B, B2C and C2C; e-commerce – advantages and disadvantages of e-commerce. E-commerce system architecture – physical networks, logical network, World Wide Web, web-services – html, XML
Unit 6	Advanced Topics in System Analysis and Design: Introduction to CASE tools, Rapid application development (RAD, Prototyping, Enterprise resource planning (ERP) systems, Cloud-based systems



Reference Books

1. Elias m. Awad: System Analysis and Design
2. Perry Edwards: System Analysis & design Mc Graw Hill
3. Rojer S. Pressman : Software Engineering : A Practitioners Approach, MCH
4. Pankaj Jalote: An Integrated Approach to Software Engineering; Springer.
5. J. L. Whitten & L. D. Bentley : System Analysis and Design Method; TMH
6. J. B. Dixit & Rajkumar: Structured system Analysis and Dseign; University Science Press
7. K.C. Landon & J. P.Landon: MIS ; Macmillan

Course Articulation Matrix – MBA 03-IT 02 (System Analysis & Design)																			
COs \ Map ping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS 01	PS 02	PS 03	PS 04	PS 05	PS 06	PS 07
CO1:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	3	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

SPECIALIZATION

SUPPLY CHAIN MANAGEMENT

Paper - MBA 03-SCM 01

LOGISTICS MANAGEMENT

Introduction : The course also emphasizes the role of technology, cost management, and regulatory policies in logistics, preparing students to handle global logistics challenges, sustainability, and strategic decision-making. Practical insights into transportation economics, inventory control techniques, and facility planning equip students with the skills needed to optimize supply chain operations.



Course Outcomes (COs)

CO1: Understand the definition, scope, objectives, and functions of logistics management, along with its role in modern business operations.

CO2: Analyze supply chain components, information and material flow, and the strategic integration of logistics as a competitive advantage.

CO3: Evaluate transportation management, including different modes of transportation, cost structures, selection criteria, and regulatory issues.

CO4: Apply warehousing and inventory management techniques such as EOQ, JIT, and ABC analysis to enhance logistics efficiency.

CO5: Assess order processing systems, logistics information systems (LIS), and ERP technologies for improved supply chain coordination.

CO6: Design logistics networks, including location analysis, facility planning, and distribution strategies, for efficient supply chain operations.

Unit 1	Introduction to Logistics Definition and Scope: Definition of Logistics and Supply Chain Management, Importance of Logistics in Business Historical Perspective: Evolution of Logistics Objectives and Functions: Key Objectives of Logistics, Core Functions: Transportation, Warehousing, Inventory Management
Unit 2	Logistics and Supply Chain Management Supply Chain Components: Suppliers, Manufacturers, Distributors, Retailers, Customers Integration of Supply Chain: Information Flow, Material Flow Logistics as a Competitive Advantage: Customer Service and Logistics, Cost Reduction and Efficiency
Unit 3	Transportation Management Modes of Transportation: Road, Rail, Air, Water, Pipeline Transport Selection and Management: Factors Influencing Transportation Mode, Cost, Speed, Reliability Transportation Economics: Cost Structures, Pricing Legal and Regulatory Issues: Transportation Regulations and Policies

Unit 4	Warehousing and Inventory Management Role of Warehousing: Types of Warehouses, Functions of Warehousing Inventory Management Techniques: Economic Order Quantity (EOQ), Just-In-Time (JIT), ABC Analysis Warehouse Layout and Design: Optimal Layout Planning, Safety and Security in Warehouses
Unit 5	Order Processing and Information Systems Order Processing Systems: Order Cycle Time, Order Fulfillment Logistics Information Systems (LIS): Role of Information Technology in Logistics, ERP Systems, Barcoding and RFID Technology
Unit 6	Logistics Network Design Network Design and Planning: Location Analysis, Distribution Network Design Strategic and Operational Considerations: Facility Location, Capacity Planning Global Logistics Network: International Logistics, Cross-Border Trade
Unit 7	Reverse Logistics Concept and Importance: Definition and Scope of Reverse Logistics, Reverse Logistics vs. Forward Logistics Processes and Strategies: Returns Management, Recycling and Disposal Challenges in Reverse Logistics: Cost Implications, Efficiency and Sustainability

Reference Books

1. Ballou, R. H. (2004). Business Logistics/Supply Chain Management. Pearson.
2. Chopra, S., & Meindl, P. (2015). Supply Chain Management: Strategy, Planning, and Operation. Pearson.
3. Christopher, M. (2016). Logistics & Supply Chain Management. Pearson.
4. Waters, D. (2009). Supply Chain Management: An Introduction to Logistics. Palgrave Macmillan.
5. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). Supply Chain Management: A Logistics Perspective. Cengage Learning.
6. Murphy, P. R., & Knemeyer, A. M. (2018). Contemporary Logistics. Pearson.



Course Articulation Matrix – MBA 03-SCM 01 (Logistics Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	2	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	2	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 03-SCM 02

SUPPLY CHAIN MANAGEMENT

Introduction: The course also explores modern supply chain strategies, lean manufacturing, and logistics management, helping students develop expertise in streamlining processes, reducing costs, and improving efficiency in the supply chain .The course equips students with practical supply chain management skills, preparing them for careers in logistics, procurement, operations management, and global supply chain strategy.

Course Outcomes (COs)

CO1: Understand the concept, evolution, objectives, and key components of supply chain management, including suppliers, manufacturers, distributors, and customers.

CO2: Develop supply chain strategies aligned with business objectives, including global supply chain network design and facility location planning.

CO3: Apply demand forecasting and planning techniques, including quantitative and qualitative methods, sales and operations planning (S&OP), and inventory control strategies.

CO4: Analyze procurement processes and supplier relationship management, including strategic sourcing, supplier evaluation, contract management, and negotiation techniques.

CO5: Implement production planning and quality management techniques, including Just-In-Time (JIT), Lean Manufacturing, MRP, Total Quality Management (TQM), and Six Sigma.

CO6: Evaluate logistics and distribution management, including transportation planning, warehousing, order fulfillment, and customer service strategies.

Unit 1	Introduction to Supply Chain Management Overview of Supply Chain Management (SCM): Definition and Importance of SCM, Objectives and Functions, Key Components of Supply Chain: Suppliers, Manufacturers, Distributors, Retailers, Customers Evolution of SCM: Historical Perspective, Modern Trends in SCM.
Unit 2	Supply Chain Strategy and Design Strategic Framework: Aligning Supply Chain Strategy with Business Strategy Supply Chain Network Design: Facility Location Decisions, Distribution Network Design, Global Supply Chain Management: Globalization and its Impact, Strategies for Global SCM.
Unit 3	Demand Forecasting and Planning Demand Forecasting: Importance and Methods of Forecasting, Quantitative and Qualitative Techniques, Sales and Operations Planning (S&OP): Integrated Business Planning, Balancing Supply and Demand, Inventory Management: Types of Inventory, Inventory Control Techniques
Unit 4	Procurement and Supplier Relationship Management Procurement Process: Strategic Sourcing, Supplier Selection and Evaluation, Supplier Relationship Management (SRM): Building and Maintaining Supplier Relationships, Supplier Performance Management, Contract Management: Negotiation Strategies, Legal and Ethical Issues in Procurement
Unit 5	Production and Operations Management Production Planning and Control: MRP and MRP II, Just-In-Time (JIT) Production, Lean Manufacturing: Principles and Practices, Waste Reduction Techniques, Quality Management: Total Quality Management (TQM), Six Sigma
Unit 6	Logistics and Distribution Management Transportation Management: Modes of Transportation, Transportation Planning and Optimization, Warehousing and Distribution: Warehouse Operations, Distribution Strategies



	Order Fulfillment: Order Processing Systems, Customer Service and Order Accuracy
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Reference Books

1. Chopra, S., & Meindl, P. (2016). Supply Chain Management: Strategy, Planning, and Operation. Pearson.
2. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). Supply Chain Management: A Logistics Perspective. Cengage Learning.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. McGraw-Hill Education.
4. Ballou, R. H. (2004). Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain. Pearson.
5. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2016). Purchasing and Supply Chain Management. Cengage Learning.
6. Burt, D. N., Petcavage, S. D., & Pinkerton, R. L. (2010). Supply Management. McGraw-Hill Education.

Course Articulation Matrix – MBA 03-SCM 02 (Supply Chain Management)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	2	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	2	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



FOURTH SEMESTER

Paper - MBA 04 CESM 017

CORPORATE EVOLUTION & STRATEGIC MANAGEMENT

Introduction: The course provides students with a comprehensive understanding of business strategy, environmental analysis, strategy formulation, and implementation. It covers essential topics such as corporate evolution in the Indian context, strategic planning, competitive analysis, and industry frameworks. The course also introduces key strategic models, including SWOT analysis, Porter's Five Forces, and Value Chain Analysis, helping students develop analytical skills for business decision-making.

Course Outcomes (COs)

CO1: Understand the fundamentals of strategic management, including its role, objectives, benefits, and reasons for strategic failures in business.

CO2: Analyze the strategic management process, levels of strategy, strategic intent (vision, mission, goals), and the role of strategy in policymaking.

CO3: Conduct strategic analysis using environmental scanning techniques, including ETOP, SAP, SWOT Analysis, Porter's Five Forces, and Value Chain Analysis.

CO4: Evaluate different strategy formulation methods, the role of core competencies, and their impact on competitive advantage.

CO5: Assess the strategic planning and implementation process, including stability, expansion, mergers, acquisitions, and functional plan integration.

CO6: Differentiate between Red Ocean and Blue Ocean Strategies, analyzing their characteristics, theories, and outcomes for business innovation and market positioning

Unit 1	Introduction to Strategic Management: Strategy and Corporate evolution in Indian context, Introduction Strategy management -defining strategy, importance of strategy, Strategic Management –, Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management
Unit 2	Strategic Management Process: Introduction, Strategic Management Process, levels at which strategy operates Strategic Intent (vision, mission,



	goals, and objective), strategic planning and strategic management. step of strategic management process , Role of Strategic Management in Policy Making
Unit 3	Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Concept of Environment and its components. Environmental Scanning ,step of environmental scanning , factors impacting environmental analysis A) internal forces and b) external analysis ,Techniques of environmental scanning- ETOP, SAP, SWOT Analysis, SWOT Matrix Understanding environment of business for strategic analysis. Industry analysis – porter's five forces model ,porter's diamond method .Organizational analysis and appraisal – RBV(Resource Based View),VRIO method ,and Value Chain Analysis
Unit 4	Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation,
Unit 5	Strategic Planning and Implementation: Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies
Unit 6	Red Ocean and Blue Ocean Strategy – Introduction of red ocean, Theory of red oceans, Characteristics of red oceans theory, Outcomes of red ocean strategy. Introduction of blue ocean, Theory of blue oceans, Characteristics of blue oceans theory, Outcomes of blue ocean strategy

Reference Books

- 1) Kazmi, A. (2014). Business Policy and Strategic Management. New Delhi: Tata McGrawHill
- 2) David, F.R. (2012). Strategic Management: Concepts and Cases. New Delhi: Pearson Education.
- 3) Pearce, J.A. & Robinson, R.B. (2012). Strategic Management. New Delhi: AITBS.
- 4) . Carpenter, M. (2012). Strategic Management. New Delhi: Pearson Education.



- 5) Bowman, C. (2003). Business Policy and Strategy. New Delhi: Prentice Hall of India, New Delhi.
- 6) Trehan, M. (2012). Strategic Management. New Delhi: Wiley & Sons.
- 7) Srinivasan, R. (2012). Strategic Management. New Delhi: Prentice Hall of India.

Course Articulation Matrix – MBA 04-CESM 017 (Corporate Evolution & Strategic Management)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
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1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper - MBA 04-ECG 018

Ethics and Corporate Governance

Introduction: The course explores the role of SEBI, board of directors, and government in corporate governance, ensuring compliance with legal and ethical standards. By integrating Indian value systems and global corporate governance models, students gain insights into ethical decision-making and responsible business practices.

Course Outcomes (COs)

CO1: Understand ethical issues in capitalism, ethical theories, and their application in marketing, finance, HR, and IT, along with corporate social responsibility (CSR) concepts.

CO2: Analyze Indian ethical value systems based on Hinduism, Jainism, Buddhism, Christianity, and Islam, along with teachings from sacred texts like the Vedas, Geeta, Bible, and Koran.

CO3: Examine the concept, importance, and challenges of corporate governance, including the code of corporate governance and corporate social reporting.



CO4: Evaluate the role of the board of directors, SEBI, and e-governance in maintaining transparency and accountability in business.

CO5: Compare corporate governance models from Germany, Japan, Anglo-American economies, and India, analyzing their ethical implications.

CO6: Understand the concept of investor protection, corporate governance laws in India, and the role of corporate governance in protecting stakeholder interests.

Unit 1	Ethical issues in capitalism, Theories of Ethics, Ethics in Marketing, Finance, HR, and IT, Ethics and Social Responsibility, Ethical Theories and Approaches, IP: Designs, Patents, Trade Marks and Copy Rights. Understanding corporate governance: Corporate governance – an overview, History of corporate governance
Unit 2	Indian Value System Understanding the basic tenets of Hinduism, Jainism, Buddhism, Christianity and Islam. Teachings from the scriptures of Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Tripitaks, Bible, Koran and Panchatantra. Ethical Values in Indian Paremiology
Unit 3	Meaning, Definition, Concept and Characteristics, Importance of Corporate governance, Issues in Corporate Governance, Code of Corporate Governance, Social responsibility of Corporate, Corporate Social Reporting,
Unit 4	Corporate Governance and Role of Board of Directors, Role of SEBI in Corporate Governance, E Governance. The Indian Capital Market Regulator: SEBI, the Role of Government in Developing and Transition Economics
Unit 5	Models of Corporate Governance German, Japanese, Anglo-American and Indian Models, Ethics and
Unit 6	Values in Corporate Governance, Concept and Meaning of Investor Protection, Investor Protection and Corporate Governance in India.

Reference Books

- 1) Iyer. S.S. (2002). Managing for Values. New Delhi: New Age international Publications.
- 2) Bhatia, S.K. (2007). Business Ethics and Managerial Values. New Delhi: Tata Mc-Graw Hill.
- 3) Mathur U.C. (2007). Corporate Governance and Business Ethics. New Delhi: McMillan.



- 4) Mandal., S.K.,(2010). Ethics in Business & Corporate Governance. New Delhi: Tata McGraw Hill Education.

Course Articulation Matrix – MBA 04-ECG 018 (Ethics & Corporate Governance)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO2:	3	3	2	2	2	3	3	2	2	3	2	3	3	3	2	2	3	2	3
CO3:	3	3	2	2	3	3	3	2	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

SPECIALIZATION

MARKETING

Paper - MBA 04-MM 01

CONSUMER BEHAVIOUR

Introduction: The Consumer Behaviour course provides students with a deep understanding of how and why consumers make purchasing decisions. corporate social responsibility (CSR) are explored to understand their impact on consumer perceptions. Through practical research techniques and case studies, students will gain hands-on experience in evaluating consumer insights for data-driven marketing decisions.

Course Outcomes (COs)

CO1: Understand the scope, relevance, and interdisciplinary nature of consumer behavior in marketing and business decision-making.

CO2: Analyze the consumer decision-making process, types of buying behavior, and key factors influencing consumer choices.



CO3: Examine psychological influences such as perception, motivation, learning, attitudes, and beliefs, and their role in shaping consumer behavior.

CO4: Assess personal influences, including personality, self-concept, lifestyle, and consumer values, and their impact on purchasing decisions.

CO5: Evaluate social and cultural influences such as reference groups, family roles, social class, culture, and subcultures in consumer behavior.

CO6: Apply consumer research techniques, understand ethical considerations in marketing, and explore the role of consumerism and corporate social responsibility (CSR) in shaping consumer attitudes.

Unit 1	Introduction to Consumer Behaviour Definition and Scope: Understanding consumer behaviour and its relevance to marketing. Importance of Consumer Behaviour: Role in developing marketing strategies. Interdisciplinary Nature: Contributions from psychology, sociology, anthropology, and economics.
Unit 2	Consumer Decision-Making Process Stages of Decision-Making: Problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior. Types of Buying Decisions: Routine response behavior, limited decision making, extensive decision making, and impulse buying. Factors Influencing Decision-Making: Personal, psychological, social, and cultural influences.
Unit 3	Psychological Influences on Consumer Behaviour Perception: The process of perception, perceptual selectivity, and perceptual organization. Motivation: Theories of motivation (Maslow's hierarchy of needs, Herzberg's two-factor theory). Learning: Theories of learning (classical conditioning, operant conditioning, cognitive learning). Attitudes and Beliefs: Formation of attitudes, changing attitudes, and the impact on consumer behavior.
Unit 4	Personal Influences on Consumer Behaviour Personality and Self-Concept: Theories of personality, the role of self-concept in consumer behavior. Consumer Lifestyle: Understanding lifestyles and psychographics. Consumer Values: The influence of personal values on



	consumer behavior.
Unit 5	<p>Social and Cultural Influences on Consumer Behaviour</p> <p>Reference Groups: Types of reference groups and their influence on consumer decisions.</p> <p>Family Influence: Family decision-making roles and family life cycle stages.</p> <p>Social Class: Determinants of social class and its impact on consumption patterns.</p> <p>Culture and Subculture: Cultural values, norms, and their influence on consumer behavior.</p>
Unit 6	<p>Consumer Research</p> <p>Importance of Consumer Research: Understanding consumer insights for better marketing decisions.</p> <p>Research Methods: Qualitative and quantitative research techniques.</p> <p>Consumer Research Process: Steps involved in conducting consumer research.</p> <p>Ethical and Social Responsibility in Consumer Behaviour</p> <p>Ethical Issues: Ethical considerations in influencing consumer behavior.</p> <p>Consumerism: Consumer rights, protection, and the consumer movement.</p> <p>Corporate Social Responsibility (CSR): Impact of CSR on consumer perceptions and behavior.</p>

Reference Books:

1. Hawkins 'Consumer Behaviour- Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011
2. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.
3. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012
4. David L. Loudon and Albert J Della Bitta, 'Consumer Behavior', McGrawHill, New Delhi 2010



Course Articulation Matrix – MBA 04-MM 01 (Consumer Behaviour)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

Paper – MBA 04 MM 02

RETAIL MANAGEMENT

Introduction: The course also explores modern retail trends, including e-tailing, organized retailing, and customer relationship management (CRM), preparing students for the dynamic and evolving retail sector. Through case studies, students will gain practical insights into real-world retail challenges and strategies.

Course Outcomes (COs)

CO1: Understand the concept, functions, and importance of retailing, including various retail formats, channels, and industry trends in India.

CO2: Analyze retail consumer behavior, factors influencing purchase decisions, types of decision-making, and the role of market research in understanding consumers.

CO3: Evaluate retail market segmentation and strategies, including penetration strategies, growth strategies, and the retail value chain.

CO4: Assess retail location selection strategies, including types of locations, factors affecting location decisions, and measuring location success.

CO5: Examine retail operations and pricing strategies, including store administration, inventory management, customer service, and pricing models.



CO6: Apply retail space management, visual merchandising, promotional strategies, and relationship marketing techniques, while understanding emerging trends in modern retailing.

Unit 1	Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, changing trends in retailing.
Unit 2	Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume
Unit 3	Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.
Unit 4	Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location
Unit 5	Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail pricesPricing strategies, controlling costs.
Unit 6	Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays, Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector, casestudy.

Reference Books:

1. Levy, M., & Weitz, B. A. (2018). Retailing Management. McGraw-Hill Education.
2. Berman, B., & Evans, J. R. (2018). Retail Management: A Strategic Approach. Pearson.



3. Varley, R., & Rafiq, M. (2014). Principles of Retail Management. Palgrave Macmillan.
4. Fernie, J., & Sparks, L. (2014). Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain. Kogan Page.
5. Thompson, R., & Jackson, T. (2017). Retail Location Planning in an Era of Multi-Channel Growth. Kogan Page.
6. Hernandez, T., & Bennison, D. (2000). The art and science of retail location decisions. International Journal of Retail & Distribution Management, 28(8), 357-367.

Course Articulation Matrix – MBA 04-MM 02 (Retail Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			

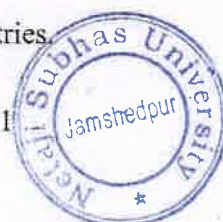
SPECIALIZATION

FINANCE

Paper - MBA 04-FM 01

PROJECT PLANNING & MANAGEMENT

Introduction : The course integrates essential tools like Gantt charts, Critical Path Method (CPM), Program Evaluation Review Technique (PERT), and Earned Value Management (EVM) to enhance project efficiency. By focusing on risk assessment, performance tracking, and stakeholder communication, students will develop the necessary skills to manage complex projects successfully in various industries.



Course Outcomes (COs)

CO1: Understand the concept, significance, and life cycle of project management, **along with the** role and responsibilities of a project manager.

CO2: Apply project planning techniques, including scope management, Work Breakdown Structure (WBS), and scheduling tools (Gantt charts, CPM, and PERT).

CO3: Develop and execute integrated project plans, ensuring effective coordination of project activities and managing project changes efficiently.

CO4: Implement time and cost management strategies, including activity sequencing, budgeting, cost estimation, and Earned Value Management (EVM) for performance monitoring.

CO5: Ensure project quality management through quality planning, assurance, and control mechanisms to meet project objectives.

CO6: Manage project communication effectively, **including** stakeholder engagement, information distribution, and performance reporting for successful project execution.

Unit 1	Introduction to Project Management Concept and Definition: Understanding projects, project management, and its significance. Project Life Cycle: Phases of a project (initiation, planning, execution, monitoring and controlling, closure). Role of Project Manager: Skills, responsibilities, and challenges.
Unit 2	Project Planning Project Scope Management: Defining and controlling what is included and excluded in the project. Work Breakdown Structure (WBS): Breaking down the project into manageable sections. Project Scheduling: Tools and techniques (Gantt charts, Critical Path Method, Program Evaluation Review Technique).
Unit 3	Project Integration Management Project Plan Development: Creating a cohesive plan integrating all aspects of the project. Project Plan Execution: Implementing the project plan and ensuring project work is carried out. Project Change Management: Identifying, evaluating, and managing changes to the project plan.

Unit 4	<p>Project Time and Cost Management</p> <p>Time Management: Techniques for effective time management (activity sequencing, resource estimation, schedule development).</p> <p>Cost Management: Estimating, budgeting, and controlling costs to ensure the project is completed within the approved budget.</p> <p>Earned Value Management (EVM): Monitoring project performance against the plan.</p>
Unit 5	<p>Project Quality Management</p> <p>Quality Planning: Identifying quality standards and determining how to satisfy them.</p> <p>Quality Assurance: Systematic activities to ensure quality standards are met.</p> <p>Quality Control: Monitoring specific project results to determine if they comply with relevant quality standards.</p>
Unit 6	<p>Project Communication Management</p> <p>Communication Planning: Identifying stakeholders and planning communications.</p> <p>Information Distribution: Ensuring timely and appropriate collection, distribution, and storage of project information.</p> <p>Performance Reporting: Progress reporting, status reporting, and forecasting</p>

Reference Book

1. Hans Mikkelsen, Jens O. Riis Project Management, ISBN: 978-1-78714-830-7, eISBN: 978-1-78714-829-1 Publication date: 10 October 2017
2. Khanna, R. B. (2011), Project Management, PHI Learning Private Limited, New Delhi.
- Kendrick, Tom (2004), The Project Management Toolkit: 100 Tips and Techniques for Getting the Job Done Right, AMACOM Books: Boston, MA.
3. Kendrick, Tom (2006), Results without Authority: Controlling a Project When the Team Doesn't Report to You, AMACOM Books: Boston, MA.
4. Kloppenborg, T. (2014). Contemporary project management. Nelson Education.
5. Leach, Lawrence P. (2005), Lean Project Management: Eight Principles for Success, Advanced-Projects: Boise, Idaho. Lewis,
6. James (1998), Team-Based Project Management, Beard Books



Course Articulation Matrix – MBA 04-FM 01 (Project Planning & Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7
CO1:	3	3	2	3	3	2	3	2	3	3	2	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Paper - MBA 04-FM 02

MERCHANT BANKING & FINANCIAL SERVICES

Introduction: The course also introduces students to leasing, hire purchase, factoring, and retail finance, equipping them with the knowledge and skills necessary to navigate the evolving financial landscape. Through case studies and real-world applications, students will develop expertise in financial structuring, investment analysis, and risk management.

Course Outcomes (COs)

CO1: Understand the nature, scope, and regulation of merchant banking, including project preparation, capital structure design, and market operations.

CO2: Analyze IPO management and SEBI guidelines, including public issues, private placements, book building, underwriting, and buyback of shares.

CO3: Examine the role of commercial banks and NBFCs, their financial operations, sources of funds, and recent developments in banking innovations.

CO4: Evaluate credit rating agencies and their methodologies, understanding the rating process, symbols, and limitations.

CO5: Explore venture capital financing, its development in India, investment processes, methods of funding, and exit strategies.



CO6: Assess leasing, hire purchase, factoring, and retail finance, including financial evaluation, legal frameworks, taxation, and risks associated with these financial services.

Unit 1	Merchant Banking: Nature and Scope Types of Merchant Bankers, Regulation of Merchant Banking Activity, Project Preparation and Appraisal, Types of Securities, Money Market Instruments, Design of capital Structure, Savings and Primary Markets & Secondary Markets
Unit 2	IPO Management– SEBI Guidelines for Public Issues, Pre-issue Management; Types of Issues and Analysis of Prospectus, Public Issue Through Prospectus, Private Placement Bought Out Deals, Book Building Method Pricing of Securities, Management of Public Issues; Coordination, Marketing and Underwriting Allotment/ Refunds Listing Requirement, Loan Syndication; Domestic and External, Buy-Back of Shares . Mergers, Acquisitions Amalgamations and Takeovers Advisory Services; Non- Residents, Indian Investors. Oversea Corporate Body, Foreign Institutional Investors Recent Developments
Unit 3	Commercial Banks – Introduction ,Theoretical basis for commercial banking operations, Special role of commercial banks, Liabilities and assets of bank, Banking innovations Non Banking Financial Companies- Nature and functions of NBFCs, Features of assistance and major schemes, Sources of funds and avenues for deployment, Recent developments
Unit 4	Credit Rating Agencies and Methods – Introduction, Credit rating agencies, Rating methodologies and procedures, Rating symbols and rating limitations
Unit 5	Venture Capital-Introduction- Notion of VC, Development of VC in India, VC investment process, Methods of venture financing and disinvestment mechanisms
Unit 6	Leasing and Hire Purchase- Lease financing, HP financing, Financial evaluation, Legal framework and taxation Factoring and Forfeiting– Theoretical framework, Factoring in India. Financial evaluation. Retail Finance- Introduction, Consumer credit, Housing finance systems and schemes, Risks and opportunities to the institutions



Reference Books

1. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi, 2001.
2. Gurusamy, Merchant Banking And Financial Servies, Tata McGraw Hill, New Delhi, 3^{ed}. 2009.
3. Machiraju, H. R. (2010). *Merchant Banking: Principles and Practice*. New Age International Publishers.
4. Verma, J. C. (2008). *Corporate Mergers, Amalgamations, and Takeovers*. Bharat Law House.

Course Articulation Matrix – MBA 04-FM 02 (Merchant Banking & Financial Services)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	3	3	3	3	2	3	3	3	3	2	3	3	3
CO2:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
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Blank = No Direct Mapping																			

SPECIALIZATION

HUMAN RESOURCE MANAGEMENT

Paper - MBA 04-HR 01

PERFORMANCE MANAGEMENT SYSTEM

Introduction: The course integrates modern techniques like 360-degree feedback, KPIs, and balanced scorecards, helping students develop skills for effective performance evaluation, coaching, and employee development. By exploring reward and recognition programs, students will gain insights into motivating employees and enhancing organizational productivity.



Course Outcomes (COs)

CO1: Understand the concept, objectives, and components of performance management, along with its historical evolution.

CO2: Apply goal-setting techniques (SMART goals) and performance standards, using Key Performance Indicators (KPIs) for effective performance planning.

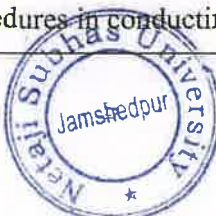
CO3: Implement performance monitoring, coaching, and feedback mechanisms, while analyzing traditional and modern performance appraisal methods.

CO4: Conduct performance reviews and evaluations, ensuring proper documentation and fair assessment of employee contributions.

CO5: Identify performance gaps, develop Performance Improvement Plans (PIPs), and utilize training and development for performance enhancement.

CO6: Link performance to rewards, design financial and non-financial recognition programs, and create strategies for employee motivation and engagement.

Unit 1	Introduction to Performance Management Definition and Objectives: Understanding performance management, its purpose, and objectives. Components of Performance Management: Planning, monitoring, developing, rating, and rewarding. Historical Development: Evolution of performance management systems.
Unit 2	Performance Planning Goal Setting: SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound). Performance Standards: Setting clear and measurable performance standards. Key Performance Indicators (KPIs): Identifying and utilizing KPIs for different roles.
Unit 3	Performance Monitoring and Coaching Continuous Monitoring: Techniques for ongoing performance tracking. Feedback Mechanisms: Providing constructive feedback. Coaching and Mentoring: Roles and techniques for performance improvement. Performance Appraisal Systems Appraisal Methods: Traditional methods (rating scales, checklists, essays) and modern methods (360-degree feedback, balanced scorecard). Appraisal Processes: Steps and procedures in conducting appraisals.



	Common Challenges: Biases and errors in performance appraisal.
Unit 4	Performance Review and Evaluation Review Meetings: Conducting effective performance review meetings. Evaluating Performance: Criteria and methods for evaluating employee performance. Performance Documentation: Importance of proper documentation.
Unit 5	Performance Improvement Identifying Performance Gaps: Analyzing reasons for underperformance. Performance Improvement Plans (PIPs): Designing and implementing PIPs. Training and Development: Role in performance enhancement.
Unit 6	Reward and Recognition Linking Performance to Rewards: Strategies for performance-based rewards. Types of Rewards: Financial and non-financial rewards. Recognition Programs: Designing effective recognition programs.

Reference Books

- 1) Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
- 2) Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.
- 3) Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.
- 4) Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page.
- 5) Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.

Course Articulation Matrix – MBA 04-HR 01 (Performance Management System)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	3	3	2	2	3	3	3	2	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	3	2	3	3	3	2	3	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3



CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Blank = No Direct Mapping																				

Paper - MBA 04-HR 02

COMPENSATION

Introduction : The course explores the legal framework governing compensation practices and recent developments in equity-based pay, flexible benefits, and work-life balance. By integrating theoretical foundations with practical applications, students will develop skills essential for strategic compensation planning and human resource management.

Course Outcomes (COs)

CO1: Understand the concepts, objectives, components, and theories of compensation, including equity, expectancy, and reinforcement theories.

CO2: Analyze job analysis and job evaluation techniques, including job descriptions, job specifications, and evaluation methods to determine fair compensation structures.

CO3: Examine wage and salary administration, including wage determination factors, pay structures, pay revisions, and pay commission practices.

CO4: Evaluate incentive plans, employee benefits, and executive compensation strategies, including statutory and voluntary benefits.

CO5: Implement performance-based pay systems, linking performance appraisals to pay structures, and managing merit-based, skill-based, and competency-based pay.

Unit 1	<p>Introduction to Compensation Management</p> <p>Concepts and Definitions: Understanding compensation, wage, salary, and incentives.</p> <p>Objectives of Compensation: Attracting, retaining, and motivating employees.</p> <p>Components of Compensation: Basic pay, allowances, benefits, and incentives.</p> <p>Theories of Compensation: Equity theory, expectancy theory, reinforcement theory, and agency theory.</p>
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Unit 2	Job Analysis and Job Evaluation Job Analysis: Process, methods, and techniques. Job Description and Job Specification: Definitions and importance. Job Evaluation: Purpose and methods (ranking, classification, point method, and factor comparison).
Unit 3	Wage and Salary Administration Wage Concepts: Minimum wage, fair wage, and living wage. Wage Determination: Factors influencing wage and salary levels. Salary Structure: Designing pay scales and salary grades. Pay Revision and Pay Commissions: Procedures and practices.
Unit 4	Incentive Plans and Benefits Incentive Plans: Types (individual, group, and organization-wide), advantages, and disadvantages. Benefits and Services: Types (statutory and voluntary), significance, and management. Executive Compensation: Components, trends, and issues
Unit 5	Performance-Based Pay Performance Appraisal Systems: Objectives, methods, and challenges. Linking Performance to Pay: Merit pay, skill-based pay, and competency-based pay. Managing Pay-for-Performance: Strategies and implementation issues.
Unit 6	Legal Framework and Contemporary Issues Legal Framework: Labor laws affecting compensation (Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act, etc.). Global Compensation Practices: Compensation management in multinational corporations. Recent Trends: Equity-based compensation, flexible benefits, and work-life balance.

Reference Books

1. Anderson, R.I. (2011). Compensation Management in Knowledge based world. New Delhi: Pearson Education.
2. Milkovich & Newman. (2011). Compensation. New Delhi: Tata McGraw-Hill..

3. Singh, B. D. (2008). Compensation & Reward Management. New Delhi: Excel Books.
4. Martocchio, J. J. (2011). Strategic Compensation. New Delhi: Pearson Education.
5. Rao, N.S. (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

Course Articulation Matrix – MBA 04-HR 02 (Compensation)																			
COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Blank = No Direct Mapping																			

SPECIALIZATION

INFORMATION TECHNOLOGY

Paper - MBA 04-IT 01

DATABASE MANAGEMENT SYSTEM

Introduction : The course provides students with a comprehensive understanding of database models, SQL programming, database design, data warehousing, and emerging technologies. It covers fundamental concepts such as relational database theory, normalization, entity-relationship modeling, and query optimization. The course also explores modern advancements like Big Data, cloud databases, NoSQL, and blockchain to prepare students for data-driven decision-making and business intelligence applications.

Course Outcomes (COs)

CO1: Understand the fundamentals of database systems, including database models, system architecture, and differences between DBMS and traditional file systems.



CO2: Apply relational database concepts, relational algebra, relational calculus, and integrity constraints for effective data organization and management.

CO3: Develop and execute SQL queries using DDL, DML, DCL, and TCL commands, including advanced SQL techniques like joins, subqueries, and triggers.

CO4: Design efficient database structures using Entity-Relationship (ER) modeling, normalization techniques (1NF to BCNF), and database design principles.

CO5: Explore data warehousing, data mining, and business intelligence techniques to extract valuable insights for strategic decision-making.

CO6: Analyze emerging trends in database technologies, including Big Data, NoSQL databases, cloud databases, in-memory databases, and blockchain applications.

Unit 1	Introduction to Database Systems Overview of Database Systems: Definitions, Importance, and Applications in Business Database Models: Hierarchical, Network, Relational, Object-Oriented DBMS vs. Traditional File Systems: Advantages and Disadvantages Database System Architecture: Data Independence, Schema Architecture, and Components of DBMS
Unit 2	Relational Database Model Basic Concepts: Relations, Tuples, Attributes, Domains Relational Algebra and Relational Calculus: Basic Operations, Queries Keys: Primary Key, Foreign Key, Candidate Key, Super Key Integrity Constraints: Entity Integrity, Referential Integrity
Unit 3	SQL (Structured Query Language) SQL Basics: DDL (Data Definition Language), DML (Data Manipulation Language), DCL (Data Control Language), TCL (Transaction Control Language) SQL Queries: SELECT, INSERT, UPDATE, DELETE Advanced SQL: Joins, Subqueries, Views, Indexes, Aggregate Functions Constraints and Triggers: Implementation and Use Cases
Unit 4	Database Design Entity-Relationship Model: Entities, Attributes, Relationships, ER Diagrams Normalization: First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce-Codd Normal Form (BCNF)

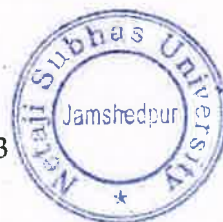


	Denormalization: Concepts and Trade-offs Database Design Process: Conceptual, Logical, and Physical Design
Unit 5	Data Warehousing and Data Mining Data Warehousing: Concepts, Architecture, ETL (Extract, Transform, Load) Process Data Mining: Techniques, Applications, and Tools Business Intelligence: Concepts and Implementation
Unit 6	Emerging Trends and Technologies Big Data Technologies: Hadoop, Spark, NoSQL Databases Cloud Databases: Concepts, Advantages, and Challenges In-Memory Databases: Concepts and Use Cases Block chain and Databases: Fundamentals and Applications

Reference Books

1. Fundamental of Database Systems- Elmasri Navathe- Pearson Education Asia.
2. Database- Principles, Programming and Performance- Parick O' Neil Elizabeth O' Niel, Harcourt Asia PTE Limited.
3. An Introduction to Database Systems- C.J.Date, Addison Wesley, Pearson Education Press.
4. Database System Concepts- Abraham Silberschat, Henry F. Korth, S.Sudarshan, Tata McGraw Hill.
5. Database Management – Bipin C. Desai – BPB Publications.

Course Articulation Matrix – MBA 04-IT 01 (Database Management System)																			
COs \ Map ping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	2	3	3	3	2	3	3	3	2	3	2	3	3
CO2:	3	3	2	2	3	3	2	3	3	3	2	3	3	3	2	3	2	3	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	2	3	2	3	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	2	3	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	2	3	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3 = High Relevance																			
2 = Moderate Relevance																			
1 = Low Relevance																			
Blank = No Direct Mapping																			



NETWORK AND INFORMATION SECURITY

Unit 1	Introduction to Network Security Basics of Network Security: Definition, Goals, and Importance Types of Attacks: Passive and Active Attacks, Insider and Outsider Attacks Security Services: Confidentiality, Integrity, Authentication, Non-repudiation, Access Control, Availability
Unit 2	Cryptography Introduction to Cryptography: History, Key Concepts, and Terminology Symmetric Key Cryptography: DES, AES, RC4 Asymmetric Key Cryptography: RSA, Diffie-Hellman, ECC Cryptographic Hash Functions: MD5, SHA-1, SHA-256 Digital Signatures and Certificates: Concept, Working, and Applications
Unit 3	Network Security Protocols Secure Communication Protocols: SSL/TLS, IPsec, SSH Wireless Security Protocols: WEP, WPA, WPA2 Email Security: PGP, S/MIME Web Security: HTTPS, Content Security Policy (CSP)
Unit 4	Network Security Practices Firewalls: Types, Configurations, and Best Practices Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS): Types, Working, and Deployment Virtual Private Networks (VPN): Types, Benefits, and Implementation Access Control Mechanisms: ACL, RBAC, ABAC
Unit 5	Information Security Management Information Security Policies and Procedures: Development and Implementation Risk Management: Risk Analysis, Assessment, and Mitigation Security Standards and Compliance: ISO/IEC 27001, NIST, GDPR, HIPAA Business Continuity and Disaster Recovery Planning
	Advanced Topics in Network Security



Unit 6	Cloud Security: Challenges and Solutions IoT Security: Issues and Countermeasures Mobile Security: Threats and Best Practices Blockchain and Security: Fundamentals and Applications
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Reference Books

1. Computer Networks by Andrew S. Tanenbaum (Fifth Edition), Pearson Education
2. Data Communication and Networking by Behrouz A. Forouzan (Fourth Edition), Tata McGraw Hill
3. Andrew S. Tanenbaum, David J. Wetherall, "Computer Networks" Pearson Education.
4. Dimitri Bertsekas, Robert Gallager, "Data Networks", PHI Publication, Second Edition.
5. Kaveh Pahlavan, Prashant Krishnamurthy, "Networking Fundamentals", Wiley Publication.
6. Uyles Black, "Computer Networks", PHI Publication, Second Edition

Course Articulation Matrix – MBA 04-IT 02 (Network & Information Security)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	2	3	2	3	3	3	3	2	3	3	3	3	2	3	2	3
CO2:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO3:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	2	3
CO4:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO5:	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
CO6:	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Blank = No Direct Mapping																			



SPECIALIZATION

SUPPLY CHAIN MANAGEMENT

Paper - MBA 04-SCM 01

PROCUREMENT AND QUALITY MANAGEMENT

Introduction This course provides students with practical skills in procurement optimization, supplier management, and quality assurance, preparing them for careers in supply chain management, procurement strategy, and quality control operations.

Course Outcomes (COs)

CO1: Understand the concepts, importance, and types of procurement, including strategic sourcing and supplier selection in procurement management.

CO2: Develop procurement planning strategies, conduct Make-or-Buy analysis, and explore global sourcing and outsourcing approaches.

CO3: Implement supplier relationship management practices, including supplier evaluation, performance measurement, and collaboration for long-term partnerships.

CO4: Analyze the impact of digital transformation on procurement, including e-procurement, automation, and blockchain applications in supply chain management.

CO5: Understand quality management principles, evolution, and frameworks, including quality assurance, continuous improvement, and contributions of quality gurus.

CO6: Apply quality management systems and tools, including ISO 9001 standards, Six Sigma, Lean Management, Total Quality Management (TQM), and Statistical Process Control (SPC) for process improvement and regulatory compliance.

Unit 1	Introduction to Procurement Management : Definition and Importance of Procurement, Procurement Cycle, Types of Procurement: Direct, Indirect, Services, Strategic Sourcing and Supplier Selection
Unit 2	Procurement Planning and Strategy: Procurement Planning Process, Make or Buy Analysis, Developing Procurement Strategies, Global Sourcing and Outsourcing.
Unit 3	Supplier Relationship Management: Building Supplier Relationships, Supplier Evaluation and Selection, Supplier Performance Measurement, Supplier Development and Collaboration
Unit 4	Procurement in the Digital Age: E-Procurement and Digital Solutions Impact of Technology on Procurement Automation in Procurement Processes

	Block chain and Procurement
Unit 5	Introduction to Quality Management Definition and Importance of Quality, History and Evolution of Quality Management, Quality Assurance, Quality Control, Continuous Improvement, Quality Gurus and their Contributions
Unit 6	Quality Management Systems and Standards: ISO 9001 and Other Relevant Standards, Implementing Quality Management Systems Quality Audits and Certifications, Compliance and Regulatory Requirements, Quality Tools and Techniques: Statistical Process Control (SPC), Six Sigma and Lean Management, Total Quality Management (TQM), Quality Function Deployment (QFD). Root Cause Analysis and Problem-Solving Techniques, case study.

Reference Books

1. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). Purchasing and Supply Chain Management. Cengage Learning.
2. Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. (2015). Procurement Principles and Management. Pearson Education.
3. Dale, B. G. (2015). Total Quality Management. Wiley.
4. Goetsch, D. L., & Davis, S. (2016). Quality Management for Organizational Excellence. Pearson.

Course Articulation Matrix – MBA 04-SCM 01 (Procurement & Quality Management)																			
COs \ Mapping	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
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CO3:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Paper - MBA 04-SCM 02

MATERIAL AND STORE MANAGEMENT

Introduction: The course provides students with a comprehensive understanding of inventory management, procurement strategies, warehouse operations, and digital transformation in material handling. It covers key topics such as supply chain integration, vendor management, logistics strategies, and sustainability in store management.

Course Outcomes (COs)

CO1: Understand the fundamentals of material and store management, including classification, codification, and the role of material management in business operations.

CO2: Apply inventory management techniques, including EOQ, ABC, VED, FSN analysis, JIT, and Material Requirement Planning (MRP) for efficient stock control.

CO3: Analyze warehouse management and logistics strategies, including warehouse layout, material handling systems, supply chain integration, and performance metrics.

CO4: Implement procurement planning and vendor management techniques, focusing on vendor selection, risk management, quality control, and lean procurement strategies.

CO5: Evaluate the impact of digital transformation, RFID, IoT, AI, and automation in inventory management, along with cloud-based supply chain solutions.

CO6: Develop sustainable material management practices, including waste reduction, green supply chains, cost control strategies, and reverse logistics.

Unit 1	Fundamentals of Material & Store Management :Introduction to Material Management, Objectives, Scope, and Functions of Store Management. Role of Material Management in Business Operations, Classification & Codification of Materials
Unit 2	Inventory Management Techniques :Economic Order Quantity (EOQ) Model, ABC, VED, and FSN Analysis, Just-in-Time (JIT) Inventory System, Material Requirement Planning (MRP), Inventory Control Methods & Techniques.



Unit 3	Warehouse Management & Logistics Strategies :Warehouse Layout Planning & Design,Storage Systems & Material Handling Equipment,Role of Logistics in Material Management,Supply Chain Integration & Distribution Management,Performance Metrics in Warehouse Management.
Unit 4	Procurement Planning & Vendor Management :Principles of Procurement & Sourcing Strategies,Vendor Selection, Negotiation, and Relationship Management,Supply Chain Coordination & Lean Procurement,Procurement Risk Management,Quality Control & Inspection in Procurement.
Unit 5	Digital Transformation, Automation & RFID Technology :Impact of Industry 4.0 on Material Management,Internet of Things (IoT) in Warehouse & Logistics,Role of RFID, Barcoding, and Automation in Inventory Management,Cloud-Based Supply Chain Management,Artificial Intelligence (AI) & Data Analytics in Material Management
Unit 6	Sustainability & Cost Control in Material Management :Waste Reduction & Green Supply Chain Management,Sustainable Procurement Practices,Cost Reduction Strategies in Material Handling,Circular Economy & Reverse Logistics,Case Studies on Sustainable Store Management

Reference Books

1. Gopalakrishnan, P., & Sundaresan, M. (2009). Materials Management: An Integrated Approach. PHI Learning Pvt. Ltd.
2. Arnold, J. R. T., Chapman, S. N., & Clive, L. M. (2016). Introduction to Materials Management. Pearson Education.
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). Supply Chain Logistics Management. McGraw-Hill Education.
4. Grant, D. B., Trautrim, A., & Wong, C. Y. (2017). Sustainable Logistics and Supply Chain Management. Kogan Page.

Course Articulation Matrix – MBA 04-SCM 02 (Material & Store Management)

COs \ Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1:	3	3	2	3	3	2	2	3	3	3	2	3	3	3	3	3	3	3	3
CO2:	3	3	2	3	3	3	2	3	3	3	2	3	3	3	3	3	3	3	3
CO3:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO4:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO5:	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO6:	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

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Blank = No Direct Mapping

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