

SHRI GURU RAM RAI UNIVERSITY

[Estd. by govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03 of 2017 & recognized by UGC u/s (2f) of UGC Act 1956]



Syllabus for Masters of Business Administration (MBA)

School of Management and Commerce Studies

(w.e.f. 2025-2026)

Vision

Developing future leaders to transform the business world.

Mission

M1: To provide holistic education with experiential learning.

M2: To develop students who could contribute to the betterment of the society.

M3: To develop future researchers through our research and training program.

Master of Business Administration (MBA)

OUTCOME BASED EDUCATION

Program Outcomes (POs)

PO 1	Develop students with an in-depth understanding of all the management concepts both in the general areas of management as well as the particular specialized areas of knowledge.
PO2	Develop an ability to apply the acquired knowledge to the various areas of business and their specific problems.
PO3	Thinking analytically about the problems in business and making decisions to solve them.
PO4	Practice research-based knowledge and using this to make valid judgements related to day to day complex problems in business.
PO5	Creating, selecting and applying appropriate modern tools and techniques to the situations in business with an understanding of their limitations.
PO6	Applying reasoning developed from the subject knowledge to various aspects related to societal, health, safety, legal and cultural issues relevant to business.
PO7	Understand and evaluate the various ethical situations to make the right decisions in different societal and environmental circumstances to ensure sustainable development.
PO8	Apply ethical principles and ensure the maintenance of professional ethics and responsibilities in business.
PO9	Function effectively as an individual, as a team member or a leader in different settings in business.
PO10	Professionally communicate various arguments, analysis or recommendations to different audiences as and when the need arises. Be proficient in written, oral and non-verbal communication and make effective presentations to community at large.
PO 11	Understanding of project management and finance principles and applying these to work in an organization as a member and leader in a team and enhance careers and commitment.
PO12	Understanding the need for and prepare to engage in independent and lifelong learning in the broadest context of dynamic business changes. Understanding of project management and finance principles and applying these to work in an organization.

Program Specific Outcomes (PSOs)

PSO 1	Learn, understand and adopt business practices to utilize the opportunities and face the challenges of an evolving global environment.
PSO2	Demonstrate ability to recognize and identify business problems, apply reasoning and assess response options relative to the needs and interests of relevant stakeholders to address social, legal, cultural, financial and ethical issues in a business organization. Development of skills to manage the complexity by using Artificial Intelligence in the Data driven Business world.
PSO3	Identify, evaluate, analyze, interpret and apply information related to business to make reasoned decisions and solve problems of the society, achieve environmental sustainability working efficiently as individuals or as teams.

Introduction

The 2-year Full-time MBA Course offered by the University aims to educate and prepare young graduates with the knowledge, analytical abilities, skills and aptitudes needed to provide business leadership in the rapidly changing and competitive global marketplace. The rigorous program aims in achieving the stated learning objectives through a series of standardized core courses and choice-based electives. The program provides a comprehensive foundation in the fundamentals of business management.

The MBA Program subjects are designed in such a way that students grasp maximum knowledge related to Management and Specialized domains. It will help students towards enhancing employability and entrepreneurial ability of the graduates. In order to harness regional specialties and to meet region-specific needs the Shri Guru Ram Rai University modify the content of syllabus as per the regional demands and needs.

Eligibility for Admission:

Any candidate who has the Bachelor's degree of any university recognized by UGC in any state or as equivalent to the three-year degree program with not less than 50%-marks in any stream and valid CAT/MAT score in aggregate is eligible for admission. However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

Duration of the Program: 2 years (Full Time)

Exit Option: For MBA programmes, there shall only be one exit point for those who join the two-year MBA Programme, that is, at the end of the first year of the MBA Programme. Students who exit after the first year shall be awarded the Post-Graduate Diploma (as per university examination policy).

MASTER OF BUSINESS ADMINISTRATION (MBA)

Examination Scheme:

Components	I Internal	II Internal	Presentation/ Assignment/ Project	External (ESE)
Weightage (%)	15Marks	15 Marks	10 Marks	60 Marks

Legend:

L: Lectures T: Tutorials P: Practical/Projects C: Credits

Notes:

1 Credit: 1 Hour for Lecture/Tutorial

1 Credit: 2 Hour for Practical/Projects

MASTER OF BUSINESS ADMINISTRATION (MBA)**Examination Scheme:**

Components	I Internal	II Internal	Presentation/ Assignment/ Project	External (ESE)
Weightage (%)	15Marks	15 Marks	10 Marks	60 Marks

Course Structure and Credit Distribution

Core Subjects	Elective Subjects	Projects
15	7	2

Semester wise Course Structure and Credit Distribution

	Core Subjects	Elective Subjects	Projects	Total
Semester I	20			20
Semester II	20			20
Semester III	6	12	2	20
Semester IV	6	9	5	20
	52	21	7	80

First Semester

In this semester students will study all the seven core subjects offered in the program.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation Scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	MPOB-101	Management Process and Organizational Behaviour	3	-	-	3	40	60	100
2	Core	MECO-102	Managerial Economics	3	-	-	3	40	60	100
3	Core	AFMA-103	Applied Financial & Management Accounting	3	1	-	4	40	60	100
4	Core	BSEV-104	Business Environment	3	-	-	3	40	60	100
5	Core	BSCM-105	Business Communication	3	-	-	3	40	60	100
6	Core	BSLA-106	Business Law	3	1	-	4	40	60	100
Total				18	2	-	20	240	360	600

Second Semester

In this semester students study all the eight core subjects offered in the program.

S.	Course	Course	Course	Periods				Evaluation scheme		Subject
S. No.	Course Category	Course Code	Course Name	L	T	P	C	Sessional (Internal)	ESE (External)	Subject Total
Theory										
1	Core	BSRM-201	Business Research Methods	3	-	-	3	40	60	100
2	Core	BSDM-202	Business Decision Making	3	1	-	4	40	60	100
3	Core	FIMG-203	Financial Management	3	1	-	4	40	60	100
4	Core	MKMG-204	Marketing Management	3	-	-	3	40	60	100
5	Core	POMG-205	Production and Operations Management	3	-	-	3	40	60	100
6	Core	HRMG206	Human Resource Management	3	-	-	3	40	60	100
Total				18	2	-	20	240	360	600

Third Semester

The students will study two core subjects offered and get to choose one major specialization and one minor specialization as per their interest.

Three subjects of their major specialization and one subject of their minor specialization is to be studied in addition to the core subjects.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation Scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	PRMG-301	Project Management	3	-	-	3	40	60	100
2	Core	INBS-302	International Business	3	-	-	3	40	60	100
3	Elective		Major 1	3	-	-	3	40	60	100
4	Elective		Major 2	3	-	-	3	40	60	100
5	Elective		Major 3	3	-	-	3	40	60	100
6	Elective		Minor 1	3	-	-	3	40	60	100
7	Core	SUTR-310	Summer Training Report & Presentation	-	-	-	2	-	100	100
Total				18	-	-	20	240	460	700

ELECTIVES:

Human Resource Management Group			Subject Type
1	Industrial Relations and Labour Laws	IRLL-303 (H1)	Major
2	Industrial Psychology	IDYP- 303 (H2)	Major
3	Organizational Structure and Human Resource Development	OSHR-303 (H3)	Major
4	Performance Management	PRMG303 (H4)	Major+ Minor
Marketing Management Group			Subject Type
1	Brand & Retail Management	BRMG-304 (M1)	Major
2	Consumer Behaviour	CMBH-304 (M2)	Major
3	Marketing of Services	MKSR-304 (M3)	Major+ Minor
4	Advertising Management	ADMG-304 (M4)	Major
Financial Management Group			Subject Type
1	Financial Markets and Institutions	FMIT-305 (F1)	Major+Minor
2	Security Analysis and Portfolio Management	SAPM-305 (F2)	Major
3	Corporate Tax Planning	CPTP-305 (F3)	Major
4	International Financial Management	IFMG-305 (F4)	Major
Digital Marketing Management Group			Subject Type
1	E-Commerce and Digital Markets	DM-306 (D1)	Major + Minor

2	Social Media Marketing	SOMM-306 (D2)	Major
3	Search Engine Optimization	SEOP-306 (D3)	Major
4	Advertising Tools & Its Optimization	ATOP-306 (D4)	Major
Agribusiness Management Group			Subject Type
1	Introduction to Agri-Business Management	IAMB-307 (A1)	Major
2	Agriculture Marketing systems and Models	AMSM-307 (A2)	Major
3	Farm Management	FAMG-307 (A3)	Major
4	Rural Marketing	RUMG-307 (A4)	Major + Minor
International Business Group(Minor Elective)			Subject Type
1	Import Export Management	IEMG-308 (IB1)	Minor
2	Management of Multinational Corporations	MGMC-308 (IB2)	Minor
3	International Business Logistics	INBL-308 (IB3)	Minor
Artificial Intelligence Group			Subject Type
1	Computer Fundamentals for Managers	CFMG-309 (AI 1)	Major+ Minor
2	Basics of Python Programming	BPPG-309 (AI 2)	Major

3	Artificial Intelligence and Machine Learning	AIML - 309 (AI 3)	Major
4	Business Intelligence	BSIN – 309 (AI 4)	Major

Fourth Semester

The students will study two core subjects offered and get to study subjects of their chosen major specialization and minor specialization.

Two subjects of their chosen major specialization and one subject of their minor specialization is to be studied in addition to the core subjects.

S. No	Course Category	Course Code	Course Name	Periods				Evaluation Scheme		Subject Total
			Course Name	L	T	P	C	Sessional (Internal)	ESE (External)	Subject Total
Theory										
1	Core	ECSR-401	Ethics and Corporate Social Responsibility	3	-	-	3	40	60	100
2	Core	EPDP-402	Entrepreneurship Development	3	-	-	3	40	60	100
3	Elective		ElectiveMajor1	3	-	-	3	40	60	100
4	Elective		ElectiveMajor2	3	-	-	3	40	60	100
5	Elective		Elective Minor 1	3	-	-	3	40	60	100
6	Core	FDRV-410	Dissertation & Viva Voce	-	-	-	5		200	200
Total				15	-	-	20	300	400	700

ELECTIVES: Human Resource Management Group			Subject Type
1	HR Analytics	HRAL-403 (H1)	Major
2	Compensation Management	COMG-403 (H2)	Major
3	International Human Resource Management	IHRM-403 (H3)	Major+Minor
Marketing Management Group			
1	Sales and Distribution Management	SGMG-404 (M1)	Major+Minor
2	Rural Marketing	RLMG-404 (M2)	Major
3	International Marketing Management	IMMG-404 (M3)	Major

Financial Management Group			Subject Type
1	Management of Financial Services	MGFS-405 (F1)	Major+Minor
2	Mergers and Acquisitions	MRAC-405 (F2)	Major
3	Financial Derivatives	FIDV-405 (F3)	Major
Digital Marketing Management Group			Subject Type
1	Website Hosting Using WordPress	WHWP-406 (D1)	Major
2	Web Analytics	WEBA-406 (D2)	Major
3	Content Marketing	CMKT-406 (D3)	Major+Minor
Agribusiness Management Group			Subject Type
1	Agricultural Marketing and Price Analysis	AMPA-407 (A1)	Major
2	Agricultural Finance and Project Management	AFPM-407(A2)	Major
3	Globalization and Agriculture Policy	GBAP-407(A3)	Major+Minor
International Business Group(Minor Elective)			Subject Type
1	International Laws and Treaties in Trade and Business	ILTB-408 (IB1)	Minor
2	For-ex Management	FRMG-408 (IB2)	Minor
3	Cross-Cultural Business Management	CCBM-408 (IB3)	Minor
Artificial Intelligence Group			Subject Type
1	Applications of AI in Business	AIBS - 409 (AI 1)	Major+ Minor
2	Data Mining and Predictive Analytics	DMPA -409 (AI 2)	Major
3	Deep Learning	DPLG - 409 (AI 3)	Major

FIRST SEMESTER-MBA

Course Code	:MPOB-101			
Course Name	:MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR			
Semester /Year	1			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to understand management functions, to familiarize themselves with the practice of management.
2. To develop an understanding of behavioural process of the organizations as a whole.
3. To cultivate an insight into the individual behaviour at work place.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Definition, Nature and Purpose of Management, Functions and Levels of Management, Managing: Science or Art. Evolution of Management Thought: Evolution of Management Theory Approaches of Management, Early Evolution of Management, Different Schools of Management Thought.	8
2	Management Functions a. Planning - Definition, Fundamentals of Planning Types of Plans - Objectives, Strategies, Policies, Management by Objectives. b. Organizing -Fundamentals of Organizing- Nature and Purpose, Departmentation, Formal an Informal Organisation, Organisation Levels and the Span of Management, Strategic Organizing Design, Planning Process. c. Staffing- Line and Staff Authority and Decentralization, Staffing, d. Decision Making-, Direction, Process of Decision Making. e. Communication and Control. Management by objectives (MBO).	12

3	Introduction to Organizational Behaviour Introduction and meaning of OB. Attitudes, Values and Work Ethics, Perception and Learning, Stress Management Leadership and Organizational Culture and Climate: Leadership, Traits Theory, Managerial Grid, Transactional Vs Transformational. Leadership- Qualities of good Leader, Change Management. Conflict Management. Personality, Emotions and Emotional Intelligence.	8
4	Individual behaviour Models of individual behaviour, factors affecting individual: (a) Perception, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception. (b) Concept; Theories of Learning: Conditioning, Social Learning, and cognitive theory. Managerial Implication of Learning Theories. (c) Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory.	12
5	Group Behaviour (a) Interpersonal behaviour and Group Dynamics-Benefits of Groups, Types of Groups, Group Formation and Development, Quality of work life and Work Ethics-their foundation in the theory and method of work in the Indian Context, Stress Management, Concept of Corporate Social Responsibility. (b) Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.	8
Total		48

Text Books:

TB1. Gupta, R.S., Sharma, B.D., & Bhalla, N.S. (2016). Principles & Practices of Management, New Delhi: Kalyani Publishers.

TB2. Robbins, Judge S.P., T.A., Vohra N. (2016), Organizational Behaviour, 16/e, Pearson Education.

TB3. Dr. L M Prasad, (2020). Principles and Practices of Management, Sultan Chand & Sons.

Reference Books:

RB1. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., Management, 8th ed., Pearson, New Delhi 2010.

RB2. Harald Koontz and Heinz Weihrich, Elements of Management.9th ed., TMH. New Delhi 2012.

Course Outcomes (COs)

CO 1	To define key concepts and functions of management and explain its nature, evolution, and approaches
CO 2	To describe the functions of planning, organizing, staffing, directing, and controlling within an organization.
CO 3	To apply concepts of leadership, motivation, perception, and communication to solve workplace challenges.
CO 4	To analyse individual and group behaviour using models and theories of OB including attitudes, values, and personality
CO 5	To assess different leadership styles, conflict resolution strategies, and change management approaches in organizations.
CO 6	To design a management or OB model integrating motivation, organizational culture, and ethical workplace practices.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	3	2	2	1	1	0	0	2	1	2	2	3	2	2
CO2	3	3	3	3	0	0	0	3	2	3	3	3	3	3	3
CO3	3	3	0	3	3	3	3	3	3	0	0	3	3	0	3
CO4	3	3	3	0	1	1	3	3	3	3	3	3	3	3	1
CO5	3	3	2	3	0	0	3	3	1	3	2	3	3	3	3
CO6	2	2	2	0	1	1	0	0	1	2	1	1	2	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MECO-102				
Course Name : MANAGERIAL ECONOMICS				
Semester /Year : 1				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To make the students aware of the various economic issues
2. To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Managerial Economics: Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Introduction to Managerial Economics, Scope and Significance, Circular Flow in an Economy, Production Possibility Frontier.	8
2	Demand Analysis and Demand Forecasting: Theory of Demand. Types of Demand and their characteristics. Elasticity of Demand and its measurement. Techniques of Demand Forecasting. Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity of supply.	10
3	Production Function and Cost Analysis Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.	10
4	Market Structure and Product Pricing: Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Pricing under Perfect Competition. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Baumol's Marries' and O. Williamsons Model.	12
5	Factor Pricing: Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit.	8
Total		48

Text Books:

TB1. DN Dwivedi, Managerial Economics, 9th ed., Vikas Publishing House, New Delhi, 2021.

TB2. Ahuja, H.L. (2015). Managerial Economics. S.Chand .

TB3. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011.

Reference Books:

RB1. Peterson, H.C., Lewis, W.C., & Jain, S.K. (2009). Managerial Economics. Pearson Education.

RB2. Paul Samuelson and Nordhaus, Economics, 19th ed. Tata McGraw-Hill, New Delhi.

Course Outcomes (COs)

CO 1	To define the fundamental concepts of managerial economics such as micro and macroeconomics, their scope and significance in business decisions
CO 2	To explain the concepts of demand and supply analysis, and the circular flow of income, elasticity of demand, and techniques of demand forecasting
CO 3	To apply demand and supply concepts to real-world market situations and the impact of elasticity on business decision-making.
CO 4	To analyse production functions and cost structures in the short and long run, and differentiate between economies and diseconomies of scale.
CO 5	To evaluate pricing strategies in different market structures such as monopoly, oligopoly, and perfect competition, and assess their effectiveness.
CO 6	To formulate strategic decisions using modern factor pricing theories and economic models for optimizing production and pricing decisions in various business contexts

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	3	2	2	1	1	0	0	2	1	2	1	3	2	2
CO2	3	3	3	3	1	0	1	3	2	2	3	2	3	3	3
CO3	3	3	1	3	3	3	3	3	2	2	1	3	3	2	3
CO4	3	3	3	1	3	1	2	2	3	3	3	2	3	3	3
CO5	3	2	1	3	1	1	2	2	0	1	2	3	2	2	3
CO6	1	1	1	0	0	1	0	0	0	1	0	1	1	1	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course code : AFMA-103				
Course Name : APPLIED FINANCIAL AND MANAGEMENT ACCOUNTING				
Semester /Year : 1				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquire conceptual knowledge of the financial accounting
2. To impart skills for recording various kinds of business transactions.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Financial Accounting Meaning, Nature, Scope, objectives and Importance of Financial Accounting, GAAP, Conventions and Concepts, Users of Accounting information. The Journal, Ledger, Trail balance, Subsidiary books.	9
2	Final Accounts and Statement Analysis Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts, Introduction to Corporate Accounting, Computerized Accounting. Financial Analysis and interpretation of financial statements, techniques of financial statement analysis, ratio analysis, classification of ratios,	9
3	Introduction to Management Accounting Nature, scope of management accounting: meaning, definition, nature and scope of Management accounting; comparison of management accounting with cost accounting and financial accounting. Cost concepts: meaning, scope, objectives, and importance of Cost accounting; cost, costing, cost control, and cost reduction; elements of cost.	10
4	Budgeting and CVP analysis Concepts and Objectives, Types of budget. Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting. Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin,	12

	Managerial Decision-Making Areas – Product Mix, Make or Buy, Pricing Decisions.	
5	Standard Costing Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications Material, Labour, Overhead and Sales Variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.	8
Total		48

Text Books:

TB1. Tulsian PC, Financial Accounting, Pearson Education, 2002.

TB2. R L Gupta, V K Gupta, Financial Accounting: Sultan chand and Sons, New Delhi, 2022.

TB3. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2009.

Reference Books:

RB1. Foster, G. (2004). Financial Statement Analysis, 2/e. Pearson Education India.

RB2. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers).

Course Outcomes (COs)

CO 1	To define financial accounting, objectives and concepts like GAAP and accounting standards.
CO 2	To prepare journal entries, record transactions in ledger and trial balance, and demonstrate the process of maintaining final accounts and computerized accounting systems
CO 3	To identify concepts of management accounting, cost elements, and cost classifications.
CO 4	To explain budgeting techniques, types of budgets, and behavioural implications of budgetary control
CO 5	To analyse cost behaviours using CVP analysis and assess decision-making scenarios such as pricing, make-or-buy, and product mix
CO 6	To evaluate variances in standard costing and the use of advanced costing methods like target costing and ABC

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO1 1	PO1 2	PSO 1	PSO 2	PSO3
CO1	2	2	1	2	0	0	0	1	2	1	2	1	2	1	3
CO2	3	3	3	1	0	0	1	3	1	2	3	3	3	3	2
CO3	1	1	0	3	3	1	2	2	0	0	0	1	1	0	3
CO4	0	2	2	1	1	2	2	2	2	0	1	1	2	2	1
CO5	2	3	1	3	0	0	3	3	1	3	2	2	2	3	3
CO6	2	2	2	0	1	1	0	0	1	2	1	1	1	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSEV-104				
Course Name : BUSINESS ENVIRONMENT				
Semester /Year : 1				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip students with the necessary insights into the environment of business
2. To link the organizations strategies with the changing environment.
3. The course will focus on Indian cases, approaches and experiences.

Course Contents

UNIT	DETAILS	LECTURES
1	Business and its Concepts Definitions, Approaches and Significance of Environment, Business Environment and Society Concept, Social responsibility of Business, Business Ethics, Technological Development and Social Changes, case studies and field work.	10
2	Business and Economy Economic System, Capitalism, Socialism, Mixed Economy, Features of Indian Economy, Public Sector, Private Sector, Small Scale industries: Concept, Significance, Issues and Priorities. Role of Public Sector in Indian Economy and its Problems, case studies and field work.	10
3	Business and Government Role of Government in Economic Planning in India, Introduction to Economic Policies, Industrial Policy, Monetary Policy, Fiscal Policy, case studies and field work.	12
4	Legal framework of business: Consumer Protection Act, TRCCI, FSSAI, Industrial acts, case studies and field work.	6
5	International Business Environment An overview, International Economic Groupings: GATT, WTO, UNCTAD, World Bank, IMF, European Union, FDIs	10
Total		48

Text Books:

TB1. I.C. Dhingra, Indian Economics: Environment and Policy, 25th ed., Sultan Chand & Sons, New Delhi, 2012.

TB2. SK Mishra and VK Puri, 4th ed., Economic Environment of Business, Himalaya Publishing House, Mumbai, 2011.

TB3. Cherunilam Francis - Business Environment.

Reference Books:

RB1. Ghose A N - Indian Economy-Its Nature and Problems. Agarwal A N - Emerging Dimensions of Indian Management. Datta R and Sundharan K P M - Indian Economy.

RB2. Adhikari M - Economic Environment of Business.

Course outcomes (COs)

CO 1	To define the basic concepts of business environment and the significance of social responsibility, ethics, and societal changes in business.
CO 2	To explain different types of economic systems and issues of public and private sectors including small-scale industries in the Indian context.
CO 3	To apply concepts of government policies (Industrial, Fiscal, and Monetary) to analyse their impact on business decisions through case studies and field work.
CO 4	To analyse the legal and regulatory environment by examining acts such as the Consumer Protection Act, FSSAI, and Industrial Acts, and their effects on business operations.
CO 5	To evaluate the role of international organizations like WTO, IMF, and World Bank in shaping the global business environment and assess their influence on Indian policies
CO 6	To design business strategies responsive to legal and environmental shifts.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	1	2	0	0	0	1	2	1	2	1	2	1	3
CO2	2	1	2	0	0	0	1	0	0	0	1	1	1	2	0
CO3	2	2	0	3	2	1	3	2	1	0	1	1	2	1	3
CO4	1	3	2	1	1	2	2	3	3	1	2	2	3	2	2
CO5	1	3	0	3	0	0	2	3	0	0	2	2	1	2	3
CO6	2	2	1	0	1	1	0	0	1	0	1	1	1	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSCM-105				
Course Name : BUSINESS COMMUNICATION				
Semester /Year : 1				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquire effective skills in reading, writing, comprehension and communication.
2. To learn to use electronic media for business communication.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Importance of communication skills in Business, Growth of business communication in recent years, The Communication Process, Barriers and Gateways to communication, Communication Models, Channels and dimensions of communication.	8
2	Verbal Communication Types of managerial speeches, Group discussions, Meetings, Seminars and Conferences, Importance of non-verbal communication – positive gestures, symbols and signs, physical appearance & the art of self-presentation & conduct. Interviewing Skills: Facing different types of interviews, Exit interviews, Making Power point presentations; The art of effective listening, Principles of effective listening, factors affecting listening. Negotiation Skills.	10
3	Internal and External Business Communication Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings Writing Memos, Circulars and Notices: Introduction, what is a Memo? Circulars and Notices. External Business Communication, Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of	11

	Business Letters, Format for Business Letters.	
4	The Art of Public Speaking & Group Discussion Nature, uses and importance, guidelines for GD. Effective Oral presentations, structuring, rehearsing, and delivery methods, Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading,	9
5	Employment Communication Resumes and Cover Letters: Writing a Resume, Writing Job Application Letters, Other Letters about Employment. Group Discussions and Interviews: Introduction, what is a Group Discussion? Attending Job Interviews, Writing effective Business Reports.	10
Total		48

Text Books:

TB1. Kitty O. Locker and Stephen KyoKaczmarck, (2007). Business Communication: Building Critical Skills, 3/e, TMH. NewDelhi.

TB2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and NeerjaPande (2009), Business Communication: Making Connections in a Digital World, 11/e. TMH. NewDelhi.

TB3. Aggarwal Rohini-Business Communication and organization &Management,Taxmann.

Reference Books:

RB1. Guffey, Mary Ellen (2006). E-book--Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.

RB2. . Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and NeeajaPande (2009).Business Communication: Making Connections in a Digital World, 11/e. TMH. New Delhi.

Course Outcomes (COs)

CO 1	To identify the fundamental concepts, processes, models, and barriers of business communication
CO 2	To explain the significance of effective business communication and the principles that enhance understanding.
CO 3	To demonstrate verbal, non-verbal, and listening skills in professional settings such as group discussions, meetings, and interviews
CO 4	To analyse different forms of internal and external business communication such as memos, circulars, notices, and letters.
CO 5	To evaluate oral communication techniques used in public speaking and professional discussions.
CO 6	To compose professional business documents including resumes, cover letters, and business reports for employment communication.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	2	2	2	0	0	0	2	2	2	2	2	2	2
CO2	3	3	3	3	0	3	0	3	3	3	3	3	3	3	3
CO3	3	3	0	3	3	3	3	3	3	0	2	3	3	0	3
CO4	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	2	0	3	2	2	2	2	3	2	3	3
CO6	0	2	2	0	0	2	0	0	0	2	0	2	2	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSLA-106				
Course Name : BUSINESS LAW				
Semester /Year : 1				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To gain knowledge of the various acts of law which relate to business transactions, certain corporate bodies and related matters.
2. To understand the applications of these laws to practical commercial situations.

Course Contents

UNIT	DETAILS	LECTURES
1	The Indian Contract Act, 1872 Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi Contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and Agency.	14
2	The Sale of Goods Act, 1930 Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.	10
3	The Information Technology Act, 2000 Meaning and importance of Information Technology Act 2000, Cyber security terminologies- Cyberspace, Hacking, attack surface, attack vector, threat, risk, vulnerability, Cyber terrorism, Offences and the corresponding penalties, Duties of Subscribers, Cyber Appellate Tribunals. Case Studies	
4	The Consumer Protection Act, 1986 Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal, Major Decided Cases.	6
5	The Companies Act, 2013 An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.	8
Total		48

Text Books:

TB1. Kuchhal, M. C. (2012). Business Law, (8th Ed.), Vikas Publishing.

TB2. Kumar, R. (2013). Legal aspects of Business (3rd Edition), Cengage Learning.

TB3. Kapoor, N. D. (2013), Elements of Mercantile Law, (15th Ed.). S. Chand.

TB4: . Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

Reference Books:

RB1. Pathak, N. (2010). Legal Aspects of Business. (5th Ed.) TMH. Avtar Singh (2015), Company Law, (16th Ed.) EBC.

RB2. MC Kuchhal, Indian Company Law, Shri Mahavir Book Depot, Delhi, 2011, Latest edition.

Course Outcomes (COs)

CO 1	To define the basic terms and legal concepts under The Indian Contract Act, 1872.
CO 2	To explain the legal provisions and rights of buyers and sellers under The Sale of Goods Act, 1930
CO 3	To apply the principles of The Information Technology Act, 2000 to identify cyber offences and appropriate remedies.
CO 4	To analyse the functions and procedures of Consumer Forums under The Consumer Protection Act, 1986
CO 5	To evaluate the legal implications of company formation and management under The Companies Act, 2013
CO 6	To draft simple legal documents and case summaries by interpreting multiple business laws in real-life contexts

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	2	2	2	0	0	0	2	2	2	2	3	2	2
CO2	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3
CO3	3	3	2	3	3	3	3	3	3	2	0	3	3	2	3
CO4	3	2	3	0	0	2	3	3	3	3	3	3	2	3	2
CO5	3	3	2	3	0	0	3	3	2	3	2	2	3	3	3
CO6	2	2	2	0	2	0	0	0	2	2	2	0	2	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

SECOND SEMESTER- MBA**MBA**

Course Code : BSRM-201				
Course Name : BUSINESS RESEARCH METHODS				
Semester : 2				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip the students with the basic understanding of the research methodology.
2. To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision – making.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Meaning and significance of research in management, Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, managerial value of business research.	8
2	Research Process Types of research, the research process, Research Design Process and types of Research Designs Features of a good research design. Formulation of a Research Problem: Defining a Research Problem, Techniques involved in defining a problem. Methods of data collection, Selection of Appropriate method of Data Collection, Pitfalls in the use of Secondary data.	10
3	Measurement and Scaling Concepts and importance in business research, Types of scales, attitude measurement, rating scales, Qualitative research, Questionnaire designing, Principles of Designing a Questionnaire and Schedule, Characteristics of a good questionnaire, Limitations of Questionnaire, Reliability, Validity of Questionnaire.	10
4	Sampling Design and Sampling Procedures Concept of sampling, Importance of Sampling, Types of Sampling Methods, Sampling and Non-Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.	10

5	Data Analysis and Presentation Editing, Coding, Tabulation and Processing of Data, Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and Analysis of Variance (ANOVA), Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.	10
Total		48

Text Books:

TB1. Zikmund: Business Research Methods, Cengage Learning 2011-12.

TB2. Cooper and Schindler: Business Research Methods, Tata Mc Graw Hill, 2011.

TB3. Malhotra and Dash: Marketing Research – An applied orientation, Pearson education, 2010.

TB4. Kothari: Research Methodology – Methods and Techniques, New Age International.

Reference Books:

RB1. Saunders: Research Methods for Business: Pearson Education, 2010.

RB2. Bryman and Bell: Business Research Methods, Oxford.

RB3R. Pannerselvam - Research Methodology - Prentice Hall of India, New Delhi, -2004.

Course Outcomes (COs)

CO 1	To define the concepts, nature, scope, and significance of research in management.
CO 2	To explain the research process, types of research, and methods of defining research problems.
CO 3	To apply appropriate measurement, scaling, and questionnaire design techniques in research contexts.
CO 4	To analyse different sampling methods, procedures, and errors to design effective sampling strategies.
CO 5	To evaluate data using statistical tests such as t-test, z-test, chi-square, and ANOVA for hypothesis testing.
CO 6	To design structured research reports based on data analysis and presentation guidelines.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	0	3	2	3	3	2	3	3	3	0	0	3
CO2	3	3	3	1	2	1	1	3	2	3	1	1	3	1	2
CO3	0	2	2	2	1	1	1	1	3	2	3	2	1	1	1
CO4	1	2	0	2	3	2	3	3	2	1	2	3	0	2	3
CO5	2	2	0	3	1	1	3	3	2	1	3	3	0	3	1
CO6	1	3	3	1	3	1	3	3	2	3	2	3	3	1	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSDM-202				
Course Name : BUSINESS DECISION MAKING				
Semester : 2				
	L	T	P	C
	3	-	1	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To introduce the students to the basic concepts of statistics and operations research.
2. To understand the important tools, techniques and methods of operations research and their business applications.

Course Contents

UNIT	DETAILS	LECTURES
1	Measures of Central Tendency and Dispersion Average- Concept, Types, Mathematical Averages- Arithmetic, mean, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness.	8
2	Correlation and Regression Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Coefficient of Rank Correlation; Regression- Method of Least Squares, Regression Coefficient, Properties of Regression Coefficient, Application of Regression equations.	10
3	Assignment Models Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. Transportation Models Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.	12

4	Game theory and Replacement Model Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.	8
5	Job Sequencing and PERT/CPM Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.	10
Total		48

Text Books:

TB1. Richard I Levin and David S. Rubin, Statistics for Management, 8thed., New Delhi: Pearson Education, 2011.

TB2. J K Sharma, Operations Research-Theories and Applications, Macmillan India Ltd., New Delhi, 2009.

TB3. Barry Render, Ralph M. & Michael E. Hanna, Quantitative Analysis.

Reference Books:

RB1. G.C. Beri, Business Statistics, Tata McGraw Hill, 2nd ed., (New Delhi), 2005.

RB2. Hira and Gupta, Operations Research, S. Chand & Sons, New Delhi 2011.

RB3. Budnik Frank S., Dennis Mcleavey, Richard Mojena, Principles of Operations Research, All India Traveller Bookseller, New Delhi, 2003.

Course Outcomes (COs)

CO 1	To define key statistical measures such as mean, median, mode, standard deviation, and skewness
CO 2	To explain the concepts of correlation, regression, and their applications in decision-making.
CO 3	To solve assignment and transportation problems using optimization methods like Hungarian and MODI
CO 4	To analyse game theory strategies and replacement models for decision making under uncertainty.
CO 5	To evaluate project timelines using PERT and CPM techniques for efficient project scheduling.
CO 6	To construct job sequencing schedules for two and three-machine problems to optimize processing order.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	0	0	0	2	2	2	2	3	2	2
CO2	3	3	3	3	2	2	2	3	3	3	3	3	0	3	2
CO3	3	3	2	3	3	3	3	3	3	2	0	3	3	2	3
CO4	3	1	3	0	0	2	3	3	3	0	3	3	2	3	1
CO5	3	3	2	3	0	0	3	3	1	3	2	2	0	0	2
CO6	2	2	2	0	2	0	0	0	2	2	2	0	2	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FIMG-203				
Course Name : FINANCIAL MANAGEMENT				
Semester : 2				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To analyze the health of a company through their annual reports.
2. To understand what an asset is worth and what determines that value.
3. To understand the various important financial decision in an organization.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Nature, Objectives, Nature, Scope and Concepts of Financial management Financial Manager – Functions, Role, Types of Financial Decisions Risk Return Framework for Financial Decision Making, Time Value of Money –Present Value and Future Value.	8
2	Cost of Capital Basic Valuation Models-Debt, Equity, Preferential Shares, Retained Earnings. Capital Structure Concept of Leverage and its Impact on the Valuation of Firm. Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.	10
3	Investment Decisions Capital Budgeting: Techniques of Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Economic Life, Analysis of Real- Life Capital Budgeting Decisions.	8
4	Dividend Decisions Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy. Working Capital Management Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.	12
5	Corporate Restructuring Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies and Project Assignment.	10
Total		48

Text Books:

TB1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India, 12th Ed, 2008.

TB2. Brearly, R.A. and Myers S.C.: Principles of Corporate finance, McGraw Hill, 6th Edition.

TB3. Prassana Chandra: Financial Management. McGraw Hill.

Reference Books:

RB1. Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.

RB2. Khan and Jain: Financial Management. McGraw Hill.

RB3. Financial Decision Making: Concepts and Cases, John J Hampton ISBN-13: 978-0133152500

Course Outcomes (COs)

CO 1	To define the fundamental concepts, scope, and objectives of financial management and the role of financial managers
CO 2	To explain the risk-return trade-off, time value of money, cost of capital, and capital structure theories.
CO 3	To apply capital budgeting techniques to evaluate investment decisions under risk and uncertainty
CO 4	To analyse various dividend policy theories and assess their impact on firm value and shareholder wealth.
CO 5	To evaluate working capital requirements and develop strategies for managing cash, receivables, and inventory
CO 6	To design corporate restructuring plans including mergers and acquisitions using valuation and financing techniques

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	0	0	3	2	3	3	2	3	3	1	2	2	2
CO2	3	1	3	1	2	1	1	3	2	3	1	1	1	2	2
CO3	3	1	2	2	1	1	1	1	3	2	3	2	1	2	2
CO4	2	2	0	2	3	2	3	3	2	1	2	3	1	2	3
CO5	3	1	0	3	1	1	2	3	2	1	3	3	1	2	2
CO6	0	2	2	1	2	3	3	3	3	3	2	3	2	1	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MKMG-204				
Course Name : MARKETING MANAGEMENT				
Semester : 2				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to understand the conceptual framework of marketing management.
2. To expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

Couse Contents

UNIT	DETAILS	LECTURES
1	Introduction Marketing era, Marketing Concepts, Marketing Mix and Marketing Environment, Meaning and Dimensions of Market, STP, Portfolio analysis, importance of marketing in developing nations, extended marketing mix.	10
2	Consumer Behaviour Meaning and its Importance, Consumer Buying Behaviour, Determinants of Consumer Behaviour, Models of consumer behaviour, Product, Meaning, Role, Product Planning and Process, Product Life Cycle, Branding.	10
3	Pricing Meaning, Role, Theory and Practice of Pricing, types of pricing and its objectives, channel of distribution, role and objectives, levels of channels, unconventional channels.	10
4	Promotion mix Advertising, role and objectives, publicity, sales promotion, personal selling, IMC, specialty media, non- conventional marketing techniques.	10
5	Services Marketing Characteristics, importance in Indian economy, types of services, role of people component.	9
Total		48

Text Books:

TB1. RajanSaxena, Marketing Management, 3rd ed, Tata McGraw Hill, New Delhi, 2009.

TB2. Kotler, Philip - Marketing Management: Analysis Planning and Control.

Reference Books:

RB1.Stanton W J - Fundamentals of Marketing.

RB2. Cunduff Still - Fundamentals of Marketing and GoianiCundiffRusenber, L J – Marketing.

RB3.Ramaswami and Nama Kumari - Marketing Management.

Course Outcomes (COs)

CO 1	To define core concepts of marketing including marketing mix, STP, portfolio analysis, and types of markets
CO 2	To explain consumer behaviour models, product life cycle stages, and branding strategies.
CO 3	To apply pricing theories and distribution channel strategies to different product-market contexts.
CO 4	To analyse various components of the promotion mix and their effectiveness in integrated marketing communication (IMC)
CO 5	To evaluate service marketing strategies based on characteristics, types, and the people component in the Indian context.
CO 6	To develop comprehensive marketing strategies using extended marketing mix tailored to dynamic business environments

CO-PO Mapping

Cours e	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	0	0	3	2	3	3	2	3	3	3	3	2	3
CO2	3	1	3	1	2	1	1	3	2	3	1	1	3	1	3
CO3	3	1	2	2	1	1	1	1	3	2	3	2	3	1	2
CO4	2	2	0	2	3	2	3	3	2	1	2	3	2	2	0
CO5	3	1	0	3	1	1	3	3	2	1	3	3	3	1	0
CO6	3	2	3	1	3	1	3	3	2	3	2	3	2	1	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : POMG-205				
Course Name : PRODUCTION AND OPERATIONS MANAGEMENT				
Semester /Year : 2				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To understand the various operational problems in the area of Production.
2. To learn the various techniques available for discharging the responsibilities as operations manager.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Meaning, definition & function of Production & Operations, Objectives of Production Manager. Production flow types, Manufacturing Systems. Challenges offered by various Systems, JIT & Lean Manufacturing. Production, Planning & Control, Forecasting.	10
2	Plant Location & Layout Line Balancing, EBQ, Scheduling techniques for Job Shop system, Johnson's Technique. Plant Location – Factors affecting plant location & location analysis. Plant layout, its features & types of layout, Material Handling. Capacity and Capacity Design. Aggregate Planning.	10
3	Product Design & Development The various techniques-Work Study, Flow Process charts, SIMO chart. Calculation of Standard time.	8
4	Materials Management Scope and significance, Inventory Control Techniques, EOQ Models, e-procurement. Material Requirement Planning. Maintenance, its objectives and types, Total Productive Maintenance (TPM), Plant Safety.	10
5	Quality Control & Inspection Control Charts, Quality Assurance, Quality Circle, Concept of TQM, Acceptance Sampling. ISO-9000 & 14000, ERP, Six Sigma & Kaizen.	10
Total		48

Text Books:

TB1. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005.

TB2. Baff.ES, Modern Production Management; John Willey, New York 1993.

TB3. Garg, Ajay-Production and Operations Management, TMH, Delhi.

Reference Books:

RB1. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi.

RB2. Pannerselvam, R., Production and Operations Management, PHT, Delhi.

RB3. Aswathappa, K, Production and Operations Management, TMH, Delhi.

RB4. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing 2010.

Course Outcomes (COs)

CO 1	To define the functions, systems, and objectives of production and operations management.
CO 2	To explain concepts of plant location, layout, capacity planning, and scheduling techniques used in manufacturing systems
CO 3	To apply product design and development techniques such as work study, flow process charts, and time calculations in production settings
CO 4	To analyze inventory control techniques and maintenance systems including EOQ, MRP, TPM, and plant safety measures
CO 5	To evaluate quality assurance practices through control charts, acceptance sampling, and standards like ISO and Six Sigma
CO 6	To design production planning and control systems incorporating lean manufacturing, JIT, and ERP principles.

CO-PO Mapping

Cours e	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	2	3	2	3	3	2	3	1	3	1	2	1
CO2	3	3	3	2	3	1	3	3	1	3	2	3	0	2	0
CO3	2	3	2	3	2	3	2	2	3	2	3	2	1	3	0
CO4	3	3	2	2	1	0	2	0	0	2	0	2	0	2	2
CO5	3	2	3	1	3	0	0		1	0	1	0	1	3	0
CO6	3	0	2	0	2	1	0	1	0	2	0	3	2	0	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : HRMG-206				
Course Name : HUMAN RESOURCE MANAGEMENT				
Semester : 2				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concept & techniques of essential functions of human resource management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Fundamentals of Human Resource Management (a) Evolution of HRM (b) Objectives and Function of HRM (c) Structure of HR Department (d) Role and Responsibilities of HR Manager (e) Relevance of HRM (f) HRM in Global environment (g) Strategic HRM.	8
2	Staffing the Organization (a) Job Analysis: Job Description and Job Specification. (b) Human Resource Planning (c) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (d) Employee Orientation and Placement (e) Role of HR department in Orientation. Developing the Employees (a) Training concept, Needs, Training Methods, (b) Developing Effective Training Programmes (c) Executive Development methods (d) Evaluating training and Development effectiveness (e) Cross-cultural Training & development.	12
3	Establishing Reward and Pay Plans (a) Job evaluation; (b) Intrinsic vs. extrinsic rewards, (c) Compensation administration – Concept & components, Factors affecting Compensation (d) Concept of Wages, Wage Boards, Wage policy (e) Incentives and Benefits. Maintaining High Performance (a) Performance Management Systems (b) The Appraisal Process (c)	10

	Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Appraisal Methods (f) Distortions in performance appraisal.	
4	Labour Relations and Collective Bargaining (a) Concept and Significance of Industrial Relations. (b) Collective Bargaining-Concept, Types and Procedure (c) Grievance reasons and redressal Process.	8
5	Inter Mobility and Separation (a) Promotion- Purpose, Principles and Types; (b) Transfer: Reasons, Principles and Types; (c) Employee Discipline – Separation, Lay-Off, Resignation, Dismissal, Retrenchment.	10
Total		48

Text Books:

TB1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11th ed., Pearson Education, New Delhi, 2009 Human Resource and Personnel Management, Aswathappa K, Tata McGraw Hill.

TB2. Human Resource Management, Text and Cases, Rao VSP, Excel Books.

Reference Books:

RB1. Human Resource Management, Gary Dessler, Pearson Education.

RB2. Human Resource Management, David A. DeCenzo, Stephen P. Robbins, Wiley

Course Outcomes (COs)

CO 1	To identify the evolution, objectives, functions, and structure of Human Resource Management
CO 2	To describe the staffing processes including job analysis, recruitment, selection, and orientation
CO 3	To apply suitable methods of employee training, development, and cross-cultural training.
CO 4	To analyse compensation components, reward systems, and wage-related policies in organizations.
CO 5	To evaluate performance appraisal systems and identify distortions in the appraisal process.
CO 6	To design strategies for handling industrial relations, collective bargaining, and employee separation

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	0	0	3	2	3	3	2	3	3	3	0	2	0
CO2	3	2	3	1	2	1	1	3	2	3	1	1	3	2	1
CO3	0	2	2	2	1	1	1	1	3	2	3	2	2	2	1
CO4	1	3	0	2	3	2	3	3	2	1	2	3	0	2	2
CO5	3	2	0	3	1	1	3	3	2	1	3	3	0	2	1
CO6	3	1	3	1	3	1	3	3	2	3	2	3	3	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

THIRD SEMESTER- MBA

Course Code : PRMG-301				
Course Name : PROJECT MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help students to acquire conceptual knowledge of the project management tools and techniques and
2. To impart practical skills for decision making.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, Project management life cycles and uncertainty, Project Planning.	9
2	Project Organization Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls.	8
3	Project Financing Project Financing, Project Cost Estimation, Sources of Finance Contract Management, Types of Contracts.	6
4	Project Implementation and Monitoring Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique- (PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Audits.	15
5	Project Direction and Control Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures.	10
Total		48

Text Books:

TB1. Project Management-for 21st century-BeenetP,Lientz, Kathryn-Pearson Academic Press, 1995.

TB2. Project Management-Denislok.

Reference Books:

RB1. Project Management-David I Cleland-McGraw Hill International Edition, 1999.

RB2. Project Management-Gopalakrishnan- McMillian India Ltd.

RB3. Project Management-Harry-Maylor-Pearson Publication.

Course Outcomes (COs)

CO 1	To identify the definitions, classifications, and characteristics of projects and project management.
CO 2	To explain the forms of project organizations, project roles, and common team pitfalls.
CO 3	To apply basic financial techniques for project cost estimation, budgeting, and contract selection.
CO 4	To analyse resource requirements, project network techniques (PERT/CPM), and project monitoring systems.
CO 5	To evaluate time- and resource-constrained project schedules using suitable scheduling techniques
CO 6	To develop appropriate project termination strategies and direction for controlling project outcomes.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	1	2	1	1	2	0	2	1	2	2	3	3	2
CO2	2	2	2	2	0	0	0	3	2	3	3	3	3	2	2
CO3	2	1	3	3	3	3	3	3	3	0	0	3	3	2	1
CO4	2	3	3	3	1	1	3	3	3	3	3	3	3	2	0
CO5	2	3	1	1	0	0	3	3	1	3	2	3	3	2	1
CO6	1	1	2	2	1	1	0	0	1	2	1	1	2	0	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : INBS-302				
Course Name : INTERNATIONAL BUSINESS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To enable the students to learn nature, scope and structure of International Business.
2. To understand the influence of various environmental factors on international business operations.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction An Overview, Types of International Business- The External Environment, The Economic Environment, The Political Environment, Legal Environment, Human Culture Environment, Influence on Trade Investment and Trade Patterns.	8
2	International Trade Concepts Recent World Trade and Foreign Investment Trends, Balance of Payments Accounts and the Dollar Deficit, Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies. Macroeconomic Management Theories and Institutions, Approaches to International Business.	10
3	World Financial Environment Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions- Mode of Entry, Marketing Mix Decision for International Business. WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.	10
4	Global Competitiveness Export Management, Licensing Joint Venture Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure.	10
5	Export and Import Documentation Export Incentives, Export Promotion Schemes with Special Reference to India. Challenges in International Business, Export	10

	Trading Companies- Topology of ETC's, Structure, Process, Foreign Exchange Regulations and Formalities, Bank Documents, Letter of Credit, Role and Schemes of ECGC and Commercial Banks.	
Total		48

Text Books:

TB1. Justin, Paul and Raunack Kapoor, International Business, 2nded., Prentice-Hall of India Ltd., 2012.

TB2. International Business, Rakesh Mohan Joshi, Oxford University Press.

TB3. International Business, Ehud Menipaz Amit Menipaz, Sage publication.

Reference Books:

RB1. International Business by Dr.Vimal Jaiswal –Himalaya Publishing House.

RB2. International Business Environment, Bhalla V.K. -(Anmol).

Course Outcomes (COs)

CO 1	To identify the types and environments of international business including political, economic, legal, and cultural factors.
CO 2	To describe the components of the balance of payments and macroeconomic policies affecting international trade.
CO 3	To apply the concepts of international agreements and trade institutions such as WTO, IMF, and World Bank in business scenarios.
CO 4	To analyse the role of export management, licensing, shipping, and freight systems in enhancing global competitiveness
CO 5	To evaluate documentation, trade finance instruments, and export-import regulations relevant to international transactions
CO 6	To develop strategies for managing international business challenges and designing export promotion plans for global markets

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	0	1	2	1	1	2	0	2	1	2	2	1	1	1
CO2	3	2	2	2	0	0	0	3	2	3	3	0	2	1	3
CO3	1	1	3	3	3	3	3	3	3	0	0	2	3	2	2
CO4	2	3	3	3	1	1	3	3	3	3	3	2	2	2	2
CO5	1	3	1	1	0	0	3	3	1	3	2	3	0	2	0
CO6	3	1	2	2	1	1	0	0	1	2	1	3	2	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IRL-303 (H1)				
Course Name : INDUSTRIAL RELATIONS AND LABOUR LAWS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concepts of industrial relations.
2. To give a deep insight about the various provisions of industrial laws.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Concept and Determinants of Industrial Relations, Industrial Relations in India, Managing IR Changes, IR: Welfare and Productivity, Technology and IR, Effective Communication Systems and IR Management, Indian Culture and IR. Three parties to IR and role of govt.	8
2	Labour Administration and Trade Unions ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Impact of Royal Commission on IR. Trade Unions- Origin and growth of unions after independence, unions in the era of Liberalization, Purpose, Functions and Structure of Trade Unions, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions, Trade Union, Legislation, Trade Union Act 1926, Social Responsibility of Trade Unions, Trade Union Movement in India.	12
3	Grievance Redressal Machinery Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Attrition- issues and Challenges. Disciplinary Action: Purposes and Procedures, Conciliation, Arbitration, Adjudication, Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining), The Bargaining Process - Strengths and Skills. Industrial Disputes: Factors, Forms, Trends,	10

	Prevention and Settlement, Role of State and Central Labour Administration, Strikes and Lockouts. The Industrial Employment (Standing Orders) Act, 1946. The Industrial Disputes Act, 1947. Contemporary Trends and Future of Industrial Relations in India.	
4	Labour Laws Introduction and Development of Labour Law in India, Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.	6
5	Welfare Measures and Social Security Measures Factories Act 1948, Minimum Wages Act, 1948 and recent amendments, Payment of Wages Act 1936 Payment of Bonus Act 1965, , The Equal Remuneration Act, 1976, Child Labour (Prohibition and Regulation Act, 1986, The Contract Labour (Regulation and Abolition Act, 1970, (Only Important Provisions of the Act). Employment Standing Orders (Principles of Natural Justice), 1946. Social Security Measures- The Employees Provident Funds and Miscellaneous Provisions Act, 1952, The Employees` State Insurance Act, 1948, Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Workmen`s Compensation Act, 1923, (Only Important Provisions of the Act). Apprentices Act-Law relating to Apprentices Act of 1961 (Only Important Provisions of the Act).	12
Total		48

Text Books:

TB1. Industrial Relations: Theory and Practice, Paul Edwards, Wiley,2003.

TB2. Specification of Industrial Relation &Labour Laws (6th Edition), S.C. Srivastava, Vikas Publication House.

Reference Books:

RB1. Industrial Relation &Labour Laws, ArunManappa, Tata McGraw-Hill.

RB2. C.S.VenkataRatnam- Industrial Relations (Oxford Pub.,2008).

Course Outcomes (COs)

CO 1	To define the basic concepts, determinants, and parties of industrial relations and their relevance in the Indian context..
CO 2	To explain the structure, evolution, functions, and legal framework of trade unions and labour administration in India.
CO 3	To apply grievance redressal procedures, collective bargaining mechanisms, and industrial dispute resolution techniques.
CO 4	To analyse the provisions and implications of major labour laws and social security measures in industrial settings.
CO 5	To evaluate the effectiveness of welfare schemes, trade union strategies, and labour legislations in improving industrial relations
CO 6	To formulate strategic approaches for managing contemporary industrial relations challenges in a globalized business environment.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	1	2	1	1	2	0	2	1	2	0	3	1	1
CO2	3	2	2	2	0	0	0	3	2	3	3	2	3	2	3
CO3	3	1	3	3	3	3	3	3	3	0	0	1	3	2	1
CO4	2	3	3	3	1	1	3	3	3	3	3	3	3	2	1
CO5	2	3	1	1	0	0	3	3	1	3	2	3	3	2	1
CO6	0	1	2	2	1	1	0	0	1	2	1	1	1	2	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IDYP-303(H2)				
Course Name : INDUSTRIAL PSYCHOLOGY				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students get deep insights into concepts of Industrial Psychology.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organizational Psychology, Industrialization in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Organizational Attitude Psychological Testing: Utility, Reliability and Validity.	8
2	The Role of the Psychologist in Industry Occupational Psychology: Study of Behavior in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Motivation & work behavior. (Theory X and Y, McClelland's, Need Theory, Herzberg's Two Factor Theory, Cultural Differences in Motivation Job Satisfaction.	10
3	Industrial Behaviour Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.	8
4	Industrial Efficiency Efficiency at Work, the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work, Personal Factors; Age Abilities, Interest, job Satisfaction.	12

5	Grievances and Grievance handling Procedure: Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.	10
Total		48

Text Books:

TB1. Industrial Psychology, Asha Rani, Centrum Press.

TB2. Industrial Psychology, R. Jayprakash Reddy, APH Publishing Corp.

Reference Books:

RB1. Industrial Psychology, Alison Thomas Cottingham, Random House Publishers.

RB2. Tiffin, J and McCormic E.J.: Industrial Psychology, (Prentice Hall), 6th Edn., 1975.

RB3. McCormic E.J.: Human Factors Engineering and Design (McGraw Hill), 4th Edn., 1976.

Course Outcomes (COs)

CO 1	To define the scope, nature, and importance of Industrial Psychology, including the role of heredity and environment on individual differences.
CO 2	To explain the role of psychologists in industry, including psychological testing, job motivation theories, and training practices.
CO 3	To apply psychological principles to analyse workplace behaviours such as motivation, leadership, learning, and job satisfaction
CO 4	To analyze factors affecting industrial efficiency including fatigue, boredom, rest pauses, and individual differences
CO 5	To evaluate grievance handling procedures, dispute resolution mechanisms, and the effectiveness of industrial relations machinery.
CO 6	To design strategies for improving work environment and employee well-being using principles of occupational and engineering psychology

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	0	1	2	1	1	2	0	2	1	2	0	1	2
CO2	1	3	2	2	2	0	0	0	3	2	3	3	2	2	2
CO3	0	3	1	3	3	3	3	3	3	3	0	0	3	3	3
CO4	2	0	3	3	3	1	1	3	3	3	3	3	3	3	3
CO5	2	2	3	1	1	0	0	3	3	1	3	2	3	3	0
CO6	1	0	1	2	2	1	1	0	0	1	2	1	1	0	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : OSHR-303(H3)				
Course Name : ORGANISATION STRUCTURE AND HUMAN RESOURCE DEVELOPMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concept of organizational structure.
2. To develop an understanding of the concept & techniques of essential functions of human resource management.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Organisation Structure Meaning, Types and Designing, Kinds of Organizational Structure, Organizational Design and Strategy in Changing Global Framework. Human Resource Planning Approaches to Human Resource Dimensions of Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning. Method of HRP and manpower forecasting.	10
2	Concept of Organizational Structure Organizational Culture, Efficiency and Effectiveness, Approaches of Organizational Effectiveness, Organizational Effectiveness and Technology. Organizational Change Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organizational Change, Resistance to Organizational Change, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organization Managing Changes: Action Research- Diagnosing the Organization, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.	10
3	Concept of Organisational Development History of Organisation Development, Values, Assumptions and Beliefs in O.D. Organizational Transformation Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance to Change, O.D Techniques to promote Change; O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process	10

	Consultation – Team Building – Inter- Group Development Innovations – Learning Organisations	
4	Career planning & Career Development Concept, Succession planning, Career pathing and dual career path. Evolution and Concept of HRD, HRD climate, Evaluation frame work; collecting, data for evaluation and its element, HRD Matrix, HRD Function, HRD Process and HRD practices, Role of line Managers and supervisors in HRD.	10
5	Organizational Culture and HRD Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues	8
Total		48

Text Books:

TB1. Organization Development, Veena Vohra, Dorling & Kindersley.

TB2. Managing Change in Organization, Nilanjan Sengupta.

TB3. Planning and Managing Human Resources (2nd Edition), William J. Rothwell & H. C.

Kazanas, Human Resource Development Press Inc.

Reference Books:

RB1. Wendell L. French Cecil H. Bell, Jr.: Organisational Development, McGraw-Hill. 6/e, 2005.

RB2. Human Resource Planning, James W. Walker, McGraw-Hill, 1980

Course Outcomes (COs):

CO 1	To define key concepts of organizational structure, types, and HR planning methods including forecasting and barriers.
CO 2	To describe the relationship between organizational culture, effectiveness, and change management frameworks like Lewin's model.
CO 3	To apply organizational development techniques such as sensitivity training, team building, and process consultation to promote change
CO 4	To analyze models of organizational transformation and growth including Greiner's model and institutional theory
CO 5	To evaluate the role of HRD functions, career planning processes, and succession planning strategies within organizational systems.
CO 6	To develop inclusive HRD practices considering workforce diversity, demographic trends, and gender-sensitive approaches.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	2	1	0	3	3	1	2	2	0	0	0	1	1	0	3
CO3	2	2	2	1	1	2	2	2	2	0	1	1	2	2	1
CO4	1	3	1	3	0	0	3	3	1	3	2	2	3	1	3
CO5	0	2	2	0	1	1	0	0	1	2	1	1	2	2	0
CO6	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : PRMG-303(H4)				
Course Name : PEFORMANCE MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To familiarize students about concepts of performance and compensation management.
2. To use these concepts to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Performance Management: Scope and Significance, Performance management process – Performance Planning – Performance Appraisal -Performance Mentoring – Performance Management Strategic Planning, Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling. Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Strategies. Counseling Therapies- Insight Oriented Therapy.	8
2	Behavior Therapy and Group Theory Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem. Motivation and Incentive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.	10
3	Developing a Performance Management Culture Objectives of a Performance Management System (PMS), Role of the Line Manager in successful PMSs, Motivational benefits of a PMS, The Ten 'Performance Commandments', Dialogue between	12

	each Manager and his/her employee, Expectations about the requirements of the job Feedback on performance, Timely treatment of the first three components of the D E F T model. Employee development.	
4	Linking performance and Pay Across an Organization Reward Systems, Complexity of pay for performance, Rewarding behaviors and achievement, Decisions on 'weighting' of reward criteria, Consistency and fairness of reward, Critical Success Factors, Role of top management, Integration of PMS with Organization systems, Participative dialogue, Quality Feedback skills, Best practice coaching and training, Regular recognition of good performance- significance & methods, Personal development strategies.	10
5	Current Developments and Emerging Issues in Performance Management Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management.	8
Total		48

Text Books:

TB1. Counseling Skills for Managers, KavitaSingh, PHI Learning Pvt, Ltd.,2007.

TB2. Basic Counseling Skills, Richard Nelson Jones, SAGE 2002.

TB3. Performance Management, Robert L. Cardy, M. E. Sharpe, 2003.

Reference Books:

RB1. Performance Management and Appraisal Systems, T V Rao, SAGE, 2004.

RB2. Lance A. Berger and Dorothy (2007).The Talent Management Hand Book.Tata Mc-Graw Hill.

Course Outcomes (COs)

CO 1	To define key concepts of performance management, counselling strategies, and behaviour therapy in organizational settings
CO 2	To explain the role of communication, persuasion, and motivation in employee counselling and productivity enhancement
CO 3	To apply performance management systems (PMS) effectively by integrating feedback, mentoring, and developmental planning.
CO 4	To analyse linkages between performance and pay systems, including reward mechanisms, consistency, and fairness criteria.
CO 5	To evaluate modern performance frameworks such as Six Sigma, Balanced Scorecard, and Performance Prism in contemporary organizations
CO 6	To design a counselling-based performance management system integrating employee development, appraisal, and feedback mechanisms

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSOI	PSO2	PSO3
CO1	3	1	2	3	1	0	0	1	3	1	2	3	3	3	3
CO2	1	2	2	0	3	3	1	2	2	0	0	0	1	1	0
CO3	2	2	2	2	1	1	2	2	2	2	2	1	1	2	2
CO4	3	3	3	1	3	0	0	3	2	1	2	2	2	3	1
CO5	3	2	2	2	0	1	1	0	1	1	2	1	1	2	2
CO6	3	3	3	3	1	0	0	1	3	1	2	3	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BRMG-304 (M1)				
Course Name : BRAND AND RETAIL MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To understand the concept of brand and brand management and the strategies relate to it.
2. To have students develop marketing competencies in retailing and retail consulting.
3. To prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

Course Contents

UNIT	DETAILS	LECTURES
1	Brand and Brand Management Concept, elements and Importance, concept and management of brand equity, brand loyalty, brand awareness, perceived quality of brands.	10
2	Brand associations Positioning decisions of brands, measurements of brand associations, selecting, creating and maintaining associations.	8
3	Brand Strategy Overview, elements of brand strategy, types of branding strategies, brand extensions.	8
4	Retail Management Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.	12
5	Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Nontraditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.	10
Total		48

Text Books:

TB1. Strategic Brand Management: Building, Measuring and Managing Brand Equity, Kevin Keller, Pearson, 3rd edition.

TB2. Product and Brand Management, TapanK.Panda, Oxford Publishing.

TB3. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA

TB4. Berman & Evarv: Retail Management, Prentice Hall.

Reference Books:

RB1. God-The Mantra of Branding, Vipul Jain, Notion Press.

RB2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing

RB3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications.

Course Outcomes (COs)

CO 1	To define the key concepts and elements of brand and brand equity including loyalty, awareness, and perceived quality.
CO 2	To describe the process of creating and maintaining brand associations and the importance of positioning
CO 3	To apply different brand strategies including brand extensions in practical business scenarios
CO 4	To analyse the evolution and structure of the Indian retail industry and emerging trends
CO 5	To evaluate various retail formats and their effectiveness based on ownership, merchandise, and selling strategies
CO 6	To design store layouts and location plans using effective retail space and image management techniques

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	0	1	3	1	2	3	3	3	3
CO2	0	3	1	0	3	3	1	2	2	0	0	0	1	1	0
CO3	2	1	2	2	1	1	2	2	2	2	0	1	1	2	2
CO4	2	3	3	1	3	0	0	3	3	1	3	2	2	3	1
CO5	1	3	2	2	0	1	1	0	0	1	2	1	1	2	2
CO6	2	1	3	3	1	0	0	1	3	1	2	3	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CMBH-304(M2)				
Course Name : CONSUMER BEHAVIOUR				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip students with the basic knowledge about the issues and dimensions of consumer behaviour.
2. To develop skill and ability to analyse consumer information.
3. To learn to develop consumer behaviour oriented marketing strategies.

Course Contents

UNIT	DETAILS	LECTURES
1	An Overview, Concept and importance of Consumer Behaviour Types of Buying Behaviour, Buying Motives, Measures to fulfill changing demands of consumers.	8
2	Individual Determinants of Consumer Behavior Consumer Needs and Motivation- Personality and Self Concept- Consumer Perception, Consumer Attitudes- Attitude and Intention, Attitude Formation and Attitude Change, Consumer as a Learner, impact of media and globalization on consumer behavior.	10
3	Consumer Psychographics Psychographics Vs. Demographics, Concept of VALS, Sociological Influences on Consumer Decision Making - Consumer groups – Consumer reference groups – Family – The changing structure of family – family decision making -Family Life cycle - Social class and Mobility, Lifestyle Analysis - Culture; Sub-Culture-Cross Culture-Interpersonal Communication and influence -Opinion Leadership.	10
4	Consumer Decision Process Purchase Process, Rationality in Buying- Models of Consumer Behaviour -The Economic model- Learning model-Psychoanalytic model-The sociological model- The Howard Sheth model of Buying Behaviour-The Nicosia model-The Engel - Kollat - Blackwell Model-Engel, Blackwell and Miniard (EBM) model.	10

5	Pre and Post Purchase behaviour of consumers and its importance Consumer delight and Dissatisfaction, Brand and brand Loyalty, .consumer dissatisfaction causes and measures to handle consumer dissatisfaction.	10
		48

Text Books:

TB1. Schiffman and Kanuk: Consumer Behaviour, PHI Learning.

TB2. Engle, Blackwell and Miniard: Consumer Behaviour, Thomson/South-Western, 2006.

Reference Books:

RB1. Loudon and Della Bitta: Consumer Behaviour, TMH.

RB2. Wright Ray: Consumer Behaviour, Thompson.

RB3. Zaltman and Wallendorf -Consumer Behaviour, John Wiley & Sons Inc.

Course Outcomes (COs)

CO 1	To define the fundamental concepts of consumer behaviour, including types of buying behaviour and consumer motives.
CO 2	To explain the psychological and individual determinants such as motivation, personality, perception, and attitudes affecting consumer behaviour.
CO 3	To apply psychographic and sociological concepts like VALS, lifestyle, culture, and family life cycle in understanding consumer decision-making.
CO 4	To analyse various models of consumer decision processes and evaluate rationality in consumer purchases.
CO 5	To evaluate consumer pre-purchase and post-purchase behaviour, including brand loyalty and dissatisfaction.
CO 6	To design strategies to handle consumer dissatisfaction and enhance customer delight and loyalty

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	3	3	1	3	3	1	0	0	1	3	1	2	3
CO2	2	2	1	1	2	1	0	3	3	1	2	2	0	0	0
CO3	3	1	3	0	0	2	2	1	1	2	2	2	2	0	1
CO4	3	2	0	1	1	3	1	3	0	0	3	3	1	3	2
CO5	2	0	3	3	1	2	2	0	1	1	0	0	1	2	1
CO6	3	2	1	1	2	3	3	1	0	0	1	3	1	2	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MKSR-304(M3)				
Course Name : MARKETING OF SERVICES				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course aims to familiarize students with the services in marketing.
2. It will equip the students with understanding of the components of marketing.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	The Nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services Marketing, Importance of Services Marketing in Indian Economy. The Services Marketing Mix-Importance of 7 Ps in Services Marketing.	12
2	The Services Marketing The People Component, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.	10
3	Market Segmentation Selection of Market and Positioning of Services, Quantity and Quality of Services, GAP model, RATER, SERVQUAL	10
4	Application of the Components of Marketing of Services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services. Hospitals, Consultancy Services, Education and Training Services.	10
5	Application of the Components of Marketing of Services in Different Sectors	6

	Marketing of Tourism, Travel and Transport Services.	
Total		48

Text Books:

TB1. Services Marketing, A Pearce Richard, B Robinson Junior, Amita Mittal, Tata MC hill.

TB2. Services Marketing, CH Lovelock Jochenwitrz, Tata MC hill.

TB3. Services Marketing, R Srinivasan, PHI learning.

Reference Books:

RB1. Marketing of Services, Chaudhary, MacMillan.

RB2. Christopher Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5th ed., 2011.

Course Outcomes (COs)

CO 1	To define the characteristics, classifications, and evolution of services marketing.
CO 2	To explain the significance of the services marketing mix, particularly the 7 Ps
CO 3	To apply people-based strategies like internal marketing and employee motivation to enhance service delivery.
CO 4	To analyse service segmentation, positioning, and quality measurement tools such as GAP model, RATER, and SERVQUAL.
CO 5	To evaluate the application of services marketing components in financial, healthcare, consultancy, and education sectors
CO 6	To design service marketing strategies for sectors like tourism, travel, and transport

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	1	2	2	0	0	0	1	3	1	2	1	0	3
CO2	2	1	2	2	2	2	3	1	2	2	0	0	1	0	3
CO3	2	0	0	3	3	1	1	2	2	2	2	0	3	1	1
CO4	3	1	1	0	0	1	0	0	3	3	1	3	3	2	1
CO5	3	3	1	2	2	0	1	1	0	0	1	2	1	2	2
CO6	1	1	2	2	2	2	0	0	1	3	1	2	1	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : ADMG-304(M4)				
Course Name : ADVERTISING MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquaint the students with concepts and techniques of advertising management.
2. To give experience in the application of concepts for developing and effective advertising programme.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Advertising role and importance, Setting advertising objectives, advertisement campaign, Scope of advertising from local to global.	8
2	Role of Advertising in Product Life Cycle (PLC) Low involvement and high involvement products – In brand building – Consumer behavior – Target audience and market segmentation- Advertising message decisions- Message content-message structure-message format and source.	10
3	Setting Communication Objectives for the ad campaign DAGMAR- factors affecting determination of Advertising budget – Methods of setting ad budget - Media planning - Media buying - Media objectives - Factors to be considered while selecting media, Developing a media strategy with media-mix, Role of Media in Advertising, types of media, Comparative Study of different Advertising Media.	10
4	Role of creativity in advertising Determining the message theme- Unique Selling Proposition (USP) - Positioning strategies - Types of advertising appeals – Role of source in ads and celebrities as source in Indian ads - Copywriting for print - Out-of-home, television, radio and web, Objectives and methods of pre-testing and post-testing Advertising campaign, Copywriting - its elements, Developing Effective Advertising copy, types of advertising copies, Creativity and Visualization in Advertising.	12
5	Economic impact of advertising Advertising and Society - Ethical and social issues in advertising -	8

	Advertising and Indian values / culture - Regulatory system for control on advertising in India – Advertising Standard Council of India (ASCI) - Various laws and enactments concerning advertising in India.	
Total		48

Text Books:

TB1. Wright, Winters and Zeiglas -Advertising Management.

TB2. Belch & Belch - Advertising and Promotions - Tata McGraw Hill.

TB3. Foundations of Advertising Theory & Practice- S.A. Chunawalla& K.C. Sethia- HPH.

Reference Books:

RB1. Gupta and Ratna- Advertising and Sales Promotion Management-An Indian Perspective (Text and Cases)- Sultan Chand & Sons.

RB2. Aaker, Myers and Batra -Advertising Management - Prentice Hall.

Course Outcomes (COs)

CO 1	To define the scope, role, and objectives of advertising in local to global contexts
CO 2	To describe the role of advertising in the product life cycle, target audience segmentation, and message design
CO 3	To apply media planning and budgeting strategies while setting communication objectives for advertising campaigns
CO 4	To analyse the creative process in advertising including USP, appeals, copywriting, and message strategies across media.
CO 5	To evaluate the effectiveness of advertising campaigns using pre- and post-testing methods
CO 6	To develop responsible advertising strategies in alignment with ethical standards, societal norms, and Indian regulatory frameworks.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	2	0	0	0	1	3	1	2	3	3	1	2
CO2	1	2	2	2	2	3	1	2	2	0	0	0	1	2	2
CO3	0	0	3	3	1	1	2	2	2	2	0	1	0	0	3
CO4	1	1	0	0	1	0	0	3	3	1	3	2	1	1	0
CO5	3	1	2	2	0	1	1	0	0	1	2	1	3	1	2
CO6	1	2	2	2	2	0	0	1	3	1	2	3	1	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FMIT-305 (F1)				
Course Name : FINANCIAL MARKETS AND INSTITUTIONS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets.
2. To enable them to take the rational decision in financial environment.

Course Contents

UNIT	DETAILS	LECTURES
1	Financial System Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.	10
2	Management of Commercial Banks An overview, Management of Banking Institutions; Negotiable Instruments, Banker-Customer Relations – Know your Customer [KYC] guidelines. Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.	10
3	Banking Technology & Recent trends in banking sector Electronic Banking- Core Banking – Electronic products Teller Machines at the Bank Counters – Cash dispensers – ATMs – Anywhere Anytime Banking – Home banking (Corporate and personal) Electronic Payment systems On line Banking. Electronic funds transfer systems – plain messages (Telex or data communication) – structured messages (SWIFT, etc.) – RTGS Information Technology- Role and uses of technology up gradation – Global developments in Banking Technology.	10
4	Risk of Financial Inter-Mediation Introduction; Interest Rate Risk; Re-financing Risk; Re- investment	8

	Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.	
5	Management of Non-Banking Financial Institutions and Depositories Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions- IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.	10
Total		48

Text Books:

TB1. K Sasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company New Delhi.

TB2. Clifford Gomez, Financial Markets Institutions and Financial Services, Prentice-Hall of India, 2008.

TB3. M.Y. Khan, Financial Services, 4th ed., McGraw-Hill Publishing Company, New Delhi 2008.

Reference Books:

RB1. M.Y. Khan, Indian Financial System, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.

RB2. L.M. Bhole, Financial Institutions and Markets, 4th ed., McGraw-Hill Co., New Delhi, 2008.

RB3. Economic-Surveys, Govt. of India.

Course Outcomes (COs)

CO 1	To define the structure, components, and role of the Indian and global financial systems
CO 2	To explain the regulatory frameworks, functioning of financial markets, and banking institutions.
CO 3	To apply banking norms, KYC guidelines, and financial tools in working capital and project financing.
CO 4	To analyse recent technological advancements and trends in the banking sector including e-banking and RTGS.
CO 5	To evaluate various financial risks such as credit, interest rate, and market risk associated with financial intermediation
CO 6	To design financial strategies involving NBFCs, DFIs, and depositories to support economic growth and financial inclusion.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSOI	PSO2	PSO3
CO1	0	0	1	3	3	3	1	0	0	1	3	1	2	3	3
CO2	3	1	2	2	1	0	3	3	1	2	2	0	0	0	1
CO3	1	2	2	2	2	2	1	1	2	2	2	2	0	1	1
CO4	0	0	3	3	3	1	3	0	0	3	3	1	3	2	2
CO5	0	0	1	3	2	2	0	1	1	0	0	1	2	1	1
CO6	3	1	2	2	3	3	1	0	0	1	3	1	2	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : SAPM-305(F2)				
Course Name : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT				
Semester /Year : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction of Investment Investment Alternatives and Objectives, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.	10
2	Introduction to Capital Market Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders, Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations. Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.	8
3	Analysis of Securities Fundamental Analysis: (i) Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables (ii) Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns (iii) Company Analysis, SWOT Analysis, Analysis of Financial Statements and Stock Valuation. Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators. Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences.	8
4	Portfolio Analysis Introduction to Portfolio Management – Systematic Risk and	10

	Unsystematic Risk, Beta, Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk Markowitz Portfolio Theory, Capital Assets Pricing Model, Overview and Assumptions, Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model Multifactor Models and risk Estimation – Arbitrage Pricing Theory, Sharpe's Single Index Model	
5	Portfolio Revision and Evaluations Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing. Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures. Benchmarking portfolio to NIFTY or BSE100 or BSE30 index.	12
Total		48

Text Books:

TB1. Fischer, Donald, E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6thed.

TB2. Chandra, Prasanna, Investment Management, Tata McGraw Hill, New Delhi

TB3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall of India, 5th

Reference Books:

RB1. Kevin, S. Portfolio Management, Prentice Hall India, New Delhi. Edition.

RB2. Avadhani, V.A, Investment and Security Market in India, Himalaya Publishing House, 3rd ed.

RB3. Pandey, I.M. Financial Management, Vikas Publications, New Delhi ed., 2012.

Course Outcomes (COs)

CO 1	To identify various investment alternatives, their objectives, and the process of investment decision-making
CO 2	To explain the structure and functioning of primary and secondary capital markets and their regulatory framework.
CO 3	To apply the concepts of fundamental and technical analysis to evaluate securities.
CO 4	To analyse market efficiency using Efficient Market Hypothesis and empirical evidence
CO 5	To evaluate risk and return using portfolio theories including CAPM, APT, and Sharpe's Index Model
CO 6	To construct an investment portfolio and assess its performance using standard evaluation techniques and benchmarks.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	3	1	0	3	3	1	2	2	0	0	0	1	2	2	3
CO3	2	2	2	1	1	2	2	2	2	0	1	1	2	1	2
CO4	3	3	1	3	0	0	3	3	1	3	2	2	2	2	2
CO5	2	2	2	0	1	1	0	0	1	2	1	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CPTP-305(F3)				
Course Name : CORPORATE TAX PLANNING				
Semester /Year : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course is designed to provide an understanding of the various tax and corporate laws.
2. It helps the students to get an insight of the various provisions of the corporate taxes and their effects on future decision making.

Course Contents

UNIT	DETAILS	LECTURES
1	Basic Concepts Concept and Definition of Income, Receipts which are not income, Exemption from Charge of Income Tax. Tax Planning; Tax Evasion; and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax.	10
2	Corporate Tax in India Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.	8
3	Tax Planning Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation.	12
4	Special Provisions Relating to Non-Residents Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.	10
5	Tax Planning with Reference to Business Restructuring Merger, Amalgamation, Acquisition, Demerger, Slump sale,	8

	Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.	
Total		48

Text Books:

TB1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, 2017, Delhi.

TB2. Singhanian, Vinod K., Kapil Singhanian, and Monica Singhanian, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi.

TB3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi.

Reference Books:

RB1. SP Goyal, Direct Tax Planning, SahityaBhawan, Agra.

RB2. Prasad Bhagwati – Income Tax Law & Practice (VishwaPrakashan) 1997, 23rd ed

RB3. Bare Acts of relevant enactments.

Course Outcomes (COs)

CO 1	To define the basic concepts of income, exemptions, tax planning, tax evasion, and various Indian tax systems.
CO 2	To describe the corporate tax structure in India including tax liability and provisions for different types of companies
CO 3	To apply tax planning concepts to new business setups and financial management decisions.
CO 4	To analyse tax implications of specific management decisions such as make or buy, own or lease, and employee remuneration
CO 5	To evaluate provisions related to non-residents, including double taxation relief, transfer pricing, and advance rulings
CO 6	To formulate tax-efficient restructuring strategies involving mergers, demergers, acquisitions, and conversions

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO2	PSO1	PSO2	PSO3
CO1	2	0	0	0	1	3	1	2	3	2	0	0	0	1	3
CO2	2	2	3	1	2	2	0	0	0	2	2	3	1	2	2
CO3	3	1	1	2	2	2	2	0	1	3	1	1	2	2	2
CO4	1	3	0	0	3	3	1	3	2	0	1	0	0	3	3
CO5	2	0	1	1	0	0	1	3	1	2	2	1	1	2	1
CO6	2	2	0	0	1	3	1	2	3	2	2	0	0	1	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IFMG-305(F4)				
Course Name : INTERNATIONAL FINANCIAL MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment.
2. This course will help them to manage MNCs in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Financial Management in Global Perspective Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies. Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models Fisher's Effect.	10
2	Foreign Exchange Market Structure; Types of Transactions, exchange rate quotation, Spot and Forward, transaction and settlement dates, exchange rate quotations and arbitrage, forward quotations, pricing of Short date and broken date contracts, exchange rate regimes, Participants in Foreign Exchange Market- Arbitraging with and without transaction costs, cross-rates, Hedging and Speculation.	8
3	Risk Exposures and their Management Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.	8
4	International Long-term Financial Management International Equity Investment, Risk and return, International Capital Pricing Model, Equity Financing in International Markets, FII. International Project Appraisal, Adjusted Present Value, Exchange rate risk and cost of capital, FDI and International joint ventures.	10
5	International Financial Markets International Equity Issues and Long-Term Borrowings. GDRs,	12

	ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions, Euromarkets. Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.	
Total		48

Text Books:

TB1 :P.G.Apte&SanjeevanKapshe; International FinancialManagement, McGraw Hill.

TB2:V.Sharan;InternationalFinancial Management, Prentice Hall of India.

Reference Books:

RB1:Dr. MadhuVij: International Financial Management: Text and Cases, Taxmann.

Course Outcomes (COs)

CO 1	To define key developments in the international monetary system including exchange rate regimes and the role of IMF
CO 2	To explain the theories and practices of exchange rate determination in spot and forward markets
CO 3	To calculate foreign exchange quotations, arbitrage opportunities, and forward pricing strategies.
CO 4	To differentiate types of risk exposures—translation, transaction, and operating—and their management techniques.
CO 5	To assess international investment decisions using capital pricing models, project appraisal, and FDI implications.
CO 6	To develop strategies for multinational working capital management and short-term financing in global trade.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	2	0	0	0	1	3	1	2	3	2	2	3
CO2	2	3	3	2	2	3	1	2	2	0	0	0	2	2	2
CO3	2	2	2	3	1	1	2	2	2	2	0	1	3	1	3
CO4	3	3	3	0	1	0	0	3	3	1	3	2	0	1	0
CO5	3	2	1	2	0	1	1	0	0	1	2	1	2	2	2
CO 6	2	1	2	2	2	0	0	1	3	1	2	3	3	1	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : ECDM-306 (D1)				
Course Name : E-COMMERCE AND DIGITAL MARKETS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the know how about emerging e-commerce trends and opportunities
2. This course will help them to manage digital markets in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to E-Commerce Intranet, Extranet and Internet, Difference between Internet & web, Understanding E-Commerce, Technology and growth of E Commerce, Types of E-Commerce, Forces Effecting E-Commerce, Information Technology Act 2000, types of attacks on networks.	10
2	Search Engine Marketing: Concepts of Search Engine Marketing (SEM), Definition of SEM, Search Engine Optimization (SEO); advantages and disadvantages of SEO; best practice in SEO.	8
3	Introduction to Digital Marketing Fundamentals of Digital marketing & Its Significance, Benefits of Digital Marketing, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Consumer & Communities.	8
4	Digital Advertising The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.	10
5	Models of Digital Marketing Display adverting, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising.	12
Total		48

Text Books:

TB1:Kamat&Kamat, Digital Marketing, Himalaya Publishers Limited.

TB2: D.Ryan& Kelvin Jones, Marketing Strategies for Engaging the Digital Generation, KoganPage.

TB3:V. Ahuja, Digital Marketing, OUP.

Reference Books:

RB1: S. Gupta, Digital Marketing, McGraw Hill.

RB2: H. Annmarie, A. Joanna, Quick Win Digital Marketing, Oak Tree Press.

Course Outcomes (COs)

CO 1	To define the basic concepts and components of E-Commerce, including Internet, Intranet, and Extranet
CO 2	To describe the fundamentals of digital marketing and its comparison with traditional marketing
CO 3	To apply best practices in Search Engine Optimization (SEO) to improve web visibility
CO 4	To compare various digital advertising strategies and models such as POEM and programmatic advertising
CO 5	To evaluate the effectiveness of different digital marketing tools and techniques in Indian market contexts.
CO 6	To design a comprehensive digital marketing plan incorporating display advertising, SEO, and SEM principles.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	3	2	2	3	3	2	2	3	1	2	2	3
CO2	3	3	3	3	3	3	1	1	2	2	3	1	1	2	2
CO3	2	3	3	3	2	3	1	0	0	3	3	1	0	0	3
CO4	0	3	3	2	0	3	0	1	1	0	3	0	1	1	0
CO5	2	2	3	3	2	2	2	0	0	1	3	2	0	0	1
CO 6	3	3	3	3	3	3	3	3	3	3	3	1	1	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	:SOMM-306(D2)			
Course Name	: SOCIAL MEDIA MARKETING			
Semester	: 3			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the latest knowledge about social media trends and how to use them for benefit of organizations.
2. This course will help them to manage social media in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Fundamentals of Social Media Marketing & its significance, Objectives of Social Media, Trends in Social Media Marketing, Necessity of Social media Marketing, Building a Successful strategy: Goal Setting, Implementation.	10
2	Digital Public Relations - Influencer Marketing, Blogger relations, Social Media Landscape and Platforms - An Overview, Facebook Marketing: Facebook for Business, Facebook Insight, Different types of Ad formats, Setting up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags.	8
3	Linked In Marketing: Importance of Linked In presence, Linked In Strategy, Content Strategy, Linked In analysis, Targeting, Ad Campaign.	8
4	Twitter Marketing:- Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Twitter Analytics, Twitter Tools and tips for managers. Instagram, Whatsapp & Snapchat basics.	10
5	Mobile Marketing, Trends in Digital Advertising – Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics - Introduction to SEM Web Analytics:-	12

	GoogleAnalytics&GoogleAdWords;datacollectionforwebanalytics,multic hannelattribution, Universalanalytics,Trackingcode, Google Pages for YouTube Channels, Video Flow, Verify Channel, Content Creation.	
Total		48

Text Books:

TB1:Kamat&Kamat, Digital Marketing, Himalaya Publishers Limited.

TB2: D.Ryan& Kelvin Jones, Marketing Strategies for Engaging the Digital Generation, Kogan Page.

TB3:V. Ahuja, Digital Marketing, OUP.

Reference Books:

RB1: S. Gupta, Digital Marketing, McGraw Hill.

RB2: H. Annmarie , A. Joanna, Quick Win Digital Marketing, Oak Tree Press.

Course Outcomes (COs)

CO 1	To identify key objectives, trends, and tools used in social media and mobile marketing.
CO 2	To explain the role and strategies of major social media platforms like Facebook, LinkedIn, Twitter, Instagram, and WhatsApp in digital promotion.
CO 3	To apply platform-specific tools and techniques for creating effective ad campaigns and digital public relations strategies
CO 4	To analyse audience behaviour and campaign performance using analytics tools such as Google Analytics and Facebook Insights
CO 5	To evaluate the impact of influencer marketing and SEO/SEM practices in achieving mobile marketing objectives.
CO 6	To design an integrated digital and mobile marketing strategy utilizing social media, SEO, SEM, and video platforms.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	2	2	2	2	3	3	2	2	3	3	2	2	3
CO2	1	0	0	3	3	3	3	3	3	3	3	3	3	3	3
CO3	0	1	1	0	2	3	3	1	0	1	3	3	2	3	3
CO4	3	3	3	1	0	3	3	3	1	3	3	2	3	3	3
CO5	3	3	2	3	3	3	3	3	3	1	0	1	2	3	2
CO 6	3	3	3	2	3	3	2	3	3	3	1	3	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :SEOP-306 (D3)				
Course Name : SEARCH ENGINE OPTIMIZATION				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to make the students aware of search engine environment .
2. This course will help them to manage web in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to SEO,How Search engine works, SEO Phases, History Of SEO,HowSEOWorks,What is Googlebot Google Crawler),Types Of SEO technique,Keywords,Keyword Planner tools, Installing a plugin for SEO on the WordPress website	10
2	Creating posts and Basics of On Page Optimization (SEO), Onpage Optimization, Technical Elements, HTML tags, Schema.org,RSS Feeds, Microsites,Yoast SEO Plug-in, Local SEO, Mobile SEO, e-Commerce SEO	8
3	Off page Optimization-About Off page optimization, Authority & hubs, Backlink,BlogPosts,PressRelease,Forums,Unnatural links User Interface, planning and control of keywords, designing image ads, creating animated ads, YouTube video promotion,	8
4	Social media Reach-Video Creation &Submission,Maintenance-SEO tactics,Google SearchEngine,Introduction to Google Ad words, Ad TYPES, Pricing models, PPC cost Formula, Ad Page Rank, Billing and payments	10
5	Postings in forums, Blogs, Guest Books, Classifieds for seo. Identification of unique visitors and return visits to websites.	12
Total		48

Text Books:

TB1:Kamat&Kamat, Digital Marketing, Himalaya Publishers Limited.

TB2: D.Ryan& Kelvin Jones, Marketing Strategies for Engaging the Digital Generation, Kogan Page.

TB3:V. Ahuja, Digital Marketing, OUP.

Reference Books:

RB1: S. Gupta, Digital Marketing, McgGraw Hill.

RB2: H. Annmarie , A. Joanna, Quick Win Digital Marketing, Oak Tree Press.

Course Outcomes (COs)

CO 1	To identify the basic concepts, history, and types of SEO and how search engines work
CO 2	To describe the phases of SEO, technical elements, HTML tags, and optimization techniques including mobile and e-commerce SEO..
CO 3	To implement on-page and off-page optimization strategies using tools like Yoast, Schema.org, and RSS feeds.
CO 4	To analyse backlink structures, authority sites, and keyword planning in relation to search engine ranking.
CO 5	To evaluate various Google Ads pricing models, ad types, and performance metrics including PPC cost and Ad Rank
CO 6	To design effective SEO campaigns incorporating content creation, social media tactics, and keyword-based strategy for enhanced website visibility

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	2	3	3	2	2	3	3	2	2	2	2	3
CO2	2	1	3	3	3	3	3	3	2	3	3	3	2	3	1
CO3	3	2	2	3	3	3	2	3	3	3	2	3	2	1	3
CO4	3	1	0	3	3	2	0	3	3	2	0	3	3	1	3
CO5	3	2	2	2	3	3	2	2	3	3	2	2	3	2	2
CO 6	2	1	3	3	3	3	3	3	3	3	3	3	1	3	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :ATOP -306(D4)				
Course Name : ADVERTISING TOOLS & ITS OPTIMIZATION				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the tools that can help them in managing the web environment.
2. This course will help them to optimize and use these tools in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Advertising & its importance, Digital Advertising, Different Digital Advertisement, Performance of Digital Advertising:-Process & players, Display Advertising Media, Digital metrics.	10
2	Buying Models- CPC, CPM, CPL, CPA, Fixed Cost/Sponsorship, Targeting:-Contextual targeting, remarking, Demographics, Geographic & Language Targeting.	8
3	Display advertising, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, AdWords & AdSense.	8
4	You Tube Advertising:-YouTube Channels, YouTube Ads.	10
5	Type of Videos, Buying Models, Targeting & optimization, Designing & monitoring Video Campaigns, Display campaigns	12
Total		48

Text Books:

TB1: Kamat & Kamat, Digital Marketing, Himalaya Publishers Limited.

TB2: D. Ryan & Kelvin Jones, Marketing Strategies for Engaging the Digital Generation, Kogan Page.

TB3: V. Ahuja, Digital Marketing, OUP.

Reference Books:

RB1: S. Gupta, Digital Marketing, McGraw Hill.

RB2: H. Annmarie, A. Joanna, Quick Win Digital Marketing, Oak Tree Press.

Course Outcomes (COs)

CO 1	To define the concepts, types, and importance of digital advertising and digital metrics.
CO 2	To explain the performance process, key players, and targeting methods in digital advertising
CO 3	To analyse buying models such as CPC, CPM, CPA, and digital ad tools for designing display campaigns.
CO 4	To distinguish among different types of display ads, ad formats, and placement techniques.
CO 5	To assess ROI measurement techniques, Google AdWords, AdSense, and campaign performance.
CO 6	To design targeted YouTube video ad campaigns using appropriate buying models, optimization tools, and display strategies

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	3	2	2	3	3	2	2	3	3	2	2	3
CO2	3	3	3	1	3	3	3	3	3	3	1	3	3	3	1
CO3	2	3	1	3	2	1	2	3	2	3	3	3	2	3	0
CO4	0	3	3	2	0	0	1	2	0	3	3	1	0	1	3
CO5	2	2	3	3	2	2	3	3	2	2	3	3	0	2	3
CO 6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :IABM-307 (A1)				
Course Name : INTRODUCTION TO AGRI-BUSINESS MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to enable students to understand and apply the concepts of agri-business.
2. This course will help them to manage value chains in agri business in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Nature of Agri-Business, Evolution of Changing Dimensions of Agri-Business in India.Application of management principles in Agri-Business.Type,pattern and scope of Agri-Business.	10
2	Characteristics of Production, consumption and Marketable surplus of Agri-Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs, Marketing by the Govt., functioning of selected procurement agencies.	8
3	Management of Agro industries. Location factors and other problems in processing of Agricultural products, farm power and machinery management, food technology management., environmental management.	8
4	Nature, Scope and functions of farm business management,working out existing and alternative farm plans.Farmlabour,farm capital and farm machinery. Decisionmakingprocessinfarmmanagement.	10
5	Advanced concepts in Agricultural production: Technology	12

	Management for Livestock products, Quality Management in food industry.	
Total		48

Text books:

TB1:Koontz, H. and Wechrich, Horticulture Management,10th edition .Newyork, McGraw hill.

TB2:Stoner,J.etc.,Horticulture Management,6thed.,N.Delhi,Prentice Hall Of India.

Reference Books:

RB1:Kenneth D. Dull,Principles of Management in Agri-Business, Western Publication.

Course Outcomes (COs)

CO 1	To define the nature, evolution, and scope of Agri-Business in India.
CO 2	To explain the characteristics of agri-production, consumption, rural marketing, and input distribution systems
CO 3	To apply management principles to agro-industries, including location analysis and environmental management
CO 4	To analyze farm business management functions, including farm planning, labor, capital, and decision-making.
CO 5	To evaluate advanced concepts in agricultural production and quality management systems in the food industry
CO 6	To design strategic farm plans using technological and quality management approaches for sustainable agri-business

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	2	3	3	2	2	3	3	2	2	3	3	2
CO2	2	0	3	3	3	3	3	3	1	3	3	3	3	3	3
CO3	3	2	2	3	3	1	2	0	3	3	2	0	3	3	1
CO4	3	1	0	1	3	2	0	3	3	2	0	3	3	2	0
CO5	3	2	2	2	3	1	2	2	3	1	2	2	3	3	2
CO 6	1	3	3	3	3	3	3	3	3	1	3	3	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :AMSM-307 (A2)				
Course Name : AGRICULTURE MARKETING SYSTEMS AND MODELS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the techniques that can help them in managing the agricultural marketing.
2. This course will help them to manage agricultural systems in more effective manner.

Course Contents

UNIT	DETAILS	LECTURES
1	Concept of Agricultural Marketing, Study of organization and function of agricultural marketing in India. Methods of Grading farm products, Magnitude and dimensions of marketing & marketable surplus in agricultural communities.	10
2	Efficiency of marketing storage, Transportation and Financial Management in Agriculture, Channels used for marketing the agricultural products.	8
3	Marketing: Perishability, Seasonality and Processing of agricultural products, Cold Chain system and its implications.	8
4	Various models and theories of agricultural marketing with their critical evaluation. Product mix and PLC of agricultural products, complexity in brand creation.	10
5	Marketing of agricultural inputs, fertilizers, seeds, tractors, dividing the market, rural consumer base and requirement.	12
Total		48

Text Books:

TB1: John, N. David and Ray, Concept of Agribusiness Management, Horward University Press.

Reference Books:

RB1:KennethD.Dull, Principles of Management in Agri-Business, Western Publication.

Course Outcomes (COs)

CO 1	To define the concept, organization, and functions of agricultural marketing in India.
CO 2	To explain the grading methods, market surplus, and financial aspects involved in agricultural marketing
CO 3	To apply knowledge of storage, transportation, and marketing channels to improve agricultural product distribution
CO 4	To analyze the implications of perishability, seasonality, and cold chain systems in agri-product marketing.
CO 5	To evaluate models and theories of agricultural marketing and assess branding complexities
CO 6	To design effective input marketing strategies considering rural market segmentation and consumer needs

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	2	2	2	3	3	2	2	3	3	2	2	3
CO2	2	3	2	2	3	3	3	3	3	3	2	3	3	3	1
CO3	3	2	0	2	2	3	3	3	2	3	3	1	2	3	3
CO4	3	3	3	3	0	3	3	2	0	2	3	2	0	3	1
CO5	3	3	3	3	2	2	3	3	2	2	1	3	2	2	2
CO 6	1	3	3	3	3	3	3	3	3	3	3	3	3	3	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	:FAMG-307 (A3)			
Course Name	: FARM MANAGEMENT			
Semester	: 3			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the Understanding of the role of farm management in the productivity of agriculture.
2. This course will help them to identify the budgeting procedure and understand Indian conditions and attitudes towards farming.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, Farm management problems under Indian conditions.	10
2	Economic Principles applied to Farm management: Principle of Variable proportion, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.	8
3	Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.	8
4	Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.	10
5	Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices— Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.	12
Total		48

Textbooks:

TB1: Dhondyal, S.P, Farm Management: An Economic Analysis, Aman Publishers.

TB2: Broadway and Broadway, Agri-Business Management. Kalyani Publishers.

Reference books:

RB1: Johland Kapur, Farm Business Management, Kalyani Publishers.

Course Outcomes (COs)

CO 1	To define the basic concepts, objectives, and scope of farm management under Indian conditions
CO 2	To explain economic principles applied in farm management and their limitations
CO 3	To apply budgeting and programming techniques for effective farm planning
CO 4	To analyse different systems of farming and their suitability in the Indian context
CO 5	To evaluate the impact of various farm size practices and types of farming systems
CO 6	To design a comprehensive farm plan incorporating appropriate size, system, and economic principles.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	3	2	2	3	3	2	2	3	1	2	2	0
CO2	3	3	3	3	3	3	3	3	3	1	0	1	2	3	1
CO3	2	3	3	3	2	3	3	3	2	1	0	0	2	1	0
CO4	0	3	3	2	0	3	3	2	0	3	3	2	3	1	0
CO5	3	3	3	3	2	2	3	3	2	2	3	0	1	2	2
CO 6	3	3	3	1	2	0	0	2	2	0	0	3	1	0	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :RUMG-307(A4)				
Course Name : RURAL MARKETING				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course would help students develop an understanding about the role of rural marketing channels in the distribution of goods.
2. It also exposes the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Rural Markets Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment.	8
2	Understanding the Rural Consumer Rural Community in India Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Pricing Strategies, Rural Consumer Behavior, Rural Buyer Characteristics, Rural ethics and social structure of Indian rural consumers.	10
3	Marketing Mix in Rural Markets Product Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions, Communication in Rural marketing: language and cultural factors, Managing supply chain in rural markets, Role of Co-operative Societies.	10
4	Innovation in Rural Markets Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, role of MSMEs for rural markets, Emergence of Organized retailing in Rural India.	10
5	Future of Rural Marketing Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India. Emerging trends in Rural economy of India.	10
Total		48

Text Books:

TB1. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.

TB2. Arora, R.C.: Integrated Rural Development, S.Chand & Company.

Reference Books:

RB1. Rajgopal: Understanding Rural Marketing, Vikas Publishers.

RB2. Gopalaswamy, T.P.: Rural Marketing Environment: Problems and Strategies, Vikas Publishers.

Course Outcomes (COs)

CO 1	To define the basic concepts, nature, and structure of Indian rural markets
CO 2	To explain the profile, segmentation, and behavior of rural consumers in India
CO 3	To apply marketing mix strategies to design suitable product, pricing, and promotion plans for rural markets.
CO 4	To analyze communication barriers and supply chain challenges in rural marketing
CO 5	To evaluate the role of innovation, IT, and organized retailing in transforming rural markets.
CO 6	To develop strategic approaches to overcome challenges and tap into emerging opportunities in India's rural economy

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1	3	2	2	3	3	2	2	3	3	2	3	3
CO2	2	3	0	1	3	3	1	3	3	1	3	3	3	1	1
CO3	2	2	1	1	2	2	0	3	2	1	2	2	2	2	3
CO4	2	3	2	0	0	2	3	2	0	0	0	2	0	2	3
CO5	3	2	0	2	2	2	3	3	2	3	3	3	2	2	2
CO6	3	3	1	2	3	3	3	3	3	3	3	3	3	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IEMG-308(IB1)				
Course Name : IMPORT EXPORT MANAGEMENT				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to introduce students to the impact of import and export policies on the business.
2. It also highlights the impact of these policies on trade and business.

Course Contents

UNIT	DETAILS	LECTURES
1	Import Management in a Developing Economy Objectives of Import Policy, Types of Import Licenses, Foreign Exchange Budgeting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.	12
2	Import Financing Purchase price analysis Canalisation of import, and import under counter trade, market research for import procurement monitoring and follow-up of contracts.	8
3	Buying of Technology Import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects, and procurement under World Bank Project.	10
4	Export Management Concept and Scope, Form of Organisation, Export Marketing Environment, Export Planning, Organizing for Export, Organisation chart, Building a team, Executive Action, and Management Control.	12
5	Barriers and Bottlenecks in export with specific reference to India.	6
Total		48

Text Books:

TB1. T.A.S. Balagopal, Export Management, Himalaya Publishing House..

TB2. B.S. Rathor & J.S. Rathor, Export Marketing, Himalaya Publishing House.

Reference Books:

RB1. P. Kumar and AK Ghosh, Export Management, Anmol Publisher.

RB2. Alan Branch, International Purchasing and Management, Cengage Learning

Course Outcomes (COs)

CO 1	To identify the objectives of import policy, types of licenses, and basic procedures involved in import and export management.
CO 2	To explain the process of import procurement, supplier selection, and corporate planning involved in global sourcing.
CO 3	To apply methods of import financing, purchase price analysis, and canalisation strategies in practical trade scenarios
CO 4	To analyse the procedures of customs clearance, import documentation, and World Bank project procurement
CO 5	To evaluate the structure of export organizations, management controls, and decision-making strategies for export planning
CO 6	To design effective solutions to overcome export barriers and improve India's performance in global trade.

CO-PO Mapping

Cours e	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	0	2	2	3	3	2	2	3	3	2	3	3
CO2	3	3	3	3	3	3	0	3	3	3	3	3	3	3	3
CO3	2	1	3	3	2	1	3	3	2	1	3	3	2	3	3
CO4	0	3	1	2	0	3	3	2	0	3	3	2	0	3	3
CO5	2	2	3	3	2	2	0	3	2	2	3	3	2	3	1
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: MGMC-308(IB2)			
Course Name	: MANAGEMENT OF MULTINATIONAL CORPORATIONS			
Semester	: 3			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to give an insight to students regarding the management of multinational corporations and their impact on Indian business.
2. The course also provides an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions.

Course Contents

UNIT	DETAILS	LECTURES
1	International Management Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.	10
2	Growth and Development of MNCs Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.	8
3	Organizational Design and Structure of International Corporations Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.	10
4	International Business Strategy Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.	12
5	Indian Perspectives and Policy Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.	8
Total		48

Text Books:

TB1. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.

TB2. Koontz and Wheirich: Management: The Global Perspective, Tata McGraw Hill, New Delhi.

TB3. Nagandhi, Anant.R: International Management, Prentice Hall of India Ltd., New Delhi.

Reference Books:

RB1. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: International Management: Concepts and Cases, Tata McGraw Hill, New Delhi.

RB2. Christopher Bartlett and Sumantra Ghoshal, Transnational Management: Text and Cases, Tata McGraw Hill, New Delhi.

RB3. Deresky, Helen: International Management: Managing

Course Outcomes (COs)

CO 1	To identify trends, challenges, and schools of thought in international management, including the impact of regional trade blocs.
CO 2	To describe the growth patterns, significance, and management styles of multinational corporations (MNCs)
CO 3	To apply concepts of global organizational structures and decision-making processes in international firms.
CO 4	To analyze international business strategies, including joint ventures, mergers, and global environmental assessments.
CO 5	To evaluate political, economic, and legal risks affecting international business strategy formulation and execution
CO 6	To develop strategic insights based on Indian policy perspectives and case studies of internationalizing Indian firms.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	2	3	3	2	2	3	3	0	2	0
CO2	2	3	3	2	3	3	3	3	3	3	3	3	0	2	0
CO3	2	3	2	0	2	3	3	3	2	3	3	3	2	1	3
CO4	2	3	3	3	0	3	3	2	0	3	3	2	3	1	1
CO5	1	3	3	2	2	2	3	3	2	2	3	3	1	2	0
CO6	0	3	2	0	3	3	3	3	3	3	3	3	2	3	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : INBL-308(IB3)				
Course Name : INTERNATIONAL BUSINESS LOGISTICS				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to give an insight to students regarding the management of international logistics multinational corporations and their impact on Indian business.
2. It also gives an insight of the Supply Chain Management and logistics network configuration.

Course Contents

UNIT	DETAILS	LECTURES
1	Global Logistics Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.	6
2	Components of Logistics Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling	12
3	Ocean Transportation Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.	12
4	Air Transportation Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.	10
5	Supply Chain Management Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR.	8
Total		48

Text Books:

TB1. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.

TB2. Desai, H.P: Indian Shipping Perspectives, Anupam Publications, Delhi.

TB3. Khanna, K.K.: Physical Distribution, Himalaya Publishing, Delhi.

Reference Books:

RB1. Sople, V V: Logistics Management, Pearson, New Delhi.

RB2. Agarwal, D K: Text Book of Logistics and Supply Chain Management, MacMillan, New Delhi.

RB3. Muthiah, Krishnaveni: Logistics and World Sea Borne Trade, Himalaya Publishing House, Mumbai.

RB4. Chopra, Sunil. Meindl, Peter and Kalra, D V: Supply Chain Management, Pearson, New Delhi.

Course Outcomes (COs)

CO 1	To define the concepts, objectives, and scope of global logistics and its relevance to international marketing.
CO 2	To explain the components of logistics including customer service, warehousing, inventory, transportation, and packaging.
CO 3	To apply principles of ocean transportation including liner operations, freight practices, and port operations
CO 4	To analyse the air transportation system in terms of cost, structure, carrier-consignee liabilities, and industry challenges.
CO 5	To evaluate the role of logistics intermediaries and the performance of the Indian shipping and air industries
CO 6	To design effective supply chain strategies using value chain analysis, forecasting, IT tools, and 3PL/4PL models

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	2	3	3	2	2	2	0	0	0	2	2	2	2
CO2	2	1	3	3	3	3	3	2	2	2	3	3	3	3	3
CO3	2	2	1	3	3	2	3	3	1	1	3	3	2	0	3
CO4	2	0	3	3	1	3	0	0	2	3	1	3	3	3	3
CO5	1	2	2	3	3	2	3	0	0	3	3	2	1	2	2
CO6	1	3	1	3	1	2	0	2	0	0	0	2	2	2	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CFMG- 309 AI 1				
Course Name : COMPUTER FUNDAMENTAL FOR MANAGERS				
Semester /Year : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The main aim is to introduce the students with the computer, its applications, and logic development for programming and application software used in the different offices.

Course Contents

UNIT	DETAILS	LECTURES
1	Computer Fundamentals Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, Hardware, Software with types (Application, System and Programming), Block diagram of Computer, Organizations and Functions of different Units of Computer, Advantages and Disadvantages of Computers.	10
2	Types of Computers Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.	8
3	Input- Output Devices Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM). Data and Information Concepts: Definition, Meaning and concept of data and information, data processing, data mining and warehousing. Fundamental of Data Communication, Introduction to internet and its applications.	12
4	MS Office MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook).	6
5	Information Systems in Global Business Today The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS. Business Application of MIS: e-commerce, Electronic Payments	12

	Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies, Data Warehousing, Data Mining, Business Information System, Business Expert Systems, Role of Expert Systems in Complex Decision. Introduction to SPSS.	
Total		48

Text Books:

TB1. Lucas Jr. H C, Information Technology for Management, Mc GrawHill, New York,1997.

TB2. Kenneth C. Laudon and Jane P. Laudon (2004), Management Information Systems, 8/E, Pearson Education.

TB3. Saxena S, First Course in Computers; Vikas Publication, New Delhi,2003.

Reference Books:

RB1. James A.O. Brien (200), Management Information Systems. 5/E, TataMcgraw-Hill.

RB2. Leao, Alexis & Mathews- Information Technology, Vikas Publications,2006.

RB3. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011.

Course outcomes (COs)

CO 1	To describe the history, generations, characteristics, and classification of computers.
CO 2	To explain the organization and functions of various units of a computer and differentiate types of software and hardware.
CO 3	To define basic input/output devices and data storage units for various computing tasks.
CO 4	To analyze the concepts of data, information, communication systems, and internet applications
CO 5	To evaluate the features and applications of MS Office tools such as Word, Excel, PowerPoint, Access, and Outlook.
CO 6	To design effective business information systems using MIS, ERP, DBMS, and decision support systems, including SPSS

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	2	2	2	0	0	0	2	2	2	2	2	2	2	0	0
CO2	3	3	1	2	2	3	3	3	3	3	1	1	2	2	2
CO3	2	3	3	1	3	1	3	2	0	1	2	3	3	3	3
CO4	3	1	0	2	3	1	3	3	3	3	3	0	0	2	3
CO5	2	0	0	0	2	3	2	3	2	2	2	3	0	0	3
CO6	2	0	2	0	0	0	2	2	2	0	2	0	2	0	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BPPG-309 (AI 2)				
Course Name : BASICS OF PYTHON PROGRAMMING				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. Python is a general-purpose, versatile and popular programming language. It's great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer's stack as it can be used for everything from web development to software development and scientific applications.

Course Contents

UNIT	DETAILS	LECTURES
1	Basics of Python Programming: History of python, installation of python , execution of python program, python character set, token, data type, inbuilt functions in python, operators and expressions, translating mathematical formulae into equivalent python expressions.	8
2	Python Program Flow Control : Conditional blocks using if, else and elif, simple for loops in python For loop using ranges, use of while loops in python Loop, nested loops, break and continue	10
3	Functions: syntax and basics of a function, parameters and arguments in a function, local and global scope of a variable, return statement, recursive function and lambda function	12
4	Strings and Lists: Basic inbuilt python functions for string, immutable strings, strings operators and operations, creating and accessing the elements of the list, python inbuilt functions for lists.	10
5	Tuples, sets and dictionary: creating tuples, inbuilt functions for tuples, operations on tuples, creating sets and set operations, creating dictionary, simple program on dictionary	8
Total		48

Text Books:

Text Books: TB1. Budd T A, "Exploring Python", McGraw-Hill Education, 1 st Edition, 2011.
 TB2. Mark Lutz, "Learning Python", O'Reilly, 4 th Edition, 2013.
 TB3. Y. Daniel Liang, "Introduction to Programming Using Python", Pearson, 1st Edition, 2013.

Reference Books:

RB1. Kenneth A. Lambert, "The Fundamentals of Python: First Programs", Cengage Learning, 1 st Edition, 2011.

- RB2. Allen Downey, “Think Python: How to Think Like a Computer Scientist”, O’Reilly, 2nd Edition, 2015.
 RB3. Reema Thareja, “Python Programming using Problem Solving Approach”, Oxford University Press, 1st Edition, 2017.
 RB4. Joel Grus, “Data Science from Scratch”, O’Reilly, 2nd Edition, 2019.
 RB5. Tony Gaddis, “Starting out with Python”, Pearson, 3rd Edition, 2014.

Course Outcomes (COs)

CO 1	To describe the history, installation, syntax, character set, and basic elements of Python
CO 2	To explain the control flow constructs in Python including conditional statements and loops.
CO 3	To implement Python programs using functions, recursion, and lambda expressions
CO 4	To analyze string and list operations using Python’s built-in functions and indexing methods
CO 5	To compare the usage and functionalities of tuples, sets, and dictionaries in Python
CO 6	To develop basic Python programs by integrating control structures, functions, and data structures to solve real-life problems.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	3	3	3	3	1	3	3	3	1	3	2	2	2
CO2	3	3	3	2	0	1	2	2	0	1	2	2	3	3	3
CO3	2	2	0	3	3	3	3	3	3	3	3	3	0	3	2
CO4	2	1	0	3	2	2	2	3	2	2	2	3	3	3	3
CO5	0	3	1	3	3	3	1	3	3	3	1	3	2	2	2
CO6	0	0	1	2	0	1	2	2	0	1	2	2	2	0	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : AISS - 309 (AI 3)				
Course Name : ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to create overview on Artificial Intelligence.
2. The objective of this course is to learn the approaches and rules to knowledge representation.

Course Contents

UNIT	DETAILS	LECTURES
1	AI problems, foundation of AI and history of AI intelligent agents: Agents and Environments, the concept of rationality, the nature of environments, structure of agents, problem solving agents, problem formulation.	6
2	Searching- Searching for solutions, uniformed search strategies – Breadth first search, depth first Search. Search with partial information (Heuristic search) Hill climbing, A* ,AO* Algorithms, Problem reduction, Game Playing, mini-max algorithm, optimal decisions in multiplayer games, Alpha-Beta pruning	12
3	Knowledge representation issues, Predicate Logic- semantic nets- frames and inheritance, constraint propagation, representing knowledge using rules, rules based deduction systems. Reasoning under uncertainty.	14
4	First Order Logic. Inference in first order logic, propositional vs. first order inference, well formed formul,forward chaining and Backward chaining, Resolution and unification	8
5	Machine Learning: Components of learning, supervised learning, unsupervised learning, reinforcement learning, perceptron learning, support vector machines, KNN, learning decision trees.	8
Total		48

Text Books:Ritch and Knight

TB 1.Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern Approach, Pearson, 3rd Edition, 2020.

TB 2.Ethem Mining, Artificial Intelligence for Business Applications: Use Artificial Intelligence for Scaling Up Your Business Using AI Marketing, Everooks Ltd, 2020.

TB 3. Ela Kumar ,Artificial Intelligence, , Dreamtech Press, 2020.

Reference Books:

RB 1.Ritch & Knight, Artificial Intelligence, Tata McGrawHill, 3rd Edition, 2019.

RB 2. Patterson, Introduction to Artificial Intelligence & Expert Systems, PHI, 2015.

RB 3. J. Nilsson, "Artificial Intelligence: A new Synthesis", Elsevier Publishers.

Course Outcomes (COs)

CO 1	To describe the history, foundation, and structure of intelligent agents and rational problem-solving environments
CO 2	To implement uninformed and informed search strategies to solve well-defined problems in AI
CO 3	To compare different heuristic methods and game-playing strategies including Mini-Max and Alpha-Beta pruning
CO 4	To explain knowledge representation techniques using predicate logic, semantic nets, and rule-based systems
CO 5	To differentiate between propositional and first-order logic through inference mechanisms like resolution and chaining
CO 6	To demonstrate machine learning algorithms including supervised, unsupervised, and reinforcement learning models.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	2	2	0	0	0	2	2	2	2	2	2	3	2
CO2	2	3	3	2	2	2	3	3	3	3	3	3	0	1	0
CO3	2	2	3	3	3	3	3	3	2	0	3	2	3	3	3
CO4	2	3	0	0	2	3	3	3	3	3	3	3	3	2	3
CO5	1	2	3	0	1	3	3	2	3	2	2	2	3	3	3
CO6	1	2	0	2	0	0	0	2	2	2	0	2	3	3	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSIN - 309 (AI 4)				
Course Name : BUSINESS INTELLIGENCE				
Semester : 3				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to create overview on Artificial Neural Networks.
2. The objective of this course is to learn the applications of Artificial Neural Networks.

Course Contents

UNIT	DETAILS	LECTURES
1	Basics of Artificial Neural Networks: Characteristics of Neural Networks, Historical Development of Neural Network Principles, Artificial Neural Networks: Terminology, Models of Neuron, Topology, Basic Learning Law.	10
2	Linear Networks:-Adaline - the adaptive linear element, Linear regression. The Wiener-Hopf equation. The Least-Mean-Square (Widrow-Hoff) learning algorithm. Method of steepest descent. Adaline as a linear adaptive filter.	8
3	Self-Organising Systems:-Unsupervised Learning, Pattern clustering, Topological mapping, Kohonen's self-organizing map , Local learning laws-Generalised Hebbian Algorithm.	12
4	Feedback neural networks:- Pattern storage and retrieval, Hopfield model, Boltzmann machine, Recurrent neural networks.	10
5	Radial basis function networks:- Regularization theory, RBF networks for function approximation, RBF networks for pattern classification. Kernel methods for pattern analysis:- Statistical learning theory.	8
		48

Text Books:

TB 1.. B.Yegnanarayana, Artificial Neural Networks, Prentice Hall of India.

TB 2.Satish Kumar, Neural Networks – A Classroom Approach, Tata McGraw-Hill.

Reference Books:

RB 1.S.Haykin, Neural Networks – A Comprehensive Foundation, Prentice Hall.

Course Outcomes (COs)

CO 1	To define the basic concepts, terminology, and learning laws of artificial neural networks
CO 2	To describe linear network models such as Adaline and the Least-Mean-Square learning algorithm
CO 3	To implement unsupervised learning techniques including Kohonen's self-organizing maps and Hebbian learning
CO 4	To examine the working of feedback neural networks like Hopfield models and Boltzmann machines.
CO 5	To assess the performance of radial basis function networks for function approximation and pattern classification.
CO 6	To design neural network models using kernel methods for complex pattern analysis tasks.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	3	3	0	3	3	3	3	3	3	3	3	3	3
CO2	2	3	2	3	0	3	3	2	3	3	2	3	3	2	3
CO3	3	2	0	2	0	0	2	0	3	2	0	3	2	0	3
CO4	2	3	3	3	1	3	3	3	3	3	3	3	3	3	3
CO5	0	1	3	3	2	3	3	2	3	3	2	3	3	2	3
CO6	0	2	3	2	0	3	2	0	3	2	0	3	2	0	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : SUTR-310				
Course Name : SUMMER TRAINING REPORT AND PRESENTATION				
Semester : 3				
	L	T	P	C
Summer Training Report and Presentation	-	-		2

L - Lecture T — Tutorial P — Practical C — Credit

Each student shall prepare report on the Summer Internship they have done. A detailed report will be prepared for the same under the guidance of an assigned faculty. Along with that a power point presentation has to be prepared and presented in front of the audience of teachers and students before the end of third semester.

Marks shall be awarded by internal faculty on the basis of student's performance judged on the following criteria:

- 1) Summer Training Report (50 Marks)
- 2) Communication (10 Marks)
- 3) Confidence (10 Marks)
- 4) Content (10 Marks)
- 5) Body language (10 Marks)
- 6) Power Point Presentation (10 Marks)
- 7) External Viva-Voice (100 Marks)

Students evaluation will be done on the internal and external viva-voice and finally the marks obtained will be converted into grades.

Course Outcomes (COs)

CO 1	Developing an understanding of the way business works in the real world.
CO 2	Analysing their role and responsibilities in the organisation.
CO 3	Appreciating the intricacies of business and application of management concepts there.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	3	3	3	2	2	2	1	3
CO2	2	2	3	1	3	1	3	2	2	2	3	1	1
CO3	1	1	3	3	1	1	2	2	2	3	2	3	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

FOURTH SEMESTER - MBA

Course Code : ECSR-401				
Course Name : ETHICS AND CORPORATE SOCIAL RESPONSIBILITY				
Semester : 4				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Course Contents

UNIT	DETAILS	LECTURES
1	Conceptual Framework of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.	8
2	Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.	8
3	An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999.	7
4	Major Corporate Governance Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com(USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.	10
5	Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in	18

	India. Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.	
Total		48

Text Books:

TB1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

TB2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press. Department of Commerce, University of Delhi

TB3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.

Reference Books:

RB1. Sharma, J.P., Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi.

RB2. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Course Outcomes (COs)

CO 1	To define the key concepts, models, and theories related to corporate governance and business ethics.
CO 2	To explain the corporate governance framework in India including roles of board committees and SEBI guidelines.
CO 3	To illustrate international legislative frameworks and committee recommendations on corporate governance
CO 4	To compare various corporate governance failures across countries to identify common governance problems.
CO 5	To assess the significance of whistle-blower policies and their impact on ethical governance
CO6	To develop a comprehensive CSR strategy aligning with corporate sustainability and ethical governance models

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO 1	2	2	2	2	2	0	0	0	2	2	2	2	3	2	2
CO 2	3	3	3	3	0	0	0	3	2	3	3	3	3	3	3
CO 3	3	3	0	3	3	3	3	3	0	2	0	3	3	0	2
CO 4	3	3	3	2	0	3	3	3	3	3	3	3	3	3	3
CO 5	3	0	3	3	0	2	3	3	2	3	3	3	2	3	3
CO 6	2	0	0	0	2	2	0	2	2	3	2	2	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : EPDP-402				
Course Name : ENTREPRENEURSHIP DEVELOPMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The purpose of this paper is to enable the students learn the importance of Entrepreneurship and understand the role of Entrepreneurship on environmental factors.

Course Contents

UNIT	DETAILS	LECTURES
1	Foundation of Entrepreneurship Development Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur. Entrepreneurial motivation.	8
2	Theories of Entrepreneurship Schumpeter's view on entrepreneurship, Walker's view on entrepreneurship Drucker's view on entrepreneurship. Influences on entrepreneurship development; External influences on entrepreneurship development; socio-cultural, political, economical, personal, entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: meaning, definition, function, qualities, challenges and achievements of women entrepreneurs.	16
3	Business Planning Process The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones.	10
4	Project Planning for Entrepreneurs Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.	8
5	Entrepreneurship Development and Government Role of Central Government and State Government in promoting	6

	entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial growth.	
Total		48

Text Books:

TB1. Khanna, S.S., Entrepreneurial Development, S. Chand, New Delhi.

TB2. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4th ed.

Reference Books:

RB1 Holt H. David, Entrepreneurship: New Venture Creation, Prentice- Hall of India, New Delhi, Latest edition.

RB2.Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7th ed.

RB3. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.

Course outcomes (COs):

CO 1	To define the basic concepts, types, and characteristics of entrepreneurship and entrepreneurs
CO 2	To explain various entrepreneurial theories and the role of internal and external influences on entrepreneurship.
CO 3	To prepare a business plan highlighting objectives, market analysis, and risk assessment.
CO 4	To examine the feasibility of a proposed entrepreneurial project from technical, financial, and marketing perspectives.
CO 5	To assess the effectiveness of financial institutions and schemes available for entrepreneurs
CO 6	To develop entrepreneurial strategies integrating government initiatives for inclusive growth

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	0	2	0	2	0	0	2	2	2	2	3	2	2
CO2	1	3	3	3	2	0	0	3	3	3	3	3	3	3	3
CO3	2	3	1	3	3	3	3	3	1	2	0	3	3	0	3
CO4	3	2	3	0	1	2	2	3	2	3	3	3	2	3	3
CO5	3	2	3	3	3	3	3	3	2	3	3	3	3	3	3
CO6	3	2	2	2	2	2	0	3	0	0	0	0	0	3	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : HRAL-403(H1)				
Course Name : HR ANALYTICS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip students to use analytics in the field of human resources for forecasting HR needs in an organisation.
2. To effectively utilize HR analytics for solving problems relating to human resources in an organisation.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to HR Analytics Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources - HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics. HR Metrics and HR Analytics; Intuition versus analytical thinking.	10
2	Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics.	10
3	Forecasting Budget Numbers for HR Costs Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions	8
4	Predictive Modelling in HR	10

	Employee retention and turnover; workforce productivity and performance; scenario planning. Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues.	
5	Communicating with Data and Visuals Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	10
Total		48

Text Books:

TB1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray

TB2. Predictive HR Analytics: Mastering the HR Metric by Dr. Martin Edwards and Kirsten Edwards

Reference Books:

RB1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya

RB2. Human Resource Information Systems: Basics, Applications, and Future Directions by Michael J. Kavanagh and Richard D. Johnson

Course Outcomes (COs)

CO 1	To define the concepts, evolution, and importance of HR analytics and metrics
CO 2	To explain the relationship between HR initiatives and business results using key HR metrics
CO 3	To forecast HR budgets, training needs, and workforce planning using data analytics
CO 4	To examine predictive models related to employee retention, performance, and productivity.
CO 5	To assess HR data for accuracy, consistency, and relevance in decision-making processes.
CO 6	To develop data visualizations and HR reports to communicate analytical insights effectively

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	1	1	1	2	1	1	2	3	2	3
CO2	1	1	1	3	0	0	0	2	2	2	2	2	2	1	3
CO3	3	3	1	3	3	3	3	3	3	0	1	3	3	1	3
CO4	3	1	3	0	1	1	3	1	2	3	3	3	2	3	0
CO5	1	1	1	1	1	1	2	0	1	2	1	2	1	2	1
CO6	2	3	3	0	1	1	1	2	2	2	2	3	3	3	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : COMG-403(H2)				
Course Name : COMPENSATION MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this course is to help the students to develop an understanding of the concept & techniques of compensation management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Conceptual aspects of compensation and reward management Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Employee's acceptance of wage level; wage and motivators. Concept of total rewards.	10
2	Job Evaluation Job Analysis – Job Description, Job specification Processes and Schemes Salient features of Job Evaluation, Concept of Job enrichment and Job Enlargement – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.	8
3	Wages and Salary Administration Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Pay surveys; Economic and behavioural theories related to wages. Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentives: Incentive schemes and types of incentive plans. Short term and long term incentives Spot awards. Team incentives; Design of a pay roll system (using Accounting software). Legal Constraints on Pay System.	12

4	Compensation Strategies Concept of Competency Mapping with pay scale. Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy. Compensation for Expatriates and Repatriates	8
5	Rewarding Performance and Executive Compensation Individual based compensation; team-based compensation; Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension-understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. International Compensation. Executive Compensation Packages – Compensating Executives – Compensating the Flexible Workforce – Contingent Employees and flexible work Schedules	10
Total		48

Text Books:

TB1. Compensation Management, P.JyotiVenkatesh, Oxford Publication.

TB2. Compensation Management, Dipak Kumar Bhattacharya, OOP Industrial.

Reference Books:

RB1. Richard.I. Henderson (2005). Compensation Management in Knowledge- based World. Prentice-Hall.

RB2. Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002). People, Performance & Pay: Dynamic Compensation for Changing Organizations. Free Press.

Course Outcomes (COs)

CO 1	To define the key concepts, components, and philosophies of compensation and reward management
CO 2	To describe various job evaluation methods and techniques including analytical and non-analytical approaches
CO 3	To design wage and salary structures, incentive plans, and payroll systems using relevant concepts and tools
CO 4	To examine compensation strategies including competency mapping, expatriate compensation, and retention incentives
CO 5	To assess performance-based reward systems and executive compensation models across global practices.
CO 6	To formulate strategic compensation plans aligned with organizational objectives and legal frameworks

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	1	1	2	1	1	1	2	2	3	0
CO2	3	1	0	0	1	0	0	1	1	1	0	1	0	0	1
CO3	2	2	2	2	1	2	3	3	1	3	2	1	1	1	2
CO4	2	1	1	2	1	1	0	1	1	1	2	1	2	1	2
CO5	2	3	3	1	1	2	1	1	1	1	0	1	2	3	1
CO6	1	1	1	1	2	1	2	1	1	1	0	1	1	1	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IHRM-403(H3)				
Course Name : INTERNATIONAL HUMAN RESOURCE MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this course is to help the students to develop an understanding of the concept & techniques of international human resource management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Global Business Environment and Human Component Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. The scope of IHRM, Variables that Moderate Differences between domestic and International HRM. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation	8
2	Cross Cultural Management Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.	8
3	International Human Resource Management Approaches IHRM Strategies, Barriers in effective global HRM International Recruitment and Selection, Executive Nationality Issues- Staffing Policies – Issues in Staff Selection, Performance Management Multinational Performance Management – Factors associated with Individual Performance and Appraisal – Criteria Used for Performance Appraisal of International Employees, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective.	12
4	International HRM roles in Multinational Organizations Expatriate problem, International Compensation, Repatriation.	8
5	Key issues in International Labour Relations International compensation and international assignees, Forms of compensation, key components of international compensation,	12

	Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.	
Total		48

Text Books:

TB1. International Human Resource Management, Chris Rees, Tony Edwards, PEARSONS.

TB2. International Human Resource Management, MonirTayeb, Oxford University Press.

TB3. International Human Resource Management, P. L. Rao, Excel Books India.

Reference Books:

RB1. Doweing, P.J. – International Dimensions of Human Resource Management End Edition Words Worth.

RB2. G. Hofstede – Cultures Consequence; International Differences in Work related Values, Sage.

Course Outcomes (COs)

CO 1	To define the elements of global business environment and cross-cultural variables affecting international HRM
CO 2	To explain the role of culture in international HRM and its influence on leadership, communication, and negotiation
CO 3	To apply international HRM approaches in recruitment, performance management, and training within multinational organizations.
CO 4	To analyze the key IHRM roles, expatriate challenges, and compensation strategies in multinational settings.
CO 5	To evaluate global HR practices and international labor relations including compensation practices and labor standards.
CO 6	To formulate culturally responsive HR strategies aligned with international labor regulations and corporate social responsibility

CO-PO Mapping

Course	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO3
CO1	2	3	1	2	1	1	1	1	2	1	1	1	2	2	3
CO2	3	3	1	0	0	3	0	0	1	1	1	0	1	0	0
CO3	3	2	2	2	2	1	2	3	3	1	3	2	1	1	1
CO4	2	3	1	1	2	3	1	0	1	1	1	2	1	2	1
CO5	2	1	3	3	1	3	2	1	1	1	1	0	1	2	3
CO6	1	0	1	1	1	2	1	2	1	1	1	0	1	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : SGMG-404(M1)				
Course Name : SALES AND DISTRIBUTION MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course would help students develop an understanding about the role of sales management, marketing channels and distribution.
2. The course would acquaint the students with various concepts.

Course Contents

UNIT	DETAILS	LECTURES
1	Basic Concepts -Selling Functions, Types of Selling - Direct Selling, Institutional Selling, Tele Marketing and other concepts. Nature of Sales Management Situation where Personal Selling is more effective than Advertising.	10
2	Theories of Selling AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioural Equation Theory.	8
3	Process of Effecting Selling Prospecting, Pre-approach, Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities, Quality of Successful Sales Person.	10
4	Sales Management An overview, Sales planning and control, Sales Forecasting, Territory Allocation, Sales Quota, Sales cost analysis	12
5	Ethical and Legal aspects of Selling: An overview, Corporate Social Responsibility and its impact on selling Measures for Making Selling an attractive Career, Recent Trends in Selling.	8
Total		48

Text Books:

TB1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., Sales Management: Decision, Strategies and Cases, Pearson Education, New Delhi, 2009.

TB2. Russel, BeachandBrukirk -Selling.

TB3. K Patel- Sales.

Reference Books:

RB1.Still, Cundiff, and Govoni- Sales Management.

RB2. Johnson, Kirtz and Schueing - Sales Management.

Course Outcomes (COs)

CO 1	To define the fundamental concepts and types of selling, and distinguish situations favoring personal selling over advertising.
CO 2	To explain the key theories of selling including the AIDA model and various psychological theories.
CO 3	To apply the selling process from prospecting to post-sale activities and evaluate the traits of a successful salesperson
CO 4	To analyze the components of sales management such as sales planning, forecasting, territory allocation, and cost analysis.
CO 5	To evaluate the ethical, legal, and CSR aspects influencing the selling process and its impact on sales outcomes
CO 6	To design strategies to promote sales as a career and incorporate recent trends to improve personal selling effectiveness.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	1	1	1	1	2	1	3	0	3	0	0	3	0
CO2	1	3	0	3	0	0	1	3	2	2	1	2	3	2	2
CO3	2	2	2	1	2	3	3	2	1	2	3	1	0	1	2
CO4	1	1	2	3	1	0	1	1	3	1	3	2	1	3	1
CO5	3	3	1	3	2	1	1	3	3	0	3	0	0	3	0
CO6	1	1	1	2	1	2	1	2	2	2	1	2	3	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : RUMG-404(M2)				
Course Name : RURAL MARKETING				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course would help students develop an understanding about the role of rural marketing channels in the distribution of goods.
2. It also exposes the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Rural Markets Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment.	8
2	Understanding the Rural Consumer Rural Community in India Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Rural ethics and social structure of Indian rural consumers.	10
3	Marketing Mix in Rural Markets Product Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operatives.	10
4	Innovation in Rural Markets Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, e-business for rural enterprises Emergence of Organised retailing in Rural India.	10
5	Future of Rural Marketing Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments.	10
Total		48

Text Books:

TB1. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.

TB2. Arora, R.C.: Integrated Rural Development, S.Chand & Company.

Reference Books:

RB1. Rajgopal: Understanding Rural Marketing, Vikas Publishers.

RB2. Gopalaswamy, T.P.: Rural Marketing Environment: Problems and Strategies, Vikas Publishers.

Course Outcomes (COs)

CO 1	To define the concept, nature, and structure of rural markets, including rural demand and environment
CO 2	To describe the rural consumer profile, including segmentation, targeting, positioning, and rural buyer behavior
CO 3	To apply the marketing mix (4Ps) strategies suitable for rural markets, considering language, culture, and distribution channels.
CO 4	To analyze the role of innovation and IT interventions such as e-business and organized retailing in rural India.
CO 5	To evaluate the changes in rural income, demand patterns, and marketing challenges for agricultural inputs in rural markets
CO 6	To design strategic marketing approaches tailored to rural consumer needs and the evolving rural business environment.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	2	1	1	0	0	2	1	1	2	3	3	2
CO2	3	3	3	3	0	0	0	3	1	3	3	3	3	3	3
CO3	3	3	0	3	3	3	3	3	3	0	0	3	3	0	3
CO4	3	2	3	1	1	1	3	2	3	3	3	3	2	3	1
CO5	3	3	3	3	0	0	3	3	1	2	1	3	3	3	3
CO6	1	1	1	0	1	1	0	0	1	1	1	1	1	1	0

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IMM-G-404(M3)				
Course Name : INTERNATIONAL MARKETING MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course would help students develop an understanding about the role of international marketing concepts, strategies and pricing decisions.
2. This course would make students think about and analyze decisions taken in marketing domain by multinational corporations.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction The Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.	6
2	Selection of Foreign Markets The Concept of International Marketing Mix, Implementation of Marketing Strategies and Seven Ps, Organization and Control for International Marketing. Identifying Foreign Markets- Political Considerations and Governmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.	12
3	International Market Segmentation Market Entry and Operation Strategies- Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations. International Product Policies, Strategic Considerations in Making Product Decisions, Alternative Strategies in Multi-National Product Planning, Methodology in Making Product Decision for International Markets.	12
4	International Pricing Decisions Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International Markets, Export pricing and Differential pricing.	8
5	International Distribution System and Logistics International Marketing Channel Decisions, Importance and Scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel Decisions.	10
Total		48

Text Books:

TB1.RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan Chand & Sons New Delhi, 2006.

TB2. Francis Cherunilam - International Marketing(Texts and Cases), Himalaya Publishing House.

Reference Books:

RB1. Kotler, Armstrong - Principles of Marketing, Pearson.

RB2. IkkaRonkainen& Michaele Czinkota – International Marketing, South Western College Publishing..

Course Outcomes (COs)

CO 1	To explain the concept of international marketing, its nature, tasks, and significance in the global business environment.
CO 2	To analyze the factors influencing foreign market selection including political, legal, cultural, economic, and competitive dynamics
CO 3	To apply the international marketing mix (7Ps) in designing strategies for market entry, segmentation, and positioning.
CO 4	To evaluate international market entry modes such as exports, joint ventures, direct investment, and strategic alliances
CO 5	To develop product and pricing strategies including transfer pricing, price escalation, and differential pricing for international markets.
CO 6	To describe the structure and decision-making process of international distribution and logistics channels.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	3	3	3	3	3	2	1	1	3	1	1	3
CO2	1	3	1	3	3	3	3	3	3	0	3	0	3	3	0
CO3	3	0	3	3	3	3	3	1	3	1	2	1	2	2	1
CO4	2	1	2	3	1	3	1	3	0	3	1	3	1	1	3
CO5	1	3	1	3	3	0	3	2	1	2	3	0	3	3	0
CO6	3	0	3	3	2	1	2	1	3	1	2	1	2	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MGFS-405(F1)				
Course Name : MANAGEMENT OF FINANCIAL SERVICES				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Contents

UNIT	DETAILS	LECTURES
1	Financial Services Meaning and Concepts, Need for Financial Services, Regulatory framework for financial services, Various Types of Financial Services, Fund Based and Non-Fund based, Characteristics and Role of Financial Intermediaries.	10
2	Depositories and Financial Services Commercial Banks and their changing role, Functioning of Banks, Financial Services and Banking System. Non-Depository Institutions: Finance Companies and Mutual Funds and Pension Funds, Housing finance and Pricing financial services.	10
3	Merchant Banking and Venture Capital The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.	10
4	Leasing, Factoring and Forfaiting Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. Factoring: Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. Forfaiting: Meaning and Mechanism of Forfaiting.	10
5	Credit Rating Services Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.	8
Total		48

Text Books:

TB1. Bhole L.M.: Financial Institutions and Markets, 4th ed., McGraw Hill Co. New Delhi, 2008.

TB2. Khan M.Y: Financial Services and System (2008), McGraw Hill Publishing Company, New Delhi.

TB3. Clifford Gomez, Financial Markets, Institutions management-A Risk management Approach, 6th ed., McGraw Hill Publishing Company New Delhi.

Reference Books:

RB1. M.Y. Khan Indian Financial System, 6th ed., McGraw Hill Publishing Company, New Delhi, 2008.

RB2. Bhalla, V.K Indian Financial System, Anmol, New Delhi.

Course Outcomes (COs)

CO 1	To define the basic concepts, types, and need for financial services along with the role of financial intermediaries
CO 2	To describe the roles and functioning of depository and non-depository institutions including banks, mutual funds, and pension funds
CO 3	To illustrates the functioning and services of merchant bankers and venture capital firms in the Indian financial system
CO 4	To analyze the structure, types, and legal aspects of leasing, factoring, forfaiting, and hire-purchase services.
CO 5	To evaluate the significance, functions, and processes of credit rating and the role of credit rating agencies in India
CO6	To design an integrated approach to assess and deliver financial services based on regulatory and customer needs

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	3	2	1	1	0	0	2	1	1	2
CO2	2	3	3	3	3	3	3	0	0	0	3	1	3	3	3
CO3	2	3	3	3	3	0	3	3	3	3	3	3	0	0	3
CO4	2	1	2	1	2	3	1	1	1	3	2	3	3	3	3
CO5	1	3	1	3	3	3	3	0	0	3	3	1	2	1	3
CO 6	3	0	3	0	1	1	0	1	1	0	0	1	1	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MRAC-405(F2)				
Course Name : MERGERS AND ACQUISITIONS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options available.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Introduction to mergers, Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover. Demerger, types of demerger, reverse merger.	10
2	Corporate Restructuring Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).	8
3	Mergers and Acquisition Process Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.	10
4	Valuation -Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)-Methods of Financing Mergers- Cash Offer, Share Exchange Ratio- Merger as Capital Budgeting Decision.	10
5	Defensive Strategies in Restructuring Accounting for Amalgamation- Polling Interest Method- Purchase Method; Regulatory frame work for Mergers and Acquisitions: Indian Companies Act 2013, Competition Act 2002, Procedure Laid down	10

	under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy-Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.	
Total		48

Text Books:

TB1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.

TB2. Patrick A. Gaughan (2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.

TB3. Narayanan, P. and Vikram, Nanda (2003), Finance for Strategic Decision Making- What non-Financial managers Need to Know, Jossey- Bass, Wiley India.

Reference Books:

RB1. Robert Brown (2007), Applied Mergers and Acquisitions, John Willey and Sons.

RB2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.

Course Outcomes (COs)

CO 1	To define key concepts related to mergers, acquisitions, restructuring, and related terminology such as demergers, reverse mergers, and takeovers.
CO 2	To explain the motives, theories, and types of corporate restructuring including ESOPs, LBOs, spin-offs, and joint ventures
CO 3	To demonstrate the step-by-step merger and acquisition process, including integration challenges and strategic fit analysis
CO 4	To analyze various valuation approaches and financial synergies used in M&A decisions including DCF and comparable.
CO 5	To evaluate regulatory frameworks and accounting treatments under Indian laws and standards relevant to M&As
CO 6	To formulate effective defensive and anti-takeover strategies using financial and strategic tools in corporate restructuring.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	0	2	0	2	0	0	2	3	3	3	3	3	3
CO2	2	3	3	3	2	0	0	3	3	0	1	2	2	0	1
CO3	2	3	1	3	3	3	3	3	1	3	3	3	3	3	3
CO4	3	2	3	0	1	2	2	3	2	0	1	2	2	0	1
CO5	3	2	3	3	3	3	3	3	2	3	3	3	3	3	3
CO6	3	1	2	3	3	3	3	3	3	0	1	2	2	0	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FIDV-405(F3)				
Course Name : FINANCIAL DERIVATIVES				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of security markets and their functioning.
2. It also highlights the working of different agencies in the currency market.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.	8
2	Future Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.	12
3	Financial SWAPS Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.	8
4	Financial Options Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts. Option Models-Black-Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.	10
5	Carry Trades and Speculative Derivatives Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging-objectives and Process.	10
Total		48

Text Books:

TB1. David A. Dubofsky and Thomas W. Miller, J.R. Derivatives: Valuation and Risk Management, Oxford.

TB2. Vohra, N.D. and Bagri, B.R., Future and Options, TMH

TB3. Kumar, Financial Derivatives, PHI.

Reference Books:

RB1. Marshall & Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.

RB2. Mishra, Bishnupriya, Debasis, S, Derivatives and Risk management, Excel Books.

RB3. Bhalla V.K, Investment Management Security Analysis and Portfolio Management – S.Chand.

RB4. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw Hill Publishing Company, New Delhi.

Course Outcomes (COs)

CO 1	To define the fundamental concepts, features, and types of derivatives along with their uses, critiques, and market structure in India.
CO 2	To describe the structure and operations of the futures market including contract types, hedging strategies, margins, and pricing theories.
CO 3	To illustrate the use of forward contracts and index futures in financial hedging with appropriate examples
CO 4	To analyze the structure, nature, and types of financial swaps and their relevance in managing interest rate and currency risks.
CO 5	To evaluate the valuation methods of financial options using models like Black-Scholes and Binomial, including key pricing determinants
CO 6	To construct speculative and hedging strategies using derivatives such as carry trades, rupee interest derivatives, and convertible securities.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	3	2	2	3	1	3	1	2	3	3	2	3
CO2	3	3	2	3	1	2	3	1	3	1	2	3	3	1	2
CO3	2	3	1	2	1	1	1	2	3	3	2	3	3	3	2
CO4	2	3	2	0	3	1	3	3	2	3	1	2	2	3	1
CO5	3	1	2	1	1	2	2	2	2	3	2	0	2	3	2
CO6	3	3	2	3	3	2	3	2	3	1	2	3	3	1	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : WHWP-406 (D1)				
Course Name : WEBSITE HOSTING USING WORDPRESS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to enable students to create and run the Website using Word press tools.
2. It also enables them to understand various aspects of functioning of the website and its hosting.

Course Contents

UNIT	DETAILS	LECTURES
1	Website Planning & Development-Website, Types of Websites, Phases of website development, Keywords: Selection process	8
2	Domain & Web Hosting:-Domain, Types of Domain, Where to Buy Domain, Web hosting, How to buy Web hosting.	12
3	Building Website using Word press-What is Word press, CMS, Post and Page.	8
4	Word press Plug-ins-Different Plug-ins, social media Plug-ins, page builder plug-ins: The elementor, how to insert a section, how to insert logo, Google Micro sites.	10
5	Planning For Engagement Options Creating Blueprint of Every Webpage :Relevant examples	10
Total		48

Text Books:

TB1. Choosing Your Hosting and Website: 2019 (WP Web Genie Book 2) [Print Replica] Kindle Edition.

TB2. Alannah Moore, Create your own website using word press in a weekend, O'Reilly.

Reference Books:

RB1. Brian Patrick, How to Create A website using Word press, Create space Independent

Publishers.

Course Outcomes (COs)

CO 1	To define the key concepts of websites, types of websites, and phases involved in website development
CO 2	To explain the process of keyword selection, domain types, and steps to purchase domain and hosting services.
CO 3	To build a functional website using WordPress CMS, including creation of pages, posts, and content structure
CO 4	To analyze the usage and relevance of various WordPress plugins such as social media integrations and page builders.
CO 5	To evaluate user engagement options and the effectiveness of different plugins and layouts in WordPress
CO 6	To design a complete website blueprint with logical structure, visual hierarchy, and engagement strategies for each webpage.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	1	0	0	2	3	1	3	1	3	1	3	1
CO2	3	3	0	0	0	3	1	3	3	3	3	3	3	3	3
CO3	0	3	3	3	3	3	3	2	3	2	3	2	3	2	3
CO4	2	1	1	1	3	2	3	3	1	3	1	3	1	3	1
CO5	2	3	0	0	3	3	1	0	2	0	2	0	2	0	2
CO6	3	2	1	1	0	0	2	3	1	3	1	3	1	3	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : WEBA-406 (D2)				
Course Name : WEB ANALYTICS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of web analytics and their functioning.
2. It also highlights the working of different forces in website market.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction -What's analytics?Is analytics worth the effort?,Smallbusinesses,Medium and Large scale businesses,Analysis vs intuition,Introduction to web analytics.	8
2	Google Analytics -Getting Started With Google Analytics, How Google Analytics works?, Accounts, profiles, and users navigating Google Analytics, Basic metrics, The main sections of Google Analytics reports Traffic Sources Direct, referring, and search traffic Campaigns ,Ad Words, Ad sense.	12
3	Content Performance Analysis - Pages and Landing Pages, Event Tracking and AdSense, Site Search. Visitor Analysis - Unique visitors, Geographic and language information, Technical reports, Benchmarking.	8
4	Social Media Analytics -Facebook insights, Twitter analytics, YouTube analytics, Social Ad analytics /ROI measurement. Goals and E-Commerce Tracking - Setting up goals, Goal reports,	10

	Ecommerce Tracking.	
5	Actionable Insights & The Big Picture- Recap of Google Analytics reports and tools, Finding actionable insights, Getting the organization involved, Creating a data-driven culture, Resources Common mistakes analysts make Additional Web analytics tools.	10
Total		48

Text Books:

TB1. PracticalWebAnalytics

forUserExperience,HowAnalyticsCanHelpYouUnderstandYourUsers,MichaelBeasley·
2013.**Reference Books:**

RB1: Web Analytics 2.0, (SF), By: A Kaushik , Avinash Kaushik Publisher: Sybex, 2009 .

Course Outcomes (COs)

CO 1	To define web analytics and its importance for small, medium, and large-scale businesses.
CO 2	To explain the working of Google Analytics including account setup, key metrics, and navigation.
CO 3	To analyse traffic sources, campaigns, content performance, and visitor behavior using Google Analytics reports
CO 4	To compare different social media analytics platforms (Facebook, Twitter, YouTube) and their key performance indicators
CO 5	To evaluate goal setting, e-commerce tracking, and the effectiveness of various campaigns using analytics tools
CO 6	To develop actionable insights from analytics data to support a data-driven decision-making culture within organizations.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	1	1	0	0	2	1	1	2	3	2	1	1
CO2	3	3	3	0	0	0	3	1	3	3	3	3	3	0	0
CO3	2	0	3	3	3	3	3	3	0	0	3	0	3	3	3
CO4	2	3	1	1	1	3	2	3	3	3	3	3	1	1	1
CO5	3	3	3	0	0	3	3	1	2	1	3	3	3	0	0
CO6	1	3	2	1	1	0	0	2	1	1	2	3	2	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CMKT-406 (D3)				
Course Name : CONTENT MARKETING				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to acquaint the students of various concepts and working of content marketing.
2. It will also enable the students to optimize the content marketing according to given context.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Content Marketing - Applying the Behavioral Framework within a content marketing context, A content marketing business model.	8
2	Defining Your Content Niche and Strategy - Content Maturity Model, Six principles of content marketing, Treating content as an asset, Building audience personas, Defining the engagement cycle, Developing on-brand content, Creating brand ambassadors, Enhanced branding through content marketing.	12
3	Developing and Distributing Content-Analyzing current content assets, Developing different types of content, Finding good content within your organization, Creating content your audience wants, Developing an effective editorial calendar.	8
4	Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking.	10
5	Putting it All Together-Best practices in content marketing, Applying principles in real world case studies.	10
Total		48

Text Books:

- TB1. Sameer Deshpande, Philip Kotler, Nancy R. Lee: Social Marketing in India, Pearsons, 2013.
- TB2. Linda Coles: Marketing with Social Media: 10 easy steps to success for business, Adams Media.
- TB3. Dan Zarrella: The Social Media Marketing Book, Shroff/O'Reilly.

Reference Books:

RB1. Michael R.Solomon, Tracy Tuten: Social Media Marketing, SAGE Publishers, 2017.

RB2. Guy Kawasaki, Peg Fitzpatrick: The Art of Social Media: Power Tips for Power users, Portfolio Publishers.

Course Outcomes (COs)

CO 1	To describe the behavioral framework and content marketing business model.
CO 2	To explain content niche identification and strategy using audience personas, engagement cycles, and branding principles.
CO 3	To develop a variety of content formats aligned with audience needs and brand objectives.
CO 4	To evaluate existing content assets and distribution practices for strategic effectiveness.
CO 5	To assess the impact of content using the content marketing pyramid, analytics, and tracking tools
CO 6	To formulate a best-practice content marketing plan through real-world application and case study insights

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	1	1	0	0	2	1	1	2	3	3
CO2	3	3	3	3	3	0	0	0	3	1	3	3	3	3	3
CO3	2	3	3	0	3	3	3	3	3	3	0	3	3	3	0
CO4	3	1	2	3	1	1	1	3	2	3	3	3	3	2	3
CO5	3	3	3	3	3	0	0	3	3	1	2	1	3	3	3
CO6	1	3	2	3	2	1	1	0	0	1	1	1	1	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: AMPA-407 (A1)			
Course Name	: AGRICULTURAL MARKETING AND PRICE ANALYSIS			
Semester	: 4			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of input and output marketing and their functioning.
2. It also highlights the working of costs and prices of agricultural inputs and outputs.

Course Contents

UNIT	DETAILS	LECTURES
1	Concepts and definition of Agricultural Marketing- its new role. Market and market structure. Problems in Agricultural Marketing. Characteristic of agricultural product and production- factors affecting demand for and supply of farm products. Market intermediaries and their role- Need for regulation in the present context. Marketing Integration- efficiency, costs, margins and price spread.	8
2	Marketing Co-operatives–APMC Regulated Markets–Direct marketing, Contract farming, contract marketing and retailing - Supply Chain Management. State trading, Warehousing and other Government agencies -Performance and Strategies -.	12
3	Spatial and temporal price relationship – price forecasting – time series analysis – time series models–spectral analysis. Market segmentation, measurement and forecasting.	8
4	Introduction to commodities markets and future trading–Basics of commodity futures– Operation Mechanism of Commodity markets– Price discovery–Hedging and Basis– Fundamental analysis - Technical Analysis.	10
5	Market infrastructure needs, performance and Government role– Value Chain Finance. Market information. Trade policy for agriculture–International trade agreements. Marketing research.	10
Total		48

Text Books:

TB1: F. Bailey Norwood & Jayson L. Lusk: Agricultural Marketing and Price Analysis, Pearson/Prentice Hall.

1. TB2: Agricultural Marketing In India, by NL. Agarwal SS. Acharya (Author), Publisher science technology, 2021.

Reference Books:

RB1: Agricultural Marketing Trade Price Analysis and Rural Marketing in India by Sharma, Amod, D C Kalita & K K Jha, Today & Tomorrows Printers and Publishers, 2021.

Course Outcomes (COs)

CO 1	To define the key concepts, characteristics, and challenges of agricultural marketing and market structures.
CO 2	To explain the role of market intermediaries, marketing cooperatives, APMC, contract farming, and supply chain management in agricultural markets
CO 3	To analyze spatial and temporal price relationships using time series analysis and forecasting models
CO 4	To examine the operation mechanisms of commodity futures markets, including price discovery, hedging, and analysis techniques.
CO 5	To assess market infrastructure performance, government interventions, and value chain finance mechanisms in agricultural marketing
CO 6	To design marketing strategies based on market information, international trade agreements, and marketing research insights.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	2	3	0	3	1	3	3	2	2	1	3	3	2
CO2	3	3	3	1	2	3	3	1	2	1	3	3	1	2	1
CO3	2	1	0	3	1	2	0	3	1	2	1	0	3	1	3
CO4	2	2	3	2	1	2	3	2	1	2	2	3	2	1	1
CO5	3	1	2	1	2	1	2	1	2	0	1	2	1	2	1
CO6	2	2	3	2	3	2	3	3	3	3	3	3	2	3	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: AFPM-407 (A2)			
Course Name	: AGRICULTURAL FINANCE AND PROJECT MANAGEMENT			
Semester	: 4			
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of agricultural finance markets.
2. It also highlights the working of different factors in project management.

Course Contents

UNIT	DETAILS	LECTURES
1	Role and Importance of Agricultural Finance. Basic economic principles involved in finance. Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Financing through Co-operatives, NABARD and Commercial Banks and RRBs. Micro-Financing and Role of MFI's - NGO's, and SHG's.	8
2	The concept of 3 C's, 7 P's and 3 R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Credit inclusions – credit widening and credit deepening.	12
3	Financial Decisions – Investment, Financing, Liquidity and Solvency. Preparation of financial statements - Balance Sheet, Cash Flow Statement and Profit and Loss Account. Ratio Analysis.	8
4	Project Approach in financing agriculture. Financial, economic and environmental appraisal of investment projects. Identification, preparation, appraisal, financing and implementation of projects. Project Appraisal techniques – Undiscounted measures. Time value of money – Use of discounted measures - B-C ratio, NPV and IRR.	10
5	Risks in financing agriculture. Crop Insurance programmes – review of different crop insurance schemes - yield loss and weather based insurance and their applications.	10
Total		48

Text Books:

TB1: K. Selvinayagam, Financial Analysis in Agricultural Project Preparation, Food & Agricultural Organization.

TB2: Agricultural Finance and Management, by S. Subba Reddy P. Raghu Ram, Oxford & IBH Publishing Co Pvt.Ltd, 2018.

Reference Books:

RB1: Agricultural Finance and Management, by Vikram Sharma, Publisher Random, 2014.

Course Outcomes (COs)

CO 1	To explain the role and importance of agricultural finance, basic principles, and rural credit flow through various financial institutions
CO 2	To interpret the concepts of 3 C's, 7 P's, 3 R's of credit and assess creditworthiness through appraisal techniques.
CO 3	To prepare financial statements and use ratio analysis to understand the financial health of agricultural enterprises
CO 4	To evaluate investment projects in agriculture using financial, economic, and environmental appraisal techniques
CO 5	To calculate project appraisal metrics such as B-C ratio, NPV, and IRR using both discounted and undiscounted measures
CO 6	To describe agricultural financing risks and various crop insurance schemes including yield and weather-based insurance.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	2	2	2	3	2	1	1	3	1	2	1
CO2	3	1	0	3	1	2	1	2	1	2	2	2	3	1	0
CO3	2	2	3	2	3	1	0	3	1	3	1	3	2	2	3
CO4	1	1	2	3	2	2	3	2	1	2	3	2	1	3	2
CO5	3	2	3	2	1	3	2	1	2	3	2	2	1	3	2
CO6	2	1	2	1	2	2	3	2	1	2	1	2	2	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA**Course Code : GBAP-407 (A3)****Course Name : GLOBALIZATION AND AGRICULTURAL POLICY****Semester : 4**

	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to acquaint the students about globalization and its impact on the functioning of agriculture all around the world.
2. It also introduces students to the world of agricultural policy making and the response to it on ground level.

Course Contents

UNIT	DETAILS	LECTURES
1	Concept of globalization and the relevance of agricultural policies in India. Role of agriculture in economic development. Development Issues – Population, Food Security, Rural Poverty, Inequality and Environmental Concerns.	8
2	International Trade- The role of trade. Free trade versus Protectionism, Tariff, Producer Subsidy, Export Subsidy, Import Quota, Exchange Rate, Terms of Trade and Trade Blocks. Trade Models- Ricardian Model of Trade- Comparative Advantage and Absolute Advantage.	12
3	International Trade agreements – Uruguay Round – GATT – WTO – Agreement on Agriculture and Lessons for developing countries. International co-operation in agriculture-IMF, World Bank, IDA, IFC, ADB, CGIAR.	8
4	Agricultural Policies- National Agriculture Policy, National Water Policy, National Seed Policy, National Fertilizer Policy, Credit Policy, Price Policy, Crop Insurance Policy, etc.	10
5	Estimation of Trade Gains- Estimation of competitive and comparative measures, Estimation of Effect of Tariff, Export Subsidy, Producer Subsidy, Import Quota and Export Voluntary Restraints on National Welfare. Estimation of Ricardian Model, Terms of Trade and Exchange rate. Gini-coefficient and Lorenz Curve.	10
Total		48

Text Books:

TB1. Nguyen Cong Thanh, Baldeo Singh & G.S. Saini: Globalization of Agriculture and Its implications, Jain Publishers.

TB2. Joseph Stiglitz: Globalization and Its Discontents, W.W.Norton& Company.

TB3:Globalization Of Agriculture And Its Implications, by Nguyen Cong Thanh (Author), Baldeo Singh (Author), G S Saini (Author), Jain Publication, 2006.

Reference Books:

RB1. Md. Iqbal Ali: WTO, Globalization and Indian Agriculture, New Century Publications, 2011.

Course Outcomes (COs)

CO 1	To describe the concept of globalization, agricultural policies, and the role of agriculture in economic development
CO 2	To illustrate international trade concepts including tariffs, subsidies, quotas, trade models, and their relevance to agriculture
CO 3	To list key international trade agreements and institutions supporting agricultural cooperation (e.g., WTO, GATT, IMF, ADB, CGIAR).
CO 4	To compare different agricultural policies in India such as price policy, credit policy, seed and fertilizer policy, and insurance schemes
CO 5	To estimate trade gains using concepts like comparative advantage, tariffs, subsidies, and the Ricardian trade model.
CO 6	To construct inequality measurements using Gini-coefficient and Lorenz Curve for analyzing trade and welfare distribution.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	3	1	0	3	3	1	2	2	0	0	0	1	2	2	3
CO3	3	2	2	1	1	2	2	2	2	0	1	1	0	1	2
CO4	3	3	1	3	0	3	3	1	1	3	2	2	2	1	2
CO5	1	2	2	0	1	1	0	0	1	2	1	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : ILTB-408(IB1)				
Course Name : INTERNATIONAL LAWS AND TREATIES IN TRADE AND BUSINESS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The paper aims to provide a thorough understanding of the basis for international laws and treaties.
2. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents

UNIT	DETAILS	LECTURES
1	Legal Framework of International Business Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.	12
2	Regulatory Framework of WTO Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.	10
3	Implications of WTO to Important Sectors GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.	10
4	Regulatory Framework and Taxation Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.	8

5	Indian Laws and Regulations Governing International Transactions FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.	8
Total		48

Text Books:

TB1. Lew, Julton D.M and Clive Stand brook (ed.), International Trade Law and Practice, Euro money Publications, London.

TB2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.

TB3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.

Reference Books:

RB1. Motiwal OP, Awasthi HIC: International Trade – The law and Practice: Bhowmik and company, New Delhi.

RB2. The Oxford Handbook of International Trade Law (2e), Daniel Bethlehem (ed.), Donald McRae (ed.), Rodney Neufeld (ed.), Isabelle Van Damme (ed.)Oxford University Press, 2022.

RB3. Subbarao: “International Business” Himalaya Publishing House, New Delhi.

Course Outcomes (COs)

CO 1	To identify the nature, complexities, and legal implications of code and common law systems in international business.
CO 2	To explain the legal provisions related to international contracts, sales agreements, and rights and duties of agents and distributors.
CO 3	To interpret the GATT/WTO regulatory framework, including preferential treatment, subsidies, and dispute settlement mechanisms.
CO 4	To differentiate between various WTO regulations such as GATS, TRIPS, TRIMS, and their impact on key international business sectors.
CO 5	To assess taxation issues, cross-border electronic transactions, and legal safeguards related to e-commerce and treaties.
CO 6	To formulate compliance strategies under Indian laws such as FEMA and foreign investment regulations for conducting international transactions.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	2	1
CO2	3	1	2	2	3	1	2	2	0	0	0	1	2	2	3
CO3	1	2	2	2	1	2	2	2	2	0	1	1	2	1	2
CO4	0	0	3	3	0	0	3	3	1	3	2	2	3	2	0
CO5	1	3	0	0	1	1	0	0	1	2	1	1	1	2	1
CO6	3	3	2	2	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FRMG-408(IB2)				
Course Name : FOREX MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. It gives an insight of the functioning of the Foreign Exchange Markets and exchange rate determination for multinational firm will be the essential component of this course.

Course Contents

UNIT	DETAILS	LECTURES
1	The Foreign Exchange Market Organisation Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.	10
2	Exchange Rate System Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate Systems-Determinants of Exchange Rates- Exchange Controls.	10
3	Foreign Exchange Transactions Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.	10
4	Exchange Rates Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.	8
5	Currency Derivatives as Hedging Mechanism Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.	10
Total		48

Text Books:

- TB1. Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
 TB2. Francis Cherunilam: International Economics, Tata McGraw Hill Pub Ltd, New Delhi.
 TB3. Foreign Exchange & Risk Management, Jeevanandam (Author), Publisher: Sultan Chand & Sons, 2016.

Reference Books:

RB1. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi.s

RB2. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi.

RB3. Apte P.G – Global Financial System, TMH.

Course Outcomes (COs)

CO 1	To define the structure, functions, and terminology of the foreign exchange market, including spot and forward markets, bid/ask rates, and FEDAI regulations.
CO 2	To describe different exchange rate systems, including gold standard, Bretton Woods, fixed and floating systems, and their impact on currency valuation.
CO 3	To compute forward margins, cross rates, and interbank quotations involved in spot and forward transactions
CO 4	To distinguish between various types of exchange rate transactions such as arbitrage, cover deals, trading swaps, and their operational aspects
CO 5	To assess the implications of forward contract execution, cancellation, extension, and their effect on exchange and cash positions
CO 6	To design hedging strategies using currency derivatives such as futures, options, swaps, and forward rate agreements.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	2
CO2	3	1	0	3	3	1	2	2	0	0	0	1	0	2	3
CO3	2	2	2	1	1	2	2	2	2	0	1	1	2	1	0
CO4	3	3	2	3	0	0	3	3	1	3	2	2	2	1	2
CO5	1	2	2	0	1	1	3	0	1	2	1	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CCBM-408(IB3)				
Course Name : CROSS CULTURAL BUSINESS MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing.
2. The cross-cultural communication and management styles shall also be taught.

Course Contents

UNIT	DETAILS	LECTURES
1	Globalization and Culture Globalization in Cross Cultural Context, Factors that promoted Globalization.	6
2	Introduction to Culture Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.	10
3	Cross Culture Communication Cross Cultural Communication; Dimension of Cross-Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross-Cultural Negotiations.	10
4	International HRM and Cross-Cultural Issues International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.	10
5	Comparative Management Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.	12
Total		48

Text Books:

TB1. Deresky Helen, International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India.

TB2. EsennDrlarry, Rchildress John: The Secret of a Winning Culture - Building High-Performance Teams, Prentice Hall India, New Delhi.

TB3. Cross Cultural Management :Concepts and Cases, 2nd Edn, ShobhanaMadhavan, Oxford University Press, 2016.

Reference Books:

RB1. Cross-Cultural Management: Essential Concepts, by David C. Thomas (Author), Mark F. Peterson (Author), SAGE Publications, 2017.

RB2. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.

RB3. Cullen, John B: International Management a Strategic Perspective, Cengage Learning, Delhi.

Course Outcomes (COs)

CO 1	To identify the factors that promoted globalization and its relevance in a cross-cultural context
CO 2	To explain the concept, levels, and dimensions of culture and their influence on individual and organizational behavior
CO 3	To demonstrate effective cross-cultural communication and negotiation styles based on cultural variables.
CO 4	To examine cross-cultural issues in international HRM practices such as selection, training, motivation, and team management
CO 5	To compare managerial styles and cultural practices across countries like the US, Japan, China, Korea, India, and Saudi Arabia
CO 6	To develop culturally responsive strategies for managing multicultural teams and global HR challenges

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	2	2	2	0	3	1	2	2	0	0	0	1	2	2	3
CO3	3	3	1	3	1	2	2	2	2	0	1	1	2	1	2
CO4	0	0	1	2	0	0	3	3	1	3	2	2	2	2	2
CO5	2	2	2	0	1	1	0	0	1	2	3	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : AIBS - 409 (AI 1)				
Course Name : APPLICATION OF AI IN BUSINESS				
Semester : 4				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper to discuss theoretical concepts of AI in business.
2. To discuss applications of AI in marketing, finance and operations management.

Course Contents

UNIT	DETAILS	LECTURES
1	AI ethics and regulations; examination of ethical considerations and legal frameworks surroundings AI technologies (bias and fairness), privacy concerns and responsible AI developments.	6
2	AI in business strategy: exploration of how AI can be used to derive business innovation and competitive advantage. Strategic planning, decision support system and AI driven business models	12
3	AI applications in marketing and sales: analysis of how AI techniques can be applied to improve marketing campaigns, customer segmentation and sales forecasting	10
4	AI for financial analysis and risk management: study of AI applications in financial markets including algorithmic trading, credit scoring and fraud detection.	12
5	AI in operations management: examination of how AI can optimize operational process, supply chain management and resource allocation.	8
Total		48

Text Books:

TB1. Elaine Rich and Kevin Knight: Artificial Intelligence – Tata McGraw Hill.

TB2. Dan W. Patterson, Introduction to Artificial Intelligence and Expert Systems – Prentice Hall of India.

Reference Books:

RB1. Elaine Rich and Kevin Knight: Artificial Intelligence – Tata McGraw Hill.

RB2. Dan W. Patterson, Introduction to Artificial Intelligence and Expert Systems – Prentice Hall of India.

RB3. Nils J. Nilsson: Principles of Artificial Intelligence – Narosa Publication house.

RB4. Artificial Intelligence : A Modern Approach, Stuart Russell, Peter Norving, Pearson Education 2nd Edition.

RB5. Artificial Intelligence, Winston, Patrick, Henry, Pearson Education.

RB6. Artificial Intelligence by Gopal Krishna, Janakiraman, Wesley, California, 2002

Course Outcomes (COs)

CO 1	To describe ethical considerations, privacy concerns, and legal frameworks related to responsible AI development
CO 2	To utilize AI tools for strategic planning, decision-making, and building AI-driven business models.
CO 3	To examine how AI enhances marketing effectiveness through customer segmentation, campaign optimization, and sales forecasting.
CO 4	To assess the impact of AI in financial analysis, algorithmic trading, credit scoring, and fraud detection
CO 5	To implement AI-based solutions for improving operational efficiency, supply chain management, and resource allocation.
CO 6	To design responsible AI-enabled strategies to solve complex business problems across functions

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	3	1	0	3	3	1	2	2	0	0	0	1	2	2	3
CO3	2	2	2	1	1	2	2	2	2	0	1	1	2	1	2
CO4	3	3	1	3	0	0	3	3	1	3	2	2	2	2	2
CO5	2	2	2	0	3	3	0	0	1	2	1	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : IGAL-409 (AI 2)				
Course Name : DATA MINING AND PREDICTIVE ANALYTICS				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to generate high quality solutions for optimization problems.
2. It provides a solution for a problem that improves over time.

Course Contents

UNIT	DETAILS	LECTURES
1	Data Mining: What is Data Mining? Data Mining: Definitions, KDD vs Data Mining, DBMS vs DM, Other Related Areas, DM Techniques, Other Mining Techniques, Issues and Challenges in DM, DM Applications- Case Studies	10
2	Decision Trees: What is a Decision Tree?, Tree Construction Principle, Best Split, Splitting Indices, Splitting Criteria, Decision Tree Construction Algorithms, CART, ID3, C4.5, Decision Tree Construction with Presorting, RainForest, Approximate Methods, CLOUDS, BOAT, Pruning Techniques, Integration of Pruning and Construction, Ideal Algorithm	12
3	Web Mining: Web Mining, Web Content Mining, Web Structure Mining, Web Usage Mining, Text Mining, Unstructured Text, Episode Rule Discovery for Texts, Hierarchy of Categories, Text Clustering	8
4	Neural Networks: Learning in NN, Unsupervised Learning, Data Mining Using NN: A Case Study, Genetic Algorithms, Rough Sets, Support Vector Machines	10
5	Predictive Analytics: Introduction to Prediction Techniques and its applications in business.	8
Total		48

Text Books:

TB1: Data Mining Techniques, Arun K Pujari, University Press

TB2. Data Mining: Concepts and Techniques, 3rd Edition, Jiawei Han, Micheline Kamber, Jian Pei

REFERENCE BOOK: 1. Margaret H. Dunham, "Data Mining Introductory and Advanced Topics", Pearson Education 2003.

Course Outcomes (COs)

CO 1	To explain the fundamental concepts of data mining, its techniques, and applications along with related fields like KDD and DBMS.
CO 2	To construct decision trees using various algorithms such as ID3, C4.5, CART, and apply pruning techniques effectively.
CO 3	To differentiate between web content, structure, and usage mining, and apply text mining and clustering for unstructured data.
CO 4	To describe neural networks, genetic algorithms, rough sets, and SVM and their relevance in data mining
CO 5	To assess the suitability of different data mining models for real-world problems through business-related case studies.
CO 6	To utilize predictive analytics techniques for forecasting and decision-making in business environments.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	0	1	0	3	3	1	2	2	0	0	0	1	2	2	3
CO3	2	2	2	1	1	2	2	2	2	0	1	1	2	0	2
CO4	3	3	1	3	0	3	3	3	1	3	2	2	2	2	2
CO5	2	2	2	0	3	3	0	0	1	2	1	1	1	2	1
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code :DPLG - 409 (AI 3)				
Course Name : DEEP LEARNING				
Semester : 4				
	L	T	P	C
	3	-	-	3

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper helps the students to develop intelligent machines to provide solutions to real world problems.
2. The objective of this course is to learn the integration of soft computing theoretical and practical results into both every day and advanced applications.

Course Contents

UNIT	DETAILS	LECTURES
1	History of Deep Learning, Deep Learning Success Stories, McCulloch Pitts Neuron, Thresholding Logic, Perceptrons, Perceptron Learning Algorithm. Multilayer Perceptrons (MLPs), Representation Power of MLPs, Sigmoid Neurons, Gradient Descent, Feed forward Neural Networks, Representation Power of Feed forward Neural Networks.	12
2	FeedForward Neural Networks, Backpropagation. Gradient Descent (GD), Momentum Based GD, Nesterov Accelerated GD, Stochastic GD, AdaGrad, RMSProp, Adam, Eigenvalues and eigenvectors, Eigenvalue Decomposition, Basis	10
3	Principal Component Analysis and its interpretations, Singular Value Decomposition. Autoencoders and relation to PCA, Regularization in autoencoders, Denoising autoencoders, Sparse autoencoders, Contractive autoencoders.	8
4	Regularization: Bias Variance Tradeoff, L2 regularization, Early stopping, Dataset augmentation, Parameter sharing and tying, Injecting noise at input, Ensemble methods, Dropout. Greedy Layerwise Pre-training, Better activation functions, Better weight initialization methods, Batch Normalization	10
5	Learning Vectorial Representations Of Words. Convolutional Neural Networks, LeNet, AlexNet, ZF-Net, VGGNet, GoogLeNet, ResNet, Visualizing Convolutional Neural Networks, Guided Backpropagation, Deep Dream, Deep Art, Fooling Convolutional Neural Networks. Encoder	8
	Decoder Models, Attention Mechanism, Attention over images.	
Total		48

Text Books:

TB1 Deep Learning, An MIT Press book, Ian Goodfellow and YoshuaBengio and Aaron

Courville<http://www.deeplearningbook.org>.

TB2 Fundamentals of Deep Learning: Designing Next-Generation Machine Learning Algorithms by NithinBuduma, Nikhil Buduma and Joe Papa.

Reference Books:

RB1 Deep Learning From Scratch: Building with Python from First Principles by Seth Weidman published by O'Reilly.

Course Outcomes (COs)

CO 1	To list the historical development, key concepts, and early models in deep learning including perceptron's and sigmoid neurons.
CO 2	To explain multilayer perceptrons, feedforward networks, gradient descent variants, and backpropagation.
CO 3	To implement dimensionality reduction techniques such as PCA and autoencoders including denoising and sparse variants
CO 4	To compare different regularization techniques including L2, dropout, early stopping, and ensemble methods
CO 5	To evaluate convolutional neural network architectures like LeNet, AlexNet, VGGNet, and ResNet through visual interpretation techniques.
CO 6	To design attention-based models and encoder-decoder architectures for vision or language tasks.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	1	0	0	1	3	1	2	3	3	3	3	1
CO2	3	1	0	3	3	1	2	2	0	0	0	1	2	2	3
CO3	2	2	2	1	3	2	2	2	2	0	1	1	2	3	2
CO4	3	3	1	3	0	0	3	3	1	3	2	2	3	3	2
CO5	2	2	2	2	1	1	0	0	1	2	1	1	1	2	3
CO6	2	3	3	1	3	3	2	2	3	2	2	3	2	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FDRV-410				
Course Name : FINAL DISSERTATION REPORT				
Semester : 4				
	L	T	P	C
Dissertation Report	-	-		5

L - Lecture T — Tutorial P — Practical C — Credit

Each student shall prepare a final dissertation report on a given topic from their Major Specialization subject under the guidance of an assigned faculty at the end of fourth semester.

Marks shall be awarded on the basis of student's performance judged on the following criteria:

1)Dissertation Report (100 Marks) - Internal

Students evaluation will be done on the above basis and finally the marks obtained will be converted into grades.

Course Outcomes (COs)

CO 1	Understanding all the major concepts of management in general and specialization in particular.
CO 2	Developing an in-depth understanding of the topic of final dissertation report.
CO 3	Developing an ability to implement learnings to problems in business organisations.
CO 4	Understanding all the major concepts of management in general and specialization in particular.
CO 5	Developing an in-depth understanding of the Specialization studied.
CO 6	Developing an ability to implement learnings to problems in business organisations.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	2	1	2	1	2	1	2	1
CO2	3	0	2	2	3	2	3	2	3	2	3	2	3
CO3	2	2	3	0	1	2	1	2	1	2	1	2	1
CO4	3	1	2	1	0	2	1	2	0	2	1	2	1
CO5	3	3	0	2	3	2	3	2	3	2	3	2	3
CO6	2	2	3	0	1	2	1	2	1	2	1	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated