

GURU NANAK COLLEGE (AUTONOMOUS)

A Sikh Minority Institution | Unit of Guru Nanak Educational Society (Regd.)

Affiliated to University of Madras | Approved by AICTE

Accredited at A++ Grade by NAAC (CGPA 3.68/4)

Guru Nanak Salai, Velachery, Chennai - 600042



SCHOOL OF MANAGEMENT

Master of Business Administration

(Semester pattern with Choice Based Credit System)

Syllabus

(For the PG Batch of 2026-28 and thereafter)

S. NO	CONTENTS	PAGE NO.
1.	LOCF – Learning Outcome based Curriculum Framework	1
2.	Vision	1
3.	Mission	1
4.	Program Educational Outcomes (PEOs)	2
5.	Program Outcomes (POs)	2
6.	PEO – PO Mapping	3
7.	Choice Based Credit System (CBCS)	3
8.	Course Structure	4
9.	Examination	10
10.	Management Principles and Business Ethics	15
11.	Management Information System	19
12.	Organisational Behaviour	23
13.	Financial Reporting and Analysis	27
14.	Managerial Economics	31
15.	Innovation and Entrepreneurship	35
16.	Communication and Presentation Skills for Executives	39
17.	Legal Aspects of Business	43
18.	Statistics and Research Methods for Business	47
19.	Human Resource Management	51
20.	Marketing Management	55
21.	Production and Operations Management	60
22.	Financial Management	64
23.	International Business Environment	69
24.	Research Analysis	73
25.	Strategic Management	76
26.	Applied Operations Research	80
27.	Employability Skills	84
28.	Indian Knowledge Systems for Management	87
29.	Internship	91
30.	Project work and viva voce	94
31.	Persuasion Skills	96

32.	Human Resource Development	99
33.	Industrial Relations and Labour Welfare	103
34.	Stress Management	107
35.	Strategic Human Resource Management	111
36.	Managerial Behavior and Effectiveness	115
37.	HR Analytics	120
38.	Security Analysis and Portfolio Management	124
39.	Merchant Banking and Financial Services	128
40.	Banking and Insurance	132
41.	Corporate Finance	136
42.	Corporate Restructuring	140
43.	Tax Management	144
44.	Digital Marketing	147
45.	Emerging Technologies for Business	151
46.	E-business	155
47.	Social media marketing	159
48.	Data-Driven Decision making for Managers	163
49.	Foundations of Business Analytics	167
50.	Consumer Behaviour	171
51.	Retail Marketing	175
52.	Services Marketing	179
53.	Brand Management	183
54.	Advertising Management and Sales Promotion	187
55.	Sales and Distribution Management	191
56.	Management of Small Business and Startup Ecosystem	195
57.	Indian Ethos and Business Ethics	199
58.	Project Management	203
59.	Social Entrepreneurship	207
60.	Entrepreneurial Finance and Venture Capital	211
61.	Business Inheritance and Entrepreneurial Development	215

LOCF - LEARNING OUTCOME BASED CURRICULUM FRAMEWORK

PREAMBLE

1. ABOUT THE PROGRAMME

The MBA programme offers students a unique opportunity to experience the blend of practical knowledge in business with the management theories. The MBA programme is designed with due care with a team of experts from academia and industry to make the students corporate ready. Further, the specializations are structured as per the industry requirements that enable the students to venture into new vistas of the business world.

The programme provides platform for learners to have continuous interaction with C-suite executives from reputed companies across different domains enabling the students to work effectively in the VUCA (volatility, uncertainty, complexity and ambiguity) world. The intensive internship programme allows the MBA students to connect with organizations in their field of interest and to develop professionalism in life.

The two-year MBA programme in Guru Nanak College enables the students to learn a multitude of critical business strategies and skills like Problem Solving Skills, Critical Thinking, Persuasion Skills, and Analytical Skills through andragogy approach – Case Studies, Role Plays, Book Reviews, and Article Reviews to be effective and efficient in their realm of work. The MBA programme instils both entrepreneurial and intrapreneurial skills and attitude for the most successful career of their choice.

2. VISION

To provide potential management professionals to the corporate world who can outperform and provide value addition to the organisation and also to bring out entrepreneurial competences in management candidates.

3. MISSION

- To use creative andragogy of training to impart various skills needed for successful conduct of a business entity.
- To impart critical thinking using methodologies like Case analysis, cue cards, Advertisement analysis, book and article reviews etc.

- To furnish hands-on experience to management students through internships and project work.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEOS)

PEO 1 Strategic and Analytical Competence

Postgraduates will apply advanced management principles, analytical reasoning, and strategic decision-making skills to solve complex business problems across diverse organizational contexts.

PEO 2 Leadership and Team Management

Postgraduates will demonstrate effective leadership, communication, and collaborative abilities, enabling them to manage multicultural teams and drive organizational success.

PEO 3 Ethics, Sustainability, and Social Responsibility

Postgraduates will uphold ethical values, corporate governance, and social responsibility, contributing to sustainable business practices and societal well-being.

PEO 4 Innovation and Entrepreneurial Orientation

Postgraduates will foster creativity, innovation, and entrepreneurial thinking, leveraging emerging technologies and business models to create value in dynamic markets.

PEO 5 Global Outlook and Lifelong Learning

Postgraduates will embrace adaptability, continuous learning, and a global perspective, preparing them to thrive in evolving economic, technological, and cultural environments.

5. PROGRAMME OUTCOMES(POS)

PO 1 Knowledge Management - Apply knowledge of management theories and practices to solve business problems.

PO 2 Critical Thinking - Foster Analytical and critical thinking abilities for data-based decision making.

PO 3 Problem-Solving - Ability to develop Value based Leadership ability.

PO 4 Communication and Lifelong Learning - Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO 5 Individual and Team Work - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO 6 Finance - Interpret financial data and assess investment options to support effective managerial decisions.

PO 7 Digital Management - Appraise data-driven approaches to improve business processes using digital technologies and support organizational effectiveness.

6. PEO - PO MAPPING

	PEO 1	PEO2	PEO3	PEO4	PEO5
PO 1	3	3	3	3	3
PO 2	3	3	3	3	3
PO3	3	3	3	3	3
PO 4	3	3	3	3	3
PO 5	3	3	3	3	3
PO 6	3	3	3	3	3
PO 7	3	3	3	3	3

7. CHOICE BASED CREDIT SYSTEM (CBCS)

The College follows the CBCS with Grades under the Semester pattern. Each course is provided with a credit point based on the quantum of subject matter, complexity of the content and the hours of teaching allotted. This is done after a thorough analysis of the content of each course by the members of the Board of Studies and with the approval of the Academic Council. Students are also offered a variety of Job oriented Elective, Multidisciplinary skill-based courses as part of the curriculum. Students can earn extra credits by opting for Massive Open Online Courses (MOOCs) and Certificate Courses.

The evaluation method under CBCS involves a more acceptable grading system that reflects the personality of the student. This is represented as Cumulative Grade Point Average (CGPA) and Grade Point Average (GPA) which are indicators of the Academic Performance of the student. It provides students with a scope for horizontal mobility and empowers them with the flexibility of learning at their convenience.

Eligibility for Admission

Candidates admitted to the first year of the UG programme should have passed the higher Secondary Examinations (Academic or Vocational Stream) conducted by the Government of Tamil Nadu or an examination accepted as equivalent thereof by the Syndicate of the University of Madras. Students applying for the PG programme should have taken the UG degree in the relevant subject from a recognized university as per the norms of the University of Madras.

For MBA: The basic requirement for admission to the MBA programme is a Bachelor's degree in any discipline with a minimum of 50% marks in aggregate and satisfactory test score in MAT Entrance Test conducted by AIMA, New Delhi / TANCET for MBA conducted by Government of Tamil Nadu / CAT / XAT or any other approved MBA Entrance Tests.

Duration of the Course

The UG programme is of three years duration with six semesters and the PG programme is of two years duration with four semesters. The period from June to November is termed as the odd semester and the period from December to April is referred to as the even semester. Each semester must compulsorily have 90 working days before the students appear for the final End Semester Exam.

Course of Study

The main course of study for the Masters' Degree shall consist of the following:

Core Courses

PART - A: Consisting of (a) 14 Core Courses (*Including Project*) (b) 6 Elective Courses related to the main subject of study and (c) 2 Extra-Disciplinary elective.

PART – B:

Ability Enhancement Skills (I, II, III & IV Semesters)

Summer Internship (After II Semester)

Self-Study IKS (III Semester)

8. COURSE STRUCTURE

The MBA programme has 14 core courses with 4 credits for each paper including project work and viva voce with 8 credits, 6 elective courses with 3 credits for each paper, 2 extra disciplinary courses with 3 credits for each paper, four Ability Enhancement skill courses with two credits each and one IKS self-study course with 2 credits. Internship is a compulsory component with 2 credits and Project is a compulsory core course with 8 credit for all the PG programmes.

Consolidated Credit Structure for all the 2 years

		No. of Papers	Credits
Part A	Core	14	60
	Elective	6	18
	Extra-disciplinary elective	2	6
Part B	Ability Enhancement Skills	4	8
	Self-study (IKS)	1	2
	Internship	1	2
	MOOC Course		2
Total		28	98

Credit Distribution for each Semester:

Semester I		Subject	Hrs/ Week	Credit	Marks		Total
Course Component					Internal	External	
Part A	Core Paper- I	Management Principles and Business Ethics	5	4	50	50	100
	Core Paper- II	Management Information System	5	4	50	50	100
	Core Paper- III	Organisational Behaviour	5	4	50	50	100
	Core Paper- IV	Financial Reporting and Analysis	5	4	50	50	100
	Core Paper- V	Managerial Economics	5	4	50	50	100
	Elective - Extra disciplinary – I	Innovation and Entrepreneurship	3	3	50	50	100
Part B	Ability Enhancement Skill -I	Communication and Presentation Skills for Executives	2	2	-	100	100
	Total		30	25			

Semester II Course Component		Subject	Hrs/ Week	Credit	Marks		Total
					Internal	External	
Part A	Core Paper-VI	Legal Aspects of Business	5	4	50	50	100
	Core Paper-	Statistics and	4	4	50	50	100

	VII	Research Methods for Business					
	Core Paper-VIII	Human Resource Management	4	4	50	50	100
	Core Paper-IX	Marketing Management	4	4	50	50	100
	Core Paper-X	Production and Operations Management	4	4	50	50	100
	Core Paper-XI	Financial Management	4	4	50	50	100
	Elective - Extra disciplinary – II	International Business Environment	3	3	50	50	100
Part B	Ability Enhancement Skills –II	Research Analysis	2	2	-	100	100
	Total		30	29			

Semester III		Subject	Hrs/ Week	Credit	Marks		Total
Course Component					Internal	External	
Part A	Core Paper-XII	Strategic Management	4	4	50	50	100
	Core Paper-XIII	Applied Operations Research	4	4	50	50	100
	Professional Elective- I	Left to the choice of students	3	3	50	50	100
	Professional Elective- II	Left to the choice of students	3	3	50	50	100
	Professional Elective- III	Left to the choice of students	3	3	50	50	100
	Professional Elective- IV	Left to the choice of students	3	3	50	50	100
Part B	Ability Enhancement Skills -III	Employability Skills	2	2	-	100	100
	Self-study	Indian Knowledge	0	2	-	100	100

		System for Management					
	Internship *		-	2	-	100	100
	MOOC Course		-	2	-		
	Total		22	28			
Semester IV Course Component		Subject	Hrs/ Week	Credit	Marks		Total
					Internal	External	
Part A	Professional Elective- V	Left to the choice of students	4	3	50	50	100
	Professional Elective- VI	Left to the choice of students	4	3	50	50	100
	Core Paper- XIV	Project work and viva voce **	-	8		200	200
Part B	Ability Enhancement Skills -IV	Persuasion Skills	2	2	-	100	100
Total			10	16			
Total Credits			98				

Human Resource Management Electives Track:

Human Resource Management Electives Track:							
Semester III/IV		Subject	Hrs/ Week	Credit	Marks		Total
Course Component					Internal	External	
Part A	Option - I	Human Resources Development	3	3	50	50	100
Part A	Option - II	Industrial Relations and Labour Welfare	3	3	50	50	100
Part A	Option – III	Stress Management	3	3	50	50	100
Part A	Option – IV	Strategic Human Resource Management	3	3	50	50	100
Part A	Option – V	Managerial Behavior and Effectiveness	3	3	50	50	100
Part A	Option - VI	HR Analytics	3	3	50	50	100

Finance Electives Track:

Semester III/IV Course Component		Subject	Hrs/ Week	Credit	Marks		Total
					Internal	External	
Part A	Option - I	Security Analysis and Portfolio Management	3	3	50	50	100
Part A	Option – II	Merchant Banking and Financial Services	3	3	50	50	100
Part A	Option - III	Banking and Insurance	3	3	50	50	100
Part A	Option – IV	Corporate Finance	3	3	50	50	100
Part A	Option – V	Corporate Restructuring	3	3	50	50	100
Part A	Option - VI	Tax Management	3	3	50	50	100

Marketing Electives Track:

Semester III/IV Course Component		Subject	Hrs/ Week	Credit	Marks		Total
					Internal	External	
Part A	Option - I	Consumer Behaviour	3	3	50	50	100
Part A	Option – II	Retail Marketing	3	3	50	50	100
Part A	Option - III	Services Marketing	3	3	50	50	100
Part A	Option - IV	Brand Management	3	3	50	50	100
Part A	Option – V	Advertising Management and Sales Promotion	3	3	50	50	100
Part A	Option – VI	Sales and Distribution Management	3	3	50	50	100

Digital Management and Business Analytics Electives Track:

Semester III/IV		Subject	Hrs/ Week	Credit	Marks		Total
Course Component					Internal	External	
Part A	Option - I	Digital Marketing	3	3	50	50	100
Part A	Option – II	Emerging Technologies for Business	3	3	50	50	100
Part A	Option - III	E-business	3	3	50	50	100
Part A	Option - IV	Social media marketing	3	3	50	50	100
Part A	Option - V	Data-Driven Decision making for managers	3	3	50	50	100
Part A	Option - VI	Foundations of Business Analytics	3	3	50	50	100

Entrepreneurial Development Electives Track:

Semester III/IV		Subject	Hrs/ Week	Credit	Marks		Total
Course Component					Internal	External	
Part A	Option - I	Management of Small Business and Startup Ecosystem	3	3	50	50	100
Part A	Option - II	Indian Ethos and Business Ethics	3	3	50	50	100
Part A	Option - III	Project Management	3	3	50	50	100
Part A	Option – IV	Social Entrepreneurship	3	3	50	50	100
Part A	Option - V	Entrepreneurial Finance and venture capital	3	3	50	50	100
Part A	Option - VI	Business Inheritance and Entrepreneurial Development	3	3	50	50	100

Students should choose Six Subjects from the list of electives in consultation with the Head of the programme.

***Internship:**

Students have to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization

**** The Project Work**

Project work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

All PG students must complete and obtain certification in one NPTEL / SWAYAM-MOOC course of their choice before the end of the fourth semester. The course will carry 2 credits and is a mandatory requirement for the award of the degree.

9.EXAMINATION

Continuous Internal Assessment (CIA) will be for 50 percent and End Semester Examination (ESE) will be for 50 percent.

Continuous Internal Assessment (CIA)

Every semester will have a mid-semester examination which will be conducted on completion of 45 working days in each semester. A Model exam for three hours duration will be conducted on completion of 85 working days in each semester. For the courses coming under Part IV, ESE will be conducted in MCQ pattern. Internship credits will be given in semester V after verification of documents by the respective Heads.

The schedule for these tests is as follows:

CIA	Schedule	Syllabus Coverage
Mid Semester Examination	After 45 working days of the Semester	50%
Model Examination	After 85 working days of the Semester	100%

The components for the CIA (Theory & Practical) are as follows:

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10

Assignment			5
Workbook / recordbook / notebook			5
Class activity 1			5
Class activity 2			5
Class activity 3			5
Attendance	Marks will be given based on the attendance percentage of respective course		5
Total			50

The Mode of Evaluation for class activity can be based on the following parameters (these are suggestions, the faculty can add more if needed)

- 1) Quiz with MCQ
- 2) Case-Study analysis
- 3) Debate
- 4) Seminar/ Presentation
- 5) Peer/Self-Assessment
- 6) Role play
- 7) Scrap book
- 8) Monograph
- 9) Puzzle
- 10) Group Discussion
- 11) Group activity
- 12) Surprise class tests

A record of all such assessment procedures will be maintained by the department and is open for clarification. Students will have the right to appeal to the Principal in case of glaring disparities in marking. CIA marks for practical subjects will be awarded by the respective faculty based on the performance of the student in the model practical examination, observation notebook, submission of record books, regularity and attendance for the practical classes. The attendance particulars for practical classes will be maintained by the concerned faculty.

The marks for attendance will be awarded as per the following:

Percentage of General Attendance	Marks Awarded
90-100	5
75-89	4
60-74	3
<60	0

End Semester Examinations (ESE)

After the completion of a minimum of 90 working days each semester, the End Semester Examinations will be conducted. Examinations for all UG and PG programmes will be held for all courses in November/December and April/May. Practical examinations will be conducted only during the end of the odd / even semester before, during or after the commencement of the theory exam. The schedule for ESE Practicals will be notified by the Controller of Examinations in consultation with the Dean (Academics).

Mode of Evaluation

METHODS OF EVALUATION		
Internal Evaluation	Mid Sem Exam (10)	50 Marks
	Model Exam (10)	
	Assignment (10)	
	Class activity (15)	
	Attendance (5)	
External Evaluation	End Semester Examination	50 Marks
Total		100 Marks

Method of assessment

Remembering (K1)	• The lowest level of questions requires students to recall information from the course content • Knowledge questions usually require students to identify information in the textbook. • Suggested Keywords: Choose, Define, Find, How, Label, List, Match, Name, Omit, Recall, Relate, Select, Show, Spell, Tell, What, When, Where, Which, Who, Why
Understanding (K2)	• Understanding off acts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their own words. • The questions go beyond simple recall and require students to combined at altogether • Suggested Keywords: Classify, Compare, Contrast, Demonstrate, Explain, Extend, Illustrate, Infer, Interpret, Outline, Relate, Rephrase, Show, Summarize, Translate
Application (K3)	• Students have to solve problems by using / applying a concept learned in the classroom. • Students must use their knowledge to determine a exact response. • Suggested Keywords: Apply, Build, Choose, Construct, Develop, Experiment with,

	Identify, Interview, Make use of, Model, Organize, Plan, Select, Solve, Utilize
Analyze (K4)	1. Analyzing the question is one that asks the students to breakdown something into its component parts. 2. Analyzing requires students to identify reasons causes or motives and reach conclusions or generalizations. 3. Suggested Keywords: Analyze, Assume, Categorize, Classify, Compare, Conclusion, Contrast, Discover, Dissect, Distinguish, Divide, Examine, Function, Inference, Inspect, List, Motive, Relationships, Simplify, Survey, Take part in, Test for, Theme
Evaluate (K5)	• Evaluation requires an individual to make judgment on something. • Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem. • Students are engaged in decision-making and problem–solving. • Evaluation questions do not have single right answers. • Suggested Keywords: Agree, Appraise, Assess, Award, Choose, compare, Conclude, Criteria, Criticize, Decide, Deduct, Defend, Determine, Disprove, Estimate, Evaluate, Explain, Importance, Influence, Interpret, Judge, Justify, Mark, Measure, Opinion, Perceive, Prioritize, Prove, Rate, Recommend, Rule on, Select, Support, Value
Create (K6)	• The questions of this category challenge students to get engaged in creative and original thinking. • Developing original ideas and problem solving skills • Suggested Keywords: Adapt, Build, Change, Choose, Combine, Compile, Compose, Construct, Create, Delete, Design, Develop, Discuss, Elaborate, Estimate, Formulate, Happen, Imagine, Improve, Invent, Make up, Maximize, Minimize, Modify, Original, Originate, Plan, Predict, Propose, Solution, Solve, Suppose, Test, Theory

SEMESTER I

PROGRAMME: MBA	BATCH:2026-28
PART: A	COURSE COMPONENT: CORE I
COURSE NAME: MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	COURSE CODE: 26PMBA301
SEMESTER: I	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To familiarize the students with the basic concepts of management in order to aid in understanding how an organization functions and in understanding the complexity and wide variety of issues managers face in today's business firms.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the principles and functions of management in achieving organizational goals.
2. Analyze planning processes and decision-making techniques in organizations.
3. Examine organizational structures and staffing functions for effective resource management.
4. Apply leadership and communication skills in managing people in organizational settings.
5. Apply controlling techniques and ethical practices for sustainable business management

UNIT I: INTRODUCTION TO MANAGEMENT

15 Hours

Definition and meaning of Management- Role of professional managers- Evolution of management thought- Environmental factors affecting Management-Levels of Management.

UNIT II: PLANNING

15 Hours

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision-Decision making process- Rational decision-making process- Decision making under different conditions.

UNIT III: ORGANISING

15 Hours

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization - Line and staff authority- Departmentalization- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment-Orientation- Career development- Career stages- Training- Performance appraisal.

UNIT IV: DIRECTING

15 Hours

Importance of Directing function- Role of Supervisor- Functions of Supervisor- Leader Vs Manager- Managing people- Communication in Organisation -hurdles in communication-Types of Communication.

UNIT V: CONTROLLING

15 Hours

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Co-

ordination –Need for co-ordination – Techniques of securing coordination – MBE. Business Ethics: Importance of Business Ethics – Corporate Social Responsibility – Ethical Decision Making and Ethical Leadership – Ethics Audit —Sustainable Business Practices – Case analysis and discussion.

Total: 75 Hours

RECOMMENDED TEXTBOOKS:

1. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 11th edition, Tata McGraw-Hill Education, 2026.
2. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 11th edition, 2023.
3. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 15th edition, 2020.
4. Stephen P. Robbins and Mary Coulter, Management, Pearson Education, 2024.

REFERENCE BOOKS:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, McGraw Hill Publication, 15th edition, 2020.
3. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, Fundamentals of Management, Pearson Education, 11th edition, 2020.
4. Ricky W. Griffin, Management, Cengage Learning, 14th Edition, 2023.

E-LEARNING RESOURCES:

1. <https://hbr.org/2004/01/understanding-leadership>
2. <https://www.psychologytoday.com/us/basics/motivation>
3. <https://fhsu.pressbooks.pub/management/chapter/controlling/>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg12
5. NPTEL Resource - <https://nptel.ac.in/courses/110107150>

GUIDELINES TO THE QUESTION PAPER SETTERS **QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B – 7		SECTION C - 6	

PO – CO MAPPING

CO	PO 1	PO 2	PO 3	PO4	PO 5	PO 6	PO 7
CO 1	3	3	2	2	3	2	2
CO 2	3	3	3	2	3	3	3
CO 3	3	3	2	2	3	2	2
CO 4	3	2	3	3	3	2	2
CO 5	3	3	3	3	3	3	3
Ave.	3	2.8	2.6	2.4	3	2.4	2.4

PO – CO QUESTION PAPER MAPPING

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the principles and functions of management in achieving organizational goals.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze planning processes and decision-making techniques in organizations.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Examine organizational structures and staffing functions for effective resource management.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Apply leadership and communication skills in managing people in organizational settings.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Apply controlling techniques and ethical practices for sustainable business management	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Ethical Issues Faced by Startups and Entrepreneurs (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Employee Training needs for Different departments. (Clarity of thought - 3 marks, Content preparation and presentation - 3 marks, Quiz – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution-3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH:2026-28
PART: A	COURSE COMPONENT: CORE II
COURSE NAME: MANAGEMENT INFORMATION SYSTEM	COURSE CODE: 26PMBA302
SEMESTER: I	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To provide a foundation in information systems, business analytics, and IT applications relevant to contemporary business environments.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Examine the role of information technology and major types of information systems in organizations.
2. Describe the database concepts and database management system software to apply in various business organisations.
3. Summarize system development processes and functional business systems for organizational applications.
4. Assess decision support systems and emerging technologies such as AI and analytics in managerial decision-making.
5. Analyze issues related to information system security, controls, ERP, and e-governance in business environments

UNIT I: INTRODUCTION

15 Hours

Definition of System–Information System –Management Information System – characteristics and Role of Management Information System - Information System Activities and Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology.

UNIT II: DATABASE AND INFORMATION MANAGEMENT

15 Hours

The Database Management Approach–Data warehousing –Data Mining –Database Structures Telecommunication Networks: Business Use of the Internet –Role of Intranets and Extranets–Types of Telecommunication Networks

UNIT III: DEVELOPING BUSINESS/IT SOLUTIONS

15 hours

Systems Development Life Cycle –Prototyping –Feasibility Studies -System Analysis – Systems Design –End user Development Functional Business Systems: Marketing Systems – Manufacturing Systems –Human Resource Systems –Accounting Systems–Financial Management Systems - Case analysis and discussion.

UNIT IV: DECISION SUPPORT SYSTEMS

15 hours

Decision Making Process -DSS Components –What-if Analysis–Sensitivity Analysis–Goal-seeking Analysis Artificial Intelligence Technologies in Business: Overview of Artificial Intelligence - business analytics and big data – machine learning and predictive analytics

UNIT V: SECURITY AND ETHICAL CHALLENGES**15 hours**

Information Systems Controls –Risks of Online Operations –Security Measures –Systems Controls and Audits–Ethical Responsibility of Business Professionals- data governance and privacy - ERP -e-governance

Total: 75 Hours**RECOMMENDED TEXT BOOKS:**

1. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems: Managing the Digital Firm, Pearson Education Limited, 18th Edition, 2024.
2. Goyal D P., Management Information Systems, Managerial Perspectives, Vikas Publishing House Limited, 5th edition, 2022.
3. O'Brien, J.A & Marakas., G.M., Management Information Systems, 13th edition, McGraw-Hill Education, 2024.
4. Prasad. L.M., Usha Prasad., Management Information Systems, Sultan Chand & Sons, 2023.
5. Waman S Jawadekar., Management Information Systems, A Global Digital Enterprise Perspective, 6th edition, McGraw-Hill Education, 2019.

REFERENCE BOOKS:

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2nd edition, 2019.
3. Kendall, K.and Kendall,J., Systems Analysis and Design, 10th Edition, Pearson Education, 2019.
4. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill Education, Reprint 2015.
5. Mohapatra, S., Cases in Management Information Systems, PHI Learning Pvt Ltd, 2018.
6. Sadagopan.S, Management Information Systems, PHI Learning Private Limited, Second edition, 2014.

E-LEARNING RESOURCES:

1. https://archive.org/details/managementinform0000kenn_j2r3_14thedition/mode/2up
2. https://www.google.co.in/books/edition/Management_Information_Systems_Manageria/ZaNDdAAQBAJ?hl=en&gbpv=1&dq=management+information+system+book+pdf&printsec=frontcover
3. NPTEL resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg60

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		2	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	0	3
CO2	3	2	1	2	1	0	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	3	2.6	1.6	2.4	1.6	1.2	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Examine the role of information technology and major types of information systems in organizations.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO2	Describe the database concepts and database management system software to apply in various business organisations.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO3	Summarize system development processes and functional business systems for organizational applications.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Assess decision support systems and emerging technologies such as AI and analytics in managerial decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyze issues related to information system security, controls, ERP, and e-governance in business environments.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Business uses of internet, Ethical responsibilities of business professionals & overview of AI in business (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Role of MIS in different sectors - Student seminar/presentation (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution-3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE III
COURSE NAME: ORGANISATIONAL BEHAVIOUR	COURSE CODE: 26PMBA303
SEMESTER: I	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To provide an overview of theories and practices in organizational behavior at individual, group and organizational level.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Develop better insights into one's own individual behaviour in groups.
2. Demonstrate inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations.
3. Evolve a better awareness of how to be better facilitators for building effective teams as leaders themselves.
4. Acquire the skills required for efficient managers to improve organizational relationships and performance.
5. Manage professionals in the rapidly changing, team-oriented, culturally diverse and technologically changing modern organizations

UNIT I: FOCUS AND PURPOSE

15 Hours

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models. Attitudes – Characteristics – Components – Formation – Measurement-Values.

UNIT II: INDIVIDUAL BEHAVIOUR

15 Hours

Personality – types – Factors influencing personality – Theories – Learning – Types of learners - The learning process – Learning theories – Organizational behaviour modification. Emotions - Emotional Intelligence. Perceptions – Importance – Factors influencing perception – Interpersonal Perception-Impression Management. Motivation – Importance – Types – Effects on work behavior.

UNIT III: GROUP BEHAVIOUR

15 Hours

Groups in organizations – Types – Group dynamics – Group decision making techniques - Interpersonal relations – Teams- Difference between Groups and Teams.

UNIT IV: LEADERSHIP AND POWER

15 Hours

Meaning – Importance – Leadership styles – Theories. Power – Sources of power – Power centers – Power and Politics. Conflict and Negotiations: Sources and types of conflict- Negotiation strategies and Negotiation process

UNIT V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

15 Hours

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change –

Importance – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life - Case analysis and discussion.

Total: 75 Hours

RECOMMENDED TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 19th edition, 2024.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 14th edition, 2021.

REFERENCE BOOKS:

1. Steven L. McShane and Mary Ann Von Glinow, Organisational Behaviour, 10th edition, McGraw Hill Education, 10th Edition, 2024.
2. Debra L. Nelson, James Campbell Quick and Preetha Khandelwal, ORGB: An Innovative Approach to Learning and Teaching Organizational Behavior, Cengage Learning India, 3rd Edition, 2022.
3. John M. Ivancevich, Robert Konopaske and Michael T. Matteson, Organizational Behavior and Management, McGraw Hill Education, 12th Edition, 2023.
4. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press, 4th Edition, 2020.
5. Jerald Greenberg, Behavior in Organizations, Pearson Education, 11th Edition, 2017.

E-LEARNING RESOURCES:

1. <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-theory-3/why-study-organizational-theory-28/what-is-organizational-behavior-162-3925/>
2. <http://www.investopedia.com/terms/o/organizational-behavior.asp>
3. http://www.nobelprize.org/nobel_prizes/medicine/laureates/1904/pavlov-bio.html
4. NPTEL resource - <https://nptel.ac.in/courses/110103433>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	2	2	3	2	3	0	0
CO 2	2	3	2	3	2	0	0
CO 3	2	2	3	2	3	0	0
CO 4	3	3	2	2	3	0	0
CO 5	3	3	3	3	3	0	3
Ave.	2.4	2.6	2.6	2.4	2.8	0	2.5

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Develop better insights into one's own self Individual behaviour in groups.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Demonstrate inferences about attitudes and behavior when confronted with different situations that are common in modern organizations	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Evolve a better awareness of how to be better facilitators for building effective teams as leaders themselves	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Acquire the skills required for efficient managers to improve organizational relationships and performance	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Manage professionals in the rapidly changing, team-oriented, culturally diverse and technologically changing modern organizations	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Different leadership style (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Role play on individual and group behaviour (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution- 3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE IV
COURSE NAME: FINANCIAL REPORTING AND ANALYSIS	COURSE CODE: 26PMBA304
SEMESTER: I	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY AND PROBLEMS	

COURSE OBJECTIVE:

- To familiarize the students about the financial reporting standards and in analysing the financial statements.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Analyze and compare GAAP, IFRS, and Indian Accounting Standards to evaluate their impact on financial reporting quality.
2. Analyze and interpret income statements and balance sheets using common size and comparative analysis techniques.
3. Evaluate a firm's liquidity, profitability, and solvency using ratio and DuPont analysis for managerial decision-making.
4. Analyze cash flow and fund flow statements to assess financial performance, stability, and operational efficiency.
5. Assess corporate governance practices and global financial reporting scandals to develop ethical judgment, global awareness, and lifelong learning.

UNIT I: FINANCIAL REPORTING

15 Hours

Nature, objectives, users and limitations of financial statements- Qualitative Characteristics of Financial Statement - Stakeholders/Users of financial statements - Concepts of GAAP: Business Entity, Money Measurement, Going Concern, Accounting Period etc.– Components of Financial Statements under IFRS – IFRS vs GAAP –Regulatory Framework of Financial Reporting in India- Indian Accounting Standards - basic Components of an annual report.

UNIT II: INCOME STATEMENT AND BALANCE SHEET

15 Hours

Basic Elements of Income Statement – Importance of Income Statement – Types of Income Statement: Single Step, multi- Step - Common Size Income Statement- Comparative Income Statement. Basic Elements of Balance Sheet – Assets: Current Assets, Long term Assets: Tangible and Intangible – Liabilities: Current Liabilities, Long term Liabilities, Stock Holders Equity- Problems in Balance sheet Presentation — Common Size Balance Sheet- Comparative Balance Sheet - Case analysis and discussion.

UNIT III: RATIO ANALYSIS

15 Hours

Ratio Analysis – Liquidity Ratio: Current Ratio, Quick Ratio, Cash Ratio, Net Working Capital Ratio, Interval Measures- Leverage Ratio: Debt Ratio Debt-Equity Ratio, Other Debt Ratios – Activity Ratios: Inventory Turnover, Debtors Turnover, Assets Turnover Ratios – Profitability Ratios: Gross Profit Margin, Net Profit Margin, ROI, ROE, EPS DPS – Du Pont Analysis – Uses and Limitations of Ratio Analysis

UNIT IV: STATEMENT OF CASH FLOWS AND FUND FLOWS **15 Hours**

Fund Flow Statement: Objectives, Importance & Limitations– Sources of Funds – Application Funds– Preparation of Fund Flow Statement: Statement of Changes in Working Capital, Statement of Fund From operation, Fund Flow Statement - Cash Flow Statement: Basic Components : Cash Flow from Operating Activity, Investing Activity, Financing Activity-Uses of Cash Flow Statement – Difference between Cash Flow and Fund Flow Statement.

UNIT V: CORPORATE GOVERNANCE AND ACCOUNTING STANDARDS IN INDIA **15 Hours**

Corporate Governance: Definition, Principles of Corporate Governance, Significance and Benefits – Theories of Corporate Governance: Agency Theory, Stewardship Theory, Stake holder's Theory - Naresh Chandra's Committee Report on Corporate Governance: Role of Board of Directors, Auditors - Regulatory Agencies, External Institutions - Recent scandals in financial reporting

Total: 75 Hours

THEORY- 80 % PROBLEMS- 20 %

RECOMMENDED TEXT BOOKS:

1. Gauba S. Lal and Jawahar Lal, Financial Reporting and Analysis, Himalaya Publishing House, Revised Edition, 2022.
2. David Young, Jacob Cohen and Daniel Bens, Corporate Financial Reporting and Analysis: A Global Perspective, John Wiley & Sons, 4th Edition, 2020.
3. Asish K. Bhattacharyya, Corporate Financial Reporting and Analysis, PHI Learning Pvt. Ltd., 4th Edition, 2022.
4. Sanjay Dhamija, Financial Reporting and Analysis, Sultan Chand & Sons, Revised Edition, 2023.

REFERENCE BOOKS:

1. Krishna G. Palepu, Paul M. Healy and Erik Peek, Business Analysis and Valuation: Using Financial Statements, Cengage Learning, 6th Edition, 2022.
2. Lawrence Revsine, Daniel W. Collins, Bruce Johnson, Fred Mittelstaedt and Leonard C. Soffer, Financial Reporting and Analysis, McGraw Hill Education, 8th Edition, 2021.
3. Charles H. Gibson, Financial Reporting and Analysis: Using Financial Accounting Information, Cengage Learning, 14th Edition, 2022.
4. Anil Lamba, Romancing the Balance Sheet, HarperCollins Publishers India, 3rd Edition, 2016.
5. Anil Lamba, Eye on the Bottom Line: Figuring Out the World of Figures, Harper Business India, Revised Edition, 2017.

E-LEARNING RESOURCES:

1. <https://www2.deloitte.com/content/dam/Deloitte/in/Documents/audit/in-audit-indian-gaap-ifs-and-indas-a-comparison-noexp.pdf>
2. <https://resource.cdn.icaai.org/68188indas54583.pdf>
3. https://www.mca.gov.in/Ministry/latestnews/Draft_Report_NareshChandra_CII.pdf
4. NPTEL Resource - <https://elearn.nptel.ac.in/shop/nptel/financial-statement-analysis-and-reporting/?v=13b5bfe96f3e>
5. NPTEL Resource - https://onlinecourses.swayam2.ac.in/imb23_mg35/preview

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Problem) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		1	1	1	
III	2		1		1	
IV	3		1	1	1	1
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7
CO 1	3	3	2	3	2	3	2
CO 2	3	3	2	2	2	3	3
CO 3	3	3	2	2	2	3	3
CO 4	3	3	2	2	2	3	3
CO 5	3	3	3	3	3	2	2
Ave.	3	3	2.2	2.4	2.2	2.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Analyze and compare GAAP, IFRS, and Indian Accounting Standards to evaluate their impact on financial reporting quality.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze, and interpret income statements and balance sheets using common size and comparative analysis techniques.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Evaluate a firm's liquidity, profitability, and solvency using ratio and DuPont analysis for managerial decision-making.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Analyze cash flow and fund flow statements to assess financial performance, stability, and operational efficiency.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Assess corporate governance practices and global financial reporting scandals to develop ethical judgment, global awareness, and lifelong learning.	PO1, PO2, PO3, PO4, PO5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Impact of IFRS adoption on Indian companies (Content & clarity in explanation- 2, Presentation - 1, On time submission - 2 marks)	5	5
Workbook/record book/ notebook	Lecture notes of theory and problems solved in the class	5	5
Class activity 1	Annual Report analysis (Preparation- 3, Confidence and clarity-2, Presentation-2, interpretation - 3)	10	10
Class activity 2	Case Analysis using financial data (Content-2, Model formulation-2, interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE V
COURSE NAME: MANAGERIAL ECONOMICS	COURSE CODE: 26PMBA305
SEMESTER: I	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To explain principles of micro economics relevant to managing an organization and to describe principles of macroeconomics to have the understanding of economic environment of business.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply economic principles to solve business decision problems.
2. Analyze demand and forecast market trends using data.
3. Evaluate production and cost functions for managerial decisions.
4. Assess market structures and pricing strategies in a global context.
5. Interpret macroeconomic indicators for strategic business decision making.

UNIT I: INTRODUCTION

15 Hours

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – Objectives of the firm.

UNIT II: DEMAND ANALYSIS

15 Hours

Utility Analysis –Cardinal and Ordinal-Consumer and Producer Surplus- Demand Analysis: Extension and Contraction of Demand- Types of demand -Elasticity of demand – Demand Forecasting– Quantitative and Qualitative techniques- Characteristics of good forecast

UNIT III: PRODUCTION AND COST ANALYSIS

15 Hours

Supply Analysis- Production –Short-run and long run production function- Returns to scale-economies vs diseconomies of scale-Analysis of cost – Short –run and long – run cost function – Relation between production and cost function.

UNIT IV: MARKET STRUCTURE

15 Hours

Market Structure – Type of Market – Perfect Competition – Imperfect competition – Monopoly –Monopolistic – Oligopoly – Duopoly. Pricing method – Pricing Strategies - Case analysis and discussion.

UNIT V: MACRO ECONOMICS

15 Hours

National Income –Concepts – Gross Domestic Product - Gross National product – Net National product –Measurement of National Income – Business Cycles– Fiscal policy – Monetary policy.

Total: 75 Hours

RECOMMENDED TEXT BOOKS:

1. S. Damodaran, Managerial Economics, Oxford University Press, 3rd Edition, 2022.
2. Joel Dean, Managerial Economics, PHI Learning Pvt Ltd., Reprint Edition, 2019.
3. D. N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt Ltd., 9th Edition, 2021.

REFERENCE BOOKS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, McGraw-Hill Education, 20th Edition, 2021.
2. William Boyes and Michael Melvin, Economics, Cengage Learning, 10th Edition, 2019.
3. N. Gregory Mankiw, Principles of Economics, Cengage Learning, 10th Edition, 2024.

E-LEARNING RESOURCES:

1. <https://www.geektonight.com/managerial-economics-notes/>
2. <https://www.youtube.com/watch?v=xHmDtQ-S1Dk>
3. <https://www.youtube.com/watch?v=ycyMktNFZ88&list=PLPjSqITyvDeV84Qiruw4xVWGQPTctrlhg>
4. NPTEL Resource - <https://nptel.ac.in/courses/110105075>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	3	2	2	2	3	2
CO 2	3	3	2	2	2	2	3
CO 3	3	3	2	2	2	3	2
CO 4	3	3	2	3	2	2	2
CO 5	3	3	2	3	3	3	2
Ave.	3	3	2	2.4	2.2	2.6	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply economic principles to solve business decision problems.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze demand and forecast market trends using data	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Evaluate production and cost functions for managerial decisions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Assess market structures and pricing strategies in a global context.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Interpret macroeconomic indicators for strategic business decision making.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Fiscal and monetary policy (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10

Class activity 1	Demand analysis of a product (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: EXTRA DISCIPLINARY ELECTIVE I
COURSE NAME: INNOVATION AND ENTREPRENEURSHIP	COURSE CODE: 26PMBA3E1
SEMESTER: I	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop and strengthen entrepreneurial skills and motivation in students.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the characteristics of successful e-entrepreneurs.
2. Apply entrepreneurial activities in a globalised and competitive business environment.
3. Analyze the role of innovation and creativity in establishing and managing business enterprises.
4. Develop a comprehensive business plan for a product or service by assessing profitability and sustainability.
5. Evaluate different strategies of fund management for small businesses

UNIT I: ENTREPRENEURIAL COMPETENCE

9 Hours

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II: ENTREPRENEURIAL ENVIRONMENT

9 Hours

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business - Case analysis and discussion.

UNIT III: INNOVATION AND CREATIVITY

9 Hours

Concept of innovation and creativity, differences, managing complex innovation, Divergent thinking and critical thinking.

UNIT IV: BUSINESS PLAN PREPARATION

9 Hours

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT V: LAUNCHING AND MANAGING OF SMALL BUSINESS

9 Hours

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection Growth Strategies - Product Launching – Incubation, Venture capital, IT startups. Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, McGraw Hill Education, 11th Edition, 2020.
2. S. S. Khanka, Entrepreneurial Development, S. Chand Publishing, Revised Edition, 2022.
3. C. B. Gupta and N. P. Srinivasan, Entrepreneurial Development, Sultan Chand & Sons, Revised Edition, 2021.
4. Kavil Ramachandran, Entrepreneurial Development: Indian Cases on Change Agents, McGraw Hill Education, 2nd Edition, 2019.

REFERENCE BOOKS :

1. Mathew J. Manimala, Entrepreneurship Theory at the Crossroads: Paradigms and Praxis, Dreamtech Press, 3rd Edition, 2020.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill Education, 10th Edition, 2022.
3. P. Saravanavel, Entrepreneurial Development, Ess Pee Kay Publishing House, Revised Edition, 2018.
4. Arya Kumar, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson Education, 2nd Edition, 2018.
5. Donald F. Kuratko and T. V. Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning India, 1st Edition, 2012.

E-LEARNING RESOURCES:

1. <https://www.tandfonline.com/doi/abs/10.1080/13504851.2013.797554>
2. <https://pdfs.semanticscholar.org/f8d4/6a45d01017add0349201f747a7d4095ab2e4.pdf>
3. <https://www.coursera.org/specializations/innovation-creativity-entrepreneurship>
4. NPTEL Resource - <https://nptel.ac.in/courses/110107094>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	2	2	3	2	3	2	2
CO 2	3	2	3	3	3	2	2
CO 3	2	3	3	2	2	2	3
CO 4	3	3	3	3	3	3	2
CO 5	2	3	2	2	2	3	2
Ave.	2.4	2.6	2.8	2.4	2.6	2.4	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the characteristics and competencies of successful entrepreneurs.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Apply entrepreneurial activities in a globalised and competitive business environment.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Analyze the role of innovation and creativity in establishing and managing business enterprises.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Develop a comprehensive business plan for a product or service by assessing profitability and sustainability.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate different strategies of fund management for small businesses	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a business plan idea (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Student Presentation on Entrepreneurs and their business ideas (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: B	COURSE COMPONENT: ABILITY ENHANCEMENT SKILL-I
COURSE NAME: COMMUNICATION AND PRESENTATION SKILLS FOR EXECUTIVES	COURSE CODE: 26PSKL401
SEMESTER: I	MARKS:100
CREDITS: 2	TOTAL HOURS: 30
PRACTICAL	

COURSE OBJECTIVES:

- To learn the basics of communication and presentation skills

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the fundamentals of interpersonal and workplace communication
2. Apply non-verbal communication techniques such as body language, facial expressions, and voice modulation in workplace interactions.
3. Apply speaking skills effectively in presentations, interviews, and group discussions.
4. Organize and deliver effective presentations using appropriate visuals, eye contact, interaction, and feedback.
5. Develop professional presentation skills for meetings and corporate communication within a specified time

UNIT I: INTERPERSONAL COMMUNICATION

6 Hours

Interpersonal Communication - Etiquettes in communication – workplace communication – communication for diversified workforce

UNIT II: NON-VERBAL COMMUNICATION

6 Hours

Non-Verbal Communication – facial expressions, gestures, paralinguistic (such as loudness or tone of voice) - Body Language – Emotions

UNIT III: AUDIENCE ANALYSIS

6 Hours

Know your audience – practice for the presentation – do's and don'ts in powerpoint presentations – speaking in interviews- speaking in group discussions

UNIT IV: ORGANIZING THE PRESENTATION

6 Hours

Organizing the presentation – practice presentation – making it interactive - plan visuals – maintaining eye contact - feedback

UNIT V: CORPORATE PRESENTATIONS

6 Hours

Presentation in meetings - incorporating analogies, quotes, and stories into a presentation - maintaining time

Total: 30 Hours

RECOMMENDED TEXT BOOKS:

1. J. L. Austin, How to Do Things with Words, Oxford University Press, 2nd Edition, Reprint 2021; and H. P. Grice, Studies in the Way of Words, Harvard University Press, Reprint Edition, 2021.
2. Dell Hymes, On Communicative Competence, in J. B. Pride and Janet Holmes (Ed.), Sociolinguistics, Penguin Books, Reprint Edition, 2020.
3. Allan Pease and Barbara Pease, The Definitive Book of Body Language, Bantam Books, Revised Edition, 2019.

REFERENCE BOOKS:

1. Bob Dignen, Steve Flinders and Simon Sweeney, English365: For Work and Life, Cambridge University Press, Updated Edition, 2021.
2. Daniel Goleman, Working with Emotional Intelligence, Bantam Books, Revised Edition, 2020.
3. Leo Jones and Richard Alexander, New International Business English, Cambridge University Press, Updated Edition, 2022.

E-LEARNING RESOURCES:

1. <http://www.skillsyouneed.com/ips/listening-skills.html>
2. <http://www.skillsyouneed.com/ips/social-skills.html>
3. <http://www.wikihow.com/Improve-Social-Skills>

EVALUATION:

The students are expected to demonstrate their communication and presentation skills by making a presentation to the examiner.

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	2	2	3	3	3	2	2
CO 2	2	2	3	3	3	2	2
CO 3	2	2	3	3	3	2	2
CO 4	2	3	3	3	3	2	3
CO 5	2	2	3	3	3	2	2
Ave.	2.0	2.2	3.0	3.0	3.0	2.0	2.2

PO-CO Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED
CO1	Explain the fundamentals of interpersonal and workplace communication	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO2	Apply non-verbal communication techniques such as body language, facial expressions, and voice modulation in workplace interactions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO3	Apply speaking skills effectively in presentations, interviews, and group discussions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO4	Organize and deliver effective presentations using appropriate visuals, eye contact, interaction, and feedback.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO5	Develop professional presentation skills for meetings and corporate communication within a specified time	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7

SEMESTER II

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE VI
COURSE NAME: LEGAL ASPECTS OF BUSINESS	COURSE CODE: 26PMBA306
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To acquire adequate knowledge of law relating to business transactions, corporate bodies and applications of these laws to practical commercial situations.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply legal frameworks to support effective business decisions.
2. Analyze environmental and sustainability laws for responsible management practices.
3. Evaluate consumer protection and GST regulations impacting business operations.
4. Integrate labour laws and ethical practices in workforce management.
5. Assess IT laws and emerging legal issues in digital business.

UNIT I: COMMERCIAL LAW

15 Hours

The Indian Contract Act 1872 - Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

UNIT II: THE SALE OF GOODS ACT 1930

15 Hours

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT III: COMPANY LAW

15 Hours

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT IV: INDUSTRIAL LAW

15 Hours

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act. Workmen compensation Act 1923

UNIT V: CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

15 Hours

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 -

Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act - Case analysis and discussion.

Total: 75 Hours

RECOMMENDED TEXT BOOKS:

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, Latest Revised Edition, 2023.
2. P. K. Goel, Business Law for Managers, Biztantra Publications, Revised Edition, 2018.
3. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 7th Edition, 2022.

REFERENCE BOOKS:

1. P. P. S. Gogna, Mercantile Law, S. Chand Publishing, 6th Edition, 2020.
2. Vinod K. Singhania and Monica Singhania, Direct Taxes Planning and Management, Taxmann Publications, 25th Edition, 2024.
3. Richard Stim, Intellectual Property: Patents, Trademarks, and Copyrights, Cengage Learning, 3rd Edition, 2022.

E-LEARNING RESOURCES:

1. http://business.gov.in/legal_aspects/index.php
2. <http://www.thedailymba.com/2010/03/31/topic-22-legal-aspects-of-business/>
3. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg14

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	2	1	1
CO2	3	3	2	3	2	1	1
CO3	3	3	2	3	2	2	1
CO4	3	2	3	3	3	1	1
CO5	3	3	2	3	2	1	3
Average	3.0	2.6	2.2	3.0	2.2	1.2	1.4

PO – CO QUESTION PAPER MAPPING

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply legal frameworks to support effective business decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze environmental and sustainability laws for responsible management practices.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate consumer protection and GST regulations impacting business operations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Integrate labour laws and ethical practices in workforce management.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Assess IT laws and emerging legal issues in digital business.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a given topic (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Seminar/Student presentation/group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10

Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE VII
COURSE NAME: STATISTICS AND RESEARCH METHODS FOR BUSINESS	COURSE CODE: 26PMBA307
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY AND PROBLEMS	

COURSE OBJECTIVE:

- To develop analytical and research skills in applying statistical methods, research techniques, and data analysis tools for effective business decision-making and research reporting.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain statistical measures, probability concepts, and decision-making techniques used under conditions of risk and uncertainty.
2. Illustrate business research studies using appropriate research designs, data collection methods, and measurement techniques.
3. Apply sampling methods, data preparation techniques, and hypothesis testing procedures for business research analysis.
4. Analyze relationships among variables using correlation, regression, and multivariate statistical techniques with the support of statistical software.
5. Interpret research reports, forecasting methods, and research ethics principles in business and academic research.

UNIT I: STATISTICAL FOUNDATIONS AND DECISION THEORY 15 Hours

Statistics – meaning, scope and limitations – applications of statistics in business and industry – measures of central tendency and dispersion - mean, median, mode, range, mean deviation, standard deviation and coefficient of variation – skewness and kurtosis.

Probability – rules of probability – conditional probability – Baye’s theorem and business applications – Probability distributions: Binomial, Poisson and Normal distributions and their applications in business decision-making - Decision making under risk and uncertainty – Maximax, Maximin, Minimax Regret, Hurwitz and Laplace criteria – decision tree analysis.

UNIT II: BUSINESS RESEARCH PROCESS AND DESIGN 15 Hours

Research – meaning, objectives and significance – types of research – research process – identification and formulation of research problem – Research design: meaning, need and types – role of theory in research – variables in research – formulation of objectives and hypotheses - Types of data – primary and secondary data – methods of primary data collection - survey, observation and experimentation – questionnaire construction – questionnaire vs schedule – validity and reliability of instruments.

UNIT III: SAMPLING, DATA PREPARATION AND HYPOTHESIS TESTING

15 Hours

Sampling – sampling plan – probability and non-probability sampling techniques – determination of sample size – central limit theorem - Data preparation – editing, coding and data entry – data analysis: univariate and bivariate analysis.

Hypothesis testing – parametric and non-parametric tests – one-tailed and two-tailed tests – t-

test, F-test – one-way and two-way ANOVA - Chi-square test for independence and goodness of fit – interpretation of test results.

UNIT IV: CORRELATION, REGRESSION AND MULTIVARIATE ANALYSIS

15 Hours

Correlation analysis – Karl Pearson’s coefficient of correlation – Spearman’s Rank Correlation – regression analysis and estimation of regression equations.

Multivariate statistical techniques – factor analysis, discriminant analysis, cluster analysis, conjoint analysis, multidimensional scaling and multiple regression analysis – applications in marketing and business research – application of statistical software for data analysis - Case analysis and discussion.

UNIT V: REPORT WRITING, FORECASTING AND RESEARCH ETHICS

15 Hours

Time series analysis – components of time series – methods of trend analysis – least square method – business forecasting.

Research report writing – types of reports – structure and contents of reports – executive summary – chapterisation – framing title of the report – styles of referencing – academic and business research reports - Research ethics – plagiarism and prevention of plagiarism – role of computers and statistical software in research reporting.

Total: 75 Hours

THEORY – 60% PROBLEMS – 40%

RECOMMENDED TEXT BOOKS:

1. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 49th Revised Edition, 2023.
2. S. P. Gupta and M. P. Gupta, Business Statistics, Sultan Chand & Sons, 19th Revised Edition, 2022.
3. J. K. Sharma, Business Statistics, Vikas Publishing House Pvt. Ltd., 6th Edition, 2021.
4. Richard I. Levin, David S. Rubin and Rashad M. Siddiqui, Statistics for Management, Pearson Education, 8th Edition, 2021.
5. N. D. Vohra, Quantitative Techniques in Management, McGraw Hill Education, 6th Edition, 2022.
6. C. R. Kothari and Gaurav Garg, Research Methodology: Methods and Techniques, New Age International Publishers, 4th Edition, 2019.

REFERENCE BOOKS:

1. Richard I. Levin, David S. Rubin and Rashad M. Siddiqui, Statistics for Management, Pearson Education, 8th Edition, 2021.
2. Amir D. Aczel and Jayavel Sounderpandian, Complete Business Statistics, McGraw-Hill Education, 8th Edition, 2018.
3. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams and Jeffrey D. Camm, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 16th Edition, 2023.
4. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, 6th Edition, 2024.
5. R. Panneerselvam, Research Methodology, PHI Learning Pvt. Ltd., Revised Edition, 2019.

E-LEARNING RESOURCES:

1. <https://archive.org/details/dli.scoerat.2312statisticalmethods1978/mode/2up>
2. https://www.academia.edu/44326874/Business_Statistics_by_S_P_Gupta_M_P_Gupta
3. NPTEL Resource - <https://nptel.ac.in/courses/110106062>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_ge43

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Problem/Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1	1	1	1
II	3		1		1	
III	2		1		1	
IV	3		1	1		1
V	2			1	1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	2	1	2	2
CO2	3	3	1	2	2	1	2
CO3	3	3	2	2	2	2	3
CO4	3	3	2	2	2	2	3
CO5	3	3	2	3	2	2	2
Average	3.0	3.0	1.6	2.2	1.8	1.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Describe statistical measures and their relevance in supporting managerial decisions.	PO1, PO2, PO3 PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Apply probability concepts and decision models to address business problems under conditions of risk and uncertainty.	PO1, PO2, PO3 PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Interpret data using statistical inference and forecasting techniques to derive meaningful business insights.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Formulate linear programming models and determine optimal solutions for managerial decision problems.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate operational problems using transportation, assignment, and network models to enhance decision-making efficiency.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Data analysis using measures of central tendency and dispersion, probability and forecasting (Content & clarity - 2, Presentation - 1, On time submission - 2 marks)	5	5
Workbook/record book/ notebook	Lecture notes of theory and problems solved in the class	5	5
Class activity 1	Presentation of data interpretation using sample data collection exercise (Questionnaire construction – 3, Clarity of thought – 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

SPROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE VIII
COURSE NAME: HUMAN RESOURCE MANAGEMENT	COURSE CODE: 26PMBA308
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Describe the fundamentals of HRM to effectively manage an organization.
2. Evaluation of employee recruitment, selection, and retention plans to improve productivity and survive in the competitive environment.
3. Develop effective Training and Development programmes for employees at all levels.
4. Assess the components of compensation, various ways of rewarding and motivating employees.
5. Evaluate performance to achieve ethics and values and a sense of fair treatment to all.

UNIT 1 INTRODUCTION

15 Hours

Evolution of human resource management – The importance of the human factor – Challenges- Inclusive growth and affirmative action -Role of human resource manager – Human resource policies –Industrial Relations - HRIS – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE

15 Hours

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment -Types - Selection – Methods - induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT

15 Hours

Types of training methods –purpose- benefits- resistance. Executive development programmes -Common practices - Benefits – Self-development – Knowledge management - Case analysis and discussion.

UNIT IV SUSTAINING EMPLOYEE INTEREST

15 Hours

Compensation plan -various aspects of compensation - fringe benefits - perquisites– Reward & Motivation– Career management – Managing Career Plateaus- Development of mentor – Protégé relationships- Quality of Work Life – International HRM

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 15 Hours

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance & Requirement - grievances – Causes – Implications – Redressal methods.

Total: 75 Hours

RECOMMENDED TEXT BOOKS:

1. Gary Dessler, Human Resource Management, Pearson Education, 17th Edition, 2024.
2. David A. DeCenzo, Stephen P. Robbins and Susan L. Verhulst, Fundamentals of Human Resource Management, Wiley India Pvt. Ltd., 14th Edition, 2020.

REFERENCE BOOKS:

1. Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy, Managing Human Resources, Pearson Education, 9th Edition, 2020.
2. H. John Bernardin and Joyce E. A. Russell, Human Resource Management: An Experiential Approach, McGraw-Hill Education, 8th Edition, 2017.
3. Wayne F. Cascio and John W. Boudreau, Managing Human Resources: Productivity, Quality of Work Life, Profits, McGraw-Hill Education, 11th Edition, 2022.
4. John M. Ivancevich and Robert Konopaske, Human Resource Management, McGraw-Hill Education, 13th Edition, 2019.
5. Uday Kumar Halder and Juthika Sarkar, Human Resource Management, Oxford University Press, 3rd Edition, 2021.

E-LEARNING RESOURCES:

1. <https://go.oracle.com/LP=4262?elqCampaignId=6294&src1=ad:pas:go:dg:tal&src2=wwmk14054343mpp008&SC=sckw=WWMK14054343MPP008>
2. http://humanresources.about.com/od/glossaryh/f/hr_management.htm
3. NPTEL Resource - https://onlinecourses.nptel.ac.in/noc21_mg21/preview
4. https://www.coursera.org/learn/employee-relations?trk_location=query-summary-list-link
5. <https://www.coursera.org/learn/human-resource-management-apply-analyze-skills>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL	12		7		6	
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	2	1	1
CO2	3	3	2	2	3	2	2
CO3	3	2	3	2	3	1	2
CO4	3	3	3	3	3	2	2
CO5	3	3	3	3	3	2	2
Average	3.0	2.6	2.6	2.4	2.8	1.6	1.8

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Describe the fundamentals of HRM to effectively manage an organization.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Evaluation of employee recruitment, selection, and retention plans to improve productivity and survive in the competitive environment.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Develop effective Training and Development programmes for employees at all levels.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Assess the components of compensation, various ways of rewarding and motivating employees.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate performance to achieve ethics and values and a sense of fair treatment to all.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Topics on Affirmative and Inclusive actions taken by various corporate companies	5	5
Class activity 1	Quiz(MCQ)(Unit 1,2 & 3)	5	5
Class activity 2	Student seminar/presentation (preparation-5, confidence-2, clarity in communication-1, presentation-2)	10	10
Class activity 3	Case Analysis(Content clarity-2, Analysis-1, Presentation of the solution-2)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE IX
COURSE NAME: MARKETING MANAGEMENT	COURSE CODE: 26PMBA309
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To develop competency in marketing planning, buyer behaviour analysis, and channel and promotional decisions.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain core marketing concepts and emerging trends including digital, social media, and sustainable marketing practices.
2. Apply marketing strategies, research techniques, and marketing analytics for data-driven decision-making.
3. Analyze product planning and pricing strategies in the context of marketing mix decisions.
4. Evaluate the role of distribution channels and promotional tools in designing marketing strategies.
5. Assess consumer behaviour and develop segmentation, targeting, and positioning (STP) strategies for competitive advantage.

UNIT I: INTRODUCTION

15 Hours

Marketing – Definitions - Conceptual frame work — Marketing Process and Functions of Marketing Management-Trends in Marketing: E-marketing, Digital Marketing Content Marketing, Influencer Marketing, Social Media Marketing, Omnichannel Marketing, Sustainable/Green Marketing.

UNIT II: MARKETING STRATEGY

15 Hours

Strategic Marketing Planning- Marketing environment: Internal and External -Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques Marketing Analytics, Data-Driven Decision Making, Customer Insights and Big Data in Marketing, AI and Machine Learning Applications in Marketing .

UNIT III: PRODUCT AND PRICING DECISIONS

15 Hours

Product planning and development – Product life cycle – New product Development and Management —Pricing Objectives, Policies and methods.

UNIT IV: PROMOTION AND CHANNEL DECISIONS

15 Hours

Physical Distribution – Importance and role of distribution in marketing – Introduction to the various channels of distribution –Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing as promotion tools.

UNIT V: BUYER BEHAVIOUR

15 Hours

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning Competitive Marketing Strategies – Case analysis and discussion.

Total: 75 hours

RECOMMENDED TEXT BOOKS:

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev and Jagdish N. Sheth, Marketing Management, Pearson Education, 16th Edition, 2022.
2. K. S. Chandrasekar, Marketing Management: Text and Cases, McGraw Hill Education India, Revised Edition, 2021.
3. Paul Baines, Chris Fill, Kelly Page and Piyush Sinha, Marketing, Oxford University Press, 5th Edition, 2023.
4. Charles W. Lamb, Joseph F. Hair, Carl McDaniel and Chikako Sharma, Marketing: An Innovative Approach to Learning and Teaching – A South Asian Perspective, Cengage Learning India, 2nd Edition, 2018.

REFERENCE BOOKS :

1. Michael R. Czinkota and Masaaki Kotabe, Marketing Management, Cengage Learning, 3rd Edition, 2020.
2. Douglas J. Dalrymple and Leonard J. Parsons, Marketing Management: Strategy and Cases, Wiley India Pvt. Ltd., Revised Edition, 2018.
3. A. Nag, Marketing Successfully: A Professional Perspective, Macmillan India, Revised Edition, 2016.
4. Harper W. Boyd Jr., Orville C. Walker Jr. and Jean-Claude Larreche, Marketing Management: A Strategic Decision-Making Approach, McGraw Hill Education, 8th Edition, 2019.
5. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, Asian Edition, 5th Edition, 2023.

E-LEARNING RESOURCES:

1. <http://www.salesandmarketing.com/>
2. http://www.tandfonline.com/toc/rjmm20/current#.VNH7ziyz_4Y
3. NPTEL Resource - <https://nptel.ac.in/courses/110104068>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL	12		7		6	
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	3	1	1	3
CO2	3	3	2	2	2	2	3
CO3	3	3	2	2	2	3	2
CO4	3	3	2	3	2	2	2
CO5	3	3	2	3	3	2	3
Average	3	2.8	1.8	2.6	2.0	2.0	2.6

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain core marketing concepts and emerging trends including digital, social media, and sustainable marketing practices.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Apply marketing strategies, research techniques, and marketing analytics for data-driven decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Analyze product planning and pricing strategies in the context of marketing mix decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Evaluate the role of distribution channels and promotional tools in designing marketing strategies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Assess consumer behaviour and develop segmentation, targeting, and positioning (STP) strategies for competitive advantage.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on Digital Marketing strategies and consumer engagement practices of companies	5	5
Class activity 1	Quiz (MCQ) on Marketing concepts, Marketing Environment, Product & Pricing Decisions.	5	5
Class activity 2	Group Activity on Market Segmentation, Targeting and Positioning strategies of selected brands	5	5
Class activity 3	Student seminar/presentation (preparation-1, confidence-1, clarity in communication-1, presentation-2)	5	5

Class activity 4	Case Analysis (Content clarity-2, Analysis-1, Presentation of solution-2)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE X
COURSE NAME: PRODUCTION AND OPERATIONS MANAGEMENT	COURSE CODE: 26PMBA310
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Evaluate plant locations and understand capacity planning.
2. Describe different layouts, men-machine and environment
3. Learn different types of production systems and dimensions of inventory management.
4. Know about lean, Agile manufacturing, quality control and maintenance.
5. Describe warehouse operations and supply chain management.

UNIT I: INTRODUCTION

15 Hours

Nature and Scope of Operations Management Production design & Process Planning: Plant Capacity – Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes - Plant location: Factors to be considered in Plant Location – Multiple plant Location Decision – Case analysis and discussion.

UNIT II: FACILITY LAYOUT

15 Hours

Principles of a Good Layout – Basic Types of Layout – Service Facilities – Materials Handling - Materials Handling Equipment – Consideration of Man and Machine in job – Design – Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.

UNIT III: PRODUCTION AND INVENTORY CONTROL

15 Hours

Basic types of production – Intermittent - Batch – Continuous – Routing – Scheduling – Activating and Monitoring – Basic Inventory Models: 2 bin, 3 bin system, Kanban Economic Order Quantity – Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock – ABC classification – MRP – BOM, Procedure for Stock Control – Materials Requirement planning (MRP). JIT.JIT(II)-Product Safety: Raw Material, Work in progress and finished goods.

UNIT IV: PRODUCTION PLANNING AND CONTROL AND MAINTENANCE

15 Hours

Lean Manufacturing - Agile Manufacturing- Quality Assurance- Quality Control - Six sigma. Need for Maintenance- Types of Maintenance-Value analysis and use of Robots

UNIT V: WAREHOUSE MANAGEMENT**15 Hours**

Hub and Spoke Business model, Functions of stores, Relationship between the stores and productions department, Store location and Layout, Careers in Store management – Inbound and outbound logistics – Supply Chain Management.

Total: 75 hours**RECOMMENDED TEXT BOOKS:**

1. O. P. Khanna, Industrial Engineering and Management, Dhanpat Rai Publications, Revised Edition, 2021.
2. S. N. Chary, Production and Operations Management, McGraw-Hill Education, 7th Edition, 2022.
3. K. Aswathappa and K. Shridhara Bhat, Production and Operations Management, Himalaya Publishing House, 3rd Revised Edition, 2021.

REFERENCE BOOKS:

1. J. R. Tony Arnold, Stephen N. Chapman and Lloyd M. Clive, Introduction to Materials Management, Pearson Education, 8th Edition, 2019.
2. Elwood S. Buffa and Rakesh K. Sarin, Modern Production/Operations Management, Wiley India Pvt. Ltd., Revised Edition, 2018.

E-LEARNING RESOURCES:

1. <https://www.twi-global.com/technical-knowledge/faqs/faq-what-is-lean-manufacturing>
2. https://www.youtube.com/watch?v=mH48_b9G4t4
3. <https://www.youtube.com/watch?v=4EDYfSI-fmc>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg66

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	2	2
CO2	3	2	2	3	2	1	2
CO3	3	3	2	2	2	2	2
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	3	2	3
Average	3.0	2.8	2.0	2.6	2.2	1.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Evaluate plant locations and understand capacity planning.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Describe different layouts, men-machine and environment	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Learn different types of production systems and dimensions of inventory management.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Know about lean, Agile manufacturing, quality control and maintenance.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Describe warehouse operations and supply chain management.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on Lean Manufacturing, Six Sigma and Inventory Management practices followed by industries	5	5
Class activity 1	Group Activity on Plant location on various industries for every team	5	5
Class activity 2	Student seminar/presentation (preparation-5, confidence-2, clarity in communication-1, presentation-2)	10	10
Class activity 3	Case Analysis(Content clarity-2, Analysis-1, Presentation of the solution-2)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE XI
COURSE NAME: FINANCIAL MANAGEMENT	COURSE CODE: 26PMBA311
SEMESTER: II	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY AND PROBLEM	

COURSE OBJECTIVE:

- To enhance students' knowledge and analytical skills to make effective financial, investment, and working capital decisions for strategic organizational performance.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply financial management concepts and functions in investment, financing, dividend, and liquidity decisions.
2. Analyze various sources of finance, financial instruments, risks, and compute the cost of capital to support strategic financial decisions.
3. Evaluate capital structure and dividend decisions using leverage analysis and valuation models to improve organizational performance.
4. Evaluate capital investment projects using capital budgeting techniques to support effective financial decision-making and strategic planning.
5. Manage working capital using financing sources and operational principles to ensure liquidity, efficiency, and organizational stability.

UNIT I: INTRODUCTION TO FINANCE

15 Hours

Introduction – Meaning and Scope of Financial Management – Objectives of Financial Management: Profit Maximization, Wealth Maximization – Financial Planning: Meaning, Objectives and Importance- Finance Functions: Investment Decision, Financing Decision, Dividend Decisions, Liquidity Decision - Role of Finance Manager – Financial Goal – Relationship of Financial Management with Economics and Accounting

UNIT II: TYPES OF FINANCING AND COST OF CAPITAL

15 Hours

Raising Finance-Sources, Financial instruments characteristics, overview of financial markets and classification- Financial Risk: Market Risk, Credit Risk, liquidity risk and operational risk – Value at Risk- Cost of Capital -Concept and Importance of Cost of Capital; Computation of Cost of Capital-Debt, Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost.

UNIT III: CAPITAL STRUCTURE AND DIVIDEND DECISION

15 Hours

Capital Structure: Elements and Frame Work- Approaches to establish target capital structure: EBIT-EPS Analysis, Valuation Approach, Cash Flow Analysis -Financial, Operating and Combined leverage - Designing capital structure – Capital Structure Theories – Net Income Approach, Traditional Approach, Net Operating Approach - Dividend decisions- influencing

factors, dividend models-Walter-Gordon- Modigliani and Miller, Dividend policy of a firm, forms of dividend

UNIT IV: CAPITAL BUDGETING

15 Hours

Capital Budgeting: Purpose and Process of Capital Budgeting - Nature of capital budgeting- Importance and Types of Capital Investment Decisions - Evaluation Techniques: Payback Method, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index.

UNIT V: WORKING CAPITAL MANAGEMENT

15 Hours

Principles of working capital: Concepts- Gross Working Capital and Net Working Capital- Operating and Cash Conversion Cycle – Dangers of Excessive and Inadequate Working Capital Determinants, issues and estimation of working capital - Working capital finance: Trade credit, Bank finance and Commercial paper.

Total: 75 hours

THEORY – 80% PROBLEMS – 20%

RECOMMENDED TEXT BOOKS:

1. M. Y. Khan and P. K. Jain, Financial Management: Text, Problems and Cases, McGraw-Hill Education, 9th Edition, 2022.
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 12th Edition, 2021.

REFERENCE BOOKS:

1. Aswath Damodaran, Corporate Finance: Theory and Practice, Wiley India Pvt. Ltd., 3rd Edition, 2022.
2. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Cengage Learning, 16th Edition, 2022.
3. M. P. Narayanan and Vikram K. Nanda, Finance for Strategic Decision Making: What Non-Financial Managers Need to Know, Jossey-Bass, Revised Edition, 2017.
4. Stephen A. Ross, Randolph W. Westerfield and Bradford D. Jordan, Fundamentals of Corporate Finance, McGraw Hill Education, 13th Edition, 2022.
5. Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, McGraw Hill Education, 13th Edition, 2020.
6. James C. Van Horne and John M. Wachowicz Jr., Fundamentals of Financial Management, Pearson Education, 15th Edition, 2021.

E-LEARNING RESOURCES:

1. <https://www.columbia.edu/~amm26/lecture%20files/overviewFinancialMarkets.pdf>
2. <https://www.bajajfinserv.in/capital-structure-and-its-types>
3. <https://www.ifheindia.org/dlp/selflearningmaterial2021/Book/4.3%20Financial%20Management%20Block%203.pdf>
4. <https://www.investopedia.com/articles/financial-theory/11/corporate-project-valuation-methods.asp>
5. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/cec25_cm07
6. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/cec26_mg05

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		1	1	1	
IV	3		1		1	1
V	2			1	1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	3	2
CO2	3	3	2	2	2	3	2
CO3	3	3	3	2	2	3	2
CO4	3	3	3	3	2	3	2
CO5	3	3	2	2	3	3	2
Average	3.0	3.0	2.4	2.2	2.2	3.0	2.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply financial management concepts and functions to make effective investment, financing, dividend, and liquidity decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze various sources of finance, financial instruments, risks, and compute the cost of capital to support strategic financial decisions	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate capital structure and dividend decisions using leverage analysis and valuation models to optimize financial strategy and organizational performance.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Analyze and evaluate capital investment projects using capital budgeting techniques to support effective financial decision-making and strategic planning.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Operate working capital for profitability, liquidity, risk and operating flexibility.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Problems on computation of cost of equity, Debt and WACC	5	5
Workbook/recordbook/notebook	Lecture notes of theory and problems solved in the class	5	5
Class activity 1	Design the optimum capital structure for an imaginary company.	10	10

	Student seminar/presentation (preparation-5, confidence- 2, clarity in communication- 1, presentation-2)		
Class activity 2	Case Analysis(Content clarity-2, Analysis-1, Presentation of the solution- 2)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: EXTRA DISCIPLINARY ELECTIVE – II
COURSE NAME: INTERNATIONAL BUSINESS ENVIRONMENT	COURSE CODE: 26PMBA3E2
SEMESTER: II	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop an understanding of global business environments and international business practices.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Interpret international business concepts, globalization drivers, and market entry strategies.
2. Analyze global economic systems, exchange markets, and financial environments.
3. Evaluate political, legal, and regulatory frameworks affecting international business operations.
4. Examine cultural influences, communication, and technological changes in global business.
5. Assess emerging global business trends, sustainability, AI, and digital transformation.

UNIT I: INTRODUCTION TO INTERNATIONAL BUSINESS

9 Hours

Nature and scope of international business - Drivers of globalization - Modes of entry (exporting, licensing, franchising, joint ventures, FDI) - Globalization vs regionalization - Role of WTO - International trade theories - Balance of Trade and Balance of Payments - Global value chains

UNIT II: GLOBAL ECONOMIC & FINANCIAL ENVIRONMENT

9 Hours

International economic systems - Economic integration - Foreign exchange market - Exchange rate systems - IMF and World Bank - Global capital markets - Inflation and interest rates - Trade barriers and tariffs - Currency risk and hedging - Financial crises

UNIT III: POLITICAL, LEGAL & REGULATORY ENVIRONMENT

9 Hours

Political systems - Political risk analysis - Legal systems - Trade regulations - IPR - Dispute resolution - Trade agreements - Sanctions - Anti-dumping laws - Foreign investment regulations

UNIT IV: CULTURAL & TECHNOLOGICAL ENVIRONMENT

9 Hours

Culture in business - Hofstede dimensions - Cross-cultural communication - Business etiquette - Technology in business - Digital transformation - E-business - Cultural intelligence - Workforce diversity - Innovation

UNIT V: EMERGING TRENDS IN INTERNATIONAL BUSINESS**9 Hours**

Sustainability - ESG - Global supply chains - Entrepreneurship - Digital economy - Future of globalization - SDGs - AI in business - Climate change – Geopolitics – Case analysis and discussion.

Total: 45 Hours**RECOMMENDED TEXTBOOKS:**

1. Charles W. L. Hill and G. Tomas M. Hult, International Business: Competing in the Global Marketplace, McGraw-Hill Education, 14th edition, 2023.
2. Anant K. Sundaram and J. Stewart Black, The International Business Environment: Text and Cases, Pearson Education, 3rd edition, 2020.
3. Francis Cherunilam, International Business: Text and Cases, Himalaya Publishing House, 7th revised edition, 2022.
4. K. Aswathappa, International Business, McGraw-Hill Education, 8th Edition, 2021.
5. Charles W. L. Hill and G. Tomas M. Hult, Global Business Today, McGraw-Hill Education, 12th Edition, 2024.
6. Dominick Salvatore, International Economics, Wiley India Pvt Ltd., 13th Edition, 2022.
7. Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House, 28th Revised Edition, 2023.

REFERENCE BOOKS:

1. Justin Paul, International Business, McGraw-Hill Education India, 8th Edition, 2021.
2. Gary P. Ferraro and Elizabeth K. Briody, The Cultural Dimension of International Business, Pearson Education, 9th Edition, 2022.
3. Philip R. Cateora, Mary C. Gilly and John L. Graham, International Marketing, McGraw-Hill Education, 19th Edition, 2023.
4. Robert O'Brien and Marc Williams, Global Political Economy, Palgrave Macmillan, 7th Edition, 2020.
5. P. G. Apte and Sanjeevan Kapshe, International Financial Management, McGraw-Hill Education, 9th Edition, 2021.
6. Peter Dicken, Global Shift: Mapping the Changing Contours of the World Economy, Sage Publications, 8th Edition, 2023.

E-LEARNING RESOURCES:

1. <https://www.coursera.org/learn/international-business>
2. https://www.pearson.com/en-au/media/y3bgmntt/9781292303246.pdf?srsId=AfmBOooWj_rOMpHN4CwSQLU1MCE2vFnRikwUGv1yEeGoM2F_0zaJsEuU
3. NPTEL Resource - <https://nptel.ac.in/courses/110107145>

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	0	3
CO2	3	2	1	2	1	0	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	3	2.6	1.6	2.4	1.6	1.2	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Interpret international business concepts, globalization drivers, and market entry strategies	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze global economic systems, exchange markets, and financial environments.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate political, legal, and regulatory frameworks affecting international business operations	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine cultural influences, communication, and technological changes in global business.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Assess emerging global business trends, sustainability, AI, and digital transformation.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Issues in International Business (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Different Political Systems - Student seminar/presentation (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution- 3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: B	COURSE COMPONENT: ABILITY ENHANCEMENT SKILL-II
COURSE NAME: RESEARCH ANALYSIS	COURSE CODE: 26PSKL403
SEMESTER: II	MARKS:100
CREDITS: 2	TOTAL HOURS: 30
PRACTICAL	

COURSE OBJECTIVE:

- To build competency in data preparation, visualization, and statistical analysis for research and managerial decision-making.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Familiarize with the user interface and basic features of the software.
2. Explore software functionalities and perform data preparation for analysis.
3. Apply basic analytical procedures using the software tools.
4. Interpret T-test and one-way ANOVA for decision-making.
5. Analyze data using Chi-square and correlation techniques.

UNIT I: INTRODUCTION

6 Hours

Introduction – Getting started with the software tools – opening and saving a document- importing data – entering, moving and copying data – formatting data – sorting and filtering data – merging and splitting data - Questionnaire construction - measurement and scaling techniques.

UNIT II: DATA PREPARATION AND MODELLING

6 Hours

Data Preparation – defining variable and entering the data – Types of variables: Independent, dependent and categorical variables- summarizing variables – Tabulation and Graphical Representation of Data – frequency tables, percentages - bar charts, pie charts, histograms – Cross tabulations.

UNIT III: DATA ANALYSIS

6 Hours

Descriptive statistics – Measure of central tendency: mean, median, mode – measures of dispersion: standard deviation, variance, range - compare means – simple analysis procedures.

UNIT IV: HYPOTHESIS TESTING I

6 Hours

Writing a hypothesis – null and alternate hypothesis - statistical significance – Independent sample T-test – One-way ANOVA – Results and interpretations.

UNIT V: HYPOTHESIS TESTING II

6 Hours

Chi-square test including testing hypothesis of association – Pearson correlation analysis - Results and interpretations.

Total: 30 Hours

RECOMMENDED TEXT BOOKS:

1. C.R.Kothari, Research Methodology: Methods and Techniques, New Age international Publishers, 2009
2. Sundara Pandian.P, Muthulakshmi.S & Vijayakumar.T, Research methodology & Applications of SPSS in Social Science Research, Sultan Chand & Sons, 2022
3. Manish Nigam, Data Analysis in Excel BPB Publications; First edition ISBN-10-9388176677 ISBN-13 : 978-9388176675

REFERENCE BOOKS:

1. Adam Ramirez Excel Formulas and Functions 2020, Caprioru ISBN-10 : 3951979496 ISBN-13 : 978-3951979496
2. Maxwell Ruell. Excel 2021 Colombo Guerra Ltd ISBN-10 : 191962855X ISBN-13 : 978-1919628554

E-LEARNING RESOURCES:

1. <https://www.ibm.com/docs/en/spss-statistics/25.0.0?topic=tutorial>
2. <https://www.excel-easy.com/examples/t-test.html>
3. <https://support.microsoft.com/en-us/office/create-a-simple-formula-in-excel-11a5f0e5-38a3-4115-85bc-f4a465f64a8a>

EVALUATION:

The students are expected to demonstrate their research analysis skills by preparing a questionnaire and submitting the analysis report to the examiner.

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	1	1	1	1	3
CO2	2	3	1	2	1	1	3
CO3	3	3	2	2	2	1	3
CO4	3	3	2	2	2	2	3
CO5	3	3	2	2	2	2	3
Average	2.6	2.8	1.6	1.8	1.6	1.4	3.0

CO No:	COURSE OUTCOMES	PSOs ADDRESSED
CO1	Familiarize with the user interface and basic features of the software.	PO1, PO2, PO3, PO4, PO5, PO6, PO7
CO2	Explore software functionalities and perform data preparation for analysis.	PO1, PO2, PO3, PO4, PO5, PO6, PO7
CO3	Apply basic analytical procedures using the software tools.	PO1, PO2, PO3, PO4, PO5, PO6, PO7
CO4	Interpret T-test and one-way ANOVA for decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7
CO5	Analyze data using Chi-square and correlation techniques.	PO1, PO2, PO3, PO4, PO5, PO6, PO7

SEMESTER III

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE XII
COURSE NAME: STRATEGIC MANAGEMENT	COURSE CODE: 26PMBA312
SEMESTER: III	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY	

COURSE OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
2. Integrate and apply the principles in strategic decision making in organisations.
3. Develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance profits
4. Design to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis
5. Formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership

UNIT I: STRATEGY AND PROCESS

15 Hours

Introduction- Strategy, its importance-Developing a strategic vision- mission- Strategic Management process- Crafting a strategy- strategy and Tactics- The 7's Framework – Strategic Intent.

UNIT II: CORPORATE POLICY

15 Hours

Corporate Policy: Importance- Characteristics- Objectives-Types of Business policies- formulation and Implementation of Business policies. Business and society: CSR- Social Responsibilities of Business- Corporate Governance-Ethical Responsibilities.

UNIT III: ENVIRONMENTAL ANALYSIS

15 Hours

Environmental Analysis: Environmental Scanning – Industry analysis- Porter's Five Forces analysis- Internal Scanning- External factors of analysis – SWOT analysis- Value Chain Analysis Stakeholders Expectations- Scenario Planning – Case analysis and discussion.

UNIT IV: STRATEGY FORMULATION AND ANALYSIS

15 Hours

Strategy Formulation- Factors of Strategy Formulation and their analytic tools- Business

strategy- Corporate strategy and Functional Strategy - Strategic Choice- Generic, Competitive Strategy.

UNIT V: STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROL

15 Hours

Strategic Implementation- Managing the change process- Matching organisation structure to strategy- Strategic Leadership. Strategic control- Strategic control process- Balanced Scorecard-Importance of Strategic Evaluation- Process & Characteristics of Effective evaluation and control system- Future of strategic management.

Total: 75 Hours

RECOMMENDED TEXT BOOKS:

1. Charles W. L. Hill, Melissa A. Schilling and Gareth R. Jones, Strategic Management: Theory: An Integrated Approach, Cengage Learning, 14th Edition, 2023.
2. John A. Parnell, Strategic Management: Theory and Practice, Sage Publications, 6th Edition, 2021.
3. Azhar Kazmi and Adela Kazmi, Strategic Management and Business Policy, McGraw Hill Education, 5th Edition, 2020.

REFERENCE BOOKS:

1. Adrian Haberberg and Alison Rieple, Strategic Management: Theory and Application, Oxford University Press, 2nd Edition, 2020.
2. Lawrence G. Hrebiniak, Making Strategy Work: Leading Effective Execution and Change, Pearson Education, 2nd Edition, 2013.
3. C. B. Gupta, Srinivasan and Gollakota, Business Policy and Strategic Management: Concepts and Applications, PHI Learning Pvt. Ltd., Revised Edition, 2019.
4. Dharma Bir Singh, Strategic Management and Business Policy, Wiley India Pvt. Ltd., Revised Edition, 2018.

E-LEARNING RESOURCES

1. <http://balancedscorecard.org/Resources/Strategic-Planning-Basics>
2. <http://strategicmanagement.net/>
3. NPTEL Resource - <https://nptel.ac.in/courses/110107509>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	3	2	2
CO2	3	3	3	2	3	2	2
CO3	3	3	3	3	3	3	2
CO4	3	3	2	3	2	2	2
CO5	3	2	3	3	3	2	2
Average	3.0	2.8	2.6	2.6	2.8	2.2	2.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Integrate and apply the principles in strategic decision making in organisations	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance profits	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Design to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Topics on strategic formulation and implementation and strategic leadership	5	5
Class activity 1	Group Activity on Competitive analysis on various industries for every team	5	5
Class activity 2	Individual Student seminar/presentation on Industry Analysis of various companies using Various concepts like porter's Five forces model, 7's Framework, Balanced Scorecard etc (preparation-5, confidence-2, clarity in communication-1, presentation-2)	10	10
Class activity 3	Case Analysis (Content clarity-2, Analysis-1, Presentation of the solution-2)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE XIII
COURSE NAME: APPLIED OPERATIONS RESEARCH	COURSE CODE: 26PMBA313
SEMESTER: III	MARKS:100
CREDITS: 4	TOTAL HOURS: 75
THEORY AND PROBLEMS	

COURSE OBJECTIVE:

- To develop analytical skills in applying operations research techniques for effective managerial decision-making and resource optimization.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain linear programming concepts and their applications in managerial decision-making.
2. Apply transportation and assignment techniques for effective resource allocation.
3. Analyze CPM and PERT networks for project planning, scheduling, and control.
4. Examine queuing and sequencing models in production and service operations.
5. Evaluate business situations using game theory and replacement models for strategic decision-making.

UNIT I: INTRODUCTION

15 Hours

Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research Linear Programming: Formulation of a Linear Programming Problem – Graphical Method – Simplex Method – Big M Method – Application in Management.

UNIT II: TRANSPORTATION AND ASSIGNMENT PROBLEM

15 Hours

Transportation Problem: North West Corner Solution – Least Cost Method – Vogel's Approximation Method (VAM) – MODI Method for Optimal Solution.
Assignment Problem: Hungarian Method of Optimal Assignment

UNIT III: PERT / CPM

15 Hours

Network Scheduling by PERT / CPM – Network and Basic Components – Rules of Network Construction – CPM Analysis – PERT – Distinction between PERT and CPM.

UNIT IV: QUEUING THEORY

15 Hours

Techniques - Single Server Model with Poisson Arrivals and Exponential service times with unlimited queues – Applications of Queuing models.
Sequencing: Sequencing of 'n' jobs and 2 machines – Johnson's Algorithm.

UNIT V: GAME THEORY

15 Hours

Games and Strategies – Pure and Mixed Game - Principle of Dominance – algebraic and graphical method.

Replacement Theory: Replacement of items that deteriorate gradually – economic life of a machinery - replacement of items that fails suddenly – Individual Replacement and Group Replacement – Case analysis and discussion.

Total: 75 Hours

THEORY- 40 % PROBLEMS- 60 %

RECOMMENDED TEXT BOOKS:

1. V. K. Kapoor, Operations Research: Quantitative Techniques for Management, Sultan Chand & Sons, Revised Edition, 2022.
2. R. Panneerselvam, Operations Research, PHI Learning Pvt Ltd., 4th Edition, 2023.
3. G. Srinivasan, Operations Research: Principles and Applications, PHI Learning Pvt Ltd., 4th Edition, 2021.
4. J. K. Sharma, Operations Research: Theory and Applications, Laxmi Publications, 7th Edition, 2023.
5. Kanti Swarup, P. K. Gupta and Man Mohan, Operations Research, Sultan Chand & Sons, Revised Edition, 2022.

REFERENCE BOOKS :

1. P. K. Gupta, D. S. Hira and Aarti Kamboj, Introduction to Operations Research, S. Chand Publishing, Revised Edition, 2021.
2. Hamdy A. Taha, Operations Research: An Introduction, Pearson Education, 10th Edition, 2019.
3. N. D. Vohra, Quantitative Techniques in Management, McGraw-Hill Education, 6th Edition, 2022.
4. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams and Jeffrey D. Camm, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 16th Edition, 2023.

E-LEARNING RESOURCES:

1. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://repository.jdbikolkata.in/server/api/core/bitstreams/b6600b13-9c40-487f-9ce4-ac1050191764/content
2. https://www.google.co.in/books/edition/OPERATIONS_RESEARCH/NCcJNZgCQfMC?hl=en&gbpv=1&dq=operations+research&printsec=frontcover
3. <https://www.britannica.com/topic/operations-research>
4. NPTEL Resource - <https://nptel.ac.in/courses/110106062>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	1
II	3			1		1
III	2		1	1		1
IV	3		1	1	1	
V	2			1		1
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	1	2	2
CO2	3	3	2	2	2	2	2
CO3	3	3	2	2	2	2	3
CO4	3	3	2	2	2	2	3
CO5	3	3	2	3	2	3	2
Average	3.0	3.0	2.0	2.2	1.8	2.2	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain linear programming concepts and their applications in managerial decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Apply transportation and assignment techniques for effective resource allocation.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Analyze CPM and PERT networks for project planning, scheduling, and control.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine queuing and sequencing models in production and service operations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate business situations using game theory and replacement models for strategic decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Problems on various Operations research models (Content & clarity - 2, Presentation - 1, On time submission - 2 marks)	5	5
Workbook/record book/ notebook	Lecture notes of theory and problems solved in the class	5	5
Class activity 1	Presentation on various OR models and their applications in business environment (Content- 3, Clarity of thought - 3, Presentation & interpretation of results - 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

PROGRAMME: MBA	BATCH: 2026-28
PART: B	COURSE COMPONENT: ABILITY ENHANCEMENT SKILL-III
COURSE NAME: EMPLOYABILITY SKILLS	COURSE CODE: 26PSKL405
SEMESTER: III	MARKS:100
CREDITS: 2	TOTAL HOURS: 30
PRACTICAL	

COURSE OBJECTIVE:

- To enable students to acquire the practical skills necessary for career development and employment opportunities.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the requirements and responsibilities associated with different job roles.
2. Analyze the strengths, weaknesses, opportunities, and threats of self, industries, and potential recruiters.
3. Develop professional profiles suitable for different job designations.
4. Apply the skills required to participate effectively in group discussions.
5. Develop the ability to face interviews confidently and professionally.

UNIT I: JOB ANALYSIS

6 Hours

Understanding Job Title, Industry/ Sector and potential hirers, Comprehending Job Description: Comprehending the roles and responsibilities of different jobs, Job Specification: Identifying skills needed for different Jobs and monetary and nonmonetary dimensions of Job Evaluation.

UNIT II: SELF, INDUSTRY AND ORGANIZATION SWOT

6 Hours

Strengths, Weaknesses, Opportunities and Threats of Self, different industries and Potential recruiters.

UNIT III: PROFILE PREPARATION/ RESUME WRITING

6 Hours

Difference between Bio-data, Curriculum vitae, Resume and Profile, placing photos in Profile, presenting personal and contact details, Professional ways of creating an email id and drafting emails for job application, Career Objective, providing data related to qualifications and exposure to experiential learning, furnishing details on skill sets, giving details on References and making a declaration.

UNIT IV: GROUP DISCUSSION

6 Hours

Objectives of Group Discussions, rejection and Selection Criteria, Skills tested during Group discussion across different job specifications, Do's and Don'ts during Group Discussion, being prepared to engage unfamiliar groups.

UNIT V: FACING INTERVIEW

6 Hours

Corporate expectations, Different types of interviews: On Phone, Direct & Video calls, Logical presentation, introducing self, frequently asked questions, Questioning the interviewers, Listening, following up.

Total : 30 Hours

RECOMMENDED TEXT BOOKS:

1. Rob Yeung, How to Succeed at Interviews, Rupa Publications India, Revised Edition, 2019.
2. Evan Pellett, Cracking the Code to a Successful Interview, Blackstone Publishing, Revised Edition, 2021. ISBN: 9781441700537.

REFERENCE BOOKS:

1. Victor Cheng, Case Interview Secrets, Innovation Press, Updated Edition, 2012.
2. Thea Kelley, Get That Job!: The Quick and Complete Guide to a Winning Interview, Plovercrest Press, Revised Edition, 2021. ISBN: 9780998380803.
3. Robin Ryan, 60 Seconds and You're Hired!, Penguin Books, Revised Edition, 2016. ISBN: 9780143136125.

E-LEARNING RESOURCES:

1. <https://www.youtube.com/watch?v=wTBHyLG9KxU>
2. <https://www.youtube.com/watch?v=Tt08KmFfiYQ>
3. NPTEL Resource - https://swayam-plus.swayam2.ac.in/courses/course-details?id=F_WADHW_042

EVALUATION:

The students are expected to demonstrate their employability skills by participating in the Interview conducted by the examiner.

PO CO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	2	1	2	1	1
CO2	2	3	2	2	2	1	1
CO3	2	2	2	2	3	1	2
CO4	2	2	3	2	3	1	1
CO5	2	2	3	2	3	1	1
Average	2.0	2.2	2.4	1.8	2.6	1.0	1.2

PO CO MAPPING

CO No:	COURSE OUTCOMES	POs ADDRESSED
CO1	Explain the requirements and responsibilities associated with different job roles.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO2	Analyze the strengths, weaknesses, opportunities, and threats of self, industries, and potential recruiters.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO3	Develop professional profiles suitable for different job designations.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO4	Apply the skills required to participate effectively in group discussions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO5	Develop the ability to face interviews confidently and professionally.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7

PROGRAMME: MBA	BATCH:2026-28
PART: B	COURSE COMPONENT: SELF-STUDY
COURSE NAME: INDIAN KNOWLEDGE SYSTEMS FOR MANAGEMENT	COURSE CODE: 26PSSP401
SEMESTER: III	MARKS:100
CREDITS: 2	TOTAL HOURS: 30
THEORY	

COURSE OBJECTIVE:

- To enable students to explore Indian Knowledge Systems and their application in business and management contexts.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Determine concepts, evolution, and multidisciplinary nature of Indian Knowledge Systems.
2. Analyze Indian Knowledge Systems in culture and heritage management practices.
3. Evaluate sustainability, wellness, and innovation through traditional Indian knowledge practices.
4. Examine management principles from Indian scriptures for ethical organizational leadership.
5. Analyze traditional knowledge governance and applications in healthcare and policy-making.

UNIT I – INTRODUCTION TO INDIAN KNOWLEDGE SYSTEMS 6 Hours

Concept and meaning of Indian Knowledge Systems – Scope and multidisciplinary nature of IKS – Historical development of IKS – Evolution of Indian knowledge traditions – Knowledge transmission systems.

UNIT II – INDIAN KNOWLEDGE SYSTEMS AND CULTURAL HERITAGE 6 Hours

Role of IKS in cultural and heritage tourism – Promotion of Indian culture and traditions – Application of IKS in managing heritage resources – Literature, sculpture, music, and traditional art forms.

UNIT III – INNOVATION AND SUSTAINABILITY THROUGH INDIAN KNOWLEDGE SYSTEMS 6 Hours

Traditional Indian knowledge as source of innovation – Harmony with nature in Indian philosophy – Sustainable living practices from Ayurveda, Yoga, and traditional agriculture – Wellness, holistic health, and work–life balance – IKS and sustainable development.

UNIT IV – MANAGEMENT PRINCIPLES FROM INDIAN SCRIPTURES 6 Hours

Leadership and ethics from Bhagavad Gita – Governance and values from Thirukkural – Strategic lessons from Arthashastra and Upanishads – Teamwork and ethical leadership – Scriptural wisdom in modern management and corporate governance.

UNIT V – TRADITIONAL KNOWLEDGE AND GOVERNANCE 6 Hours

Traditional knowledge and medicinal resources in India – Ayurveda, Unani, Siddha, and oral traditions – Role of Ministry of AYUSH – IKS in healthcare and sustainable practices – Traditional knowledge in policy and organizational decision-making.

Total : 30 Hours

RECOMMENDED BOOKS:

1. Kapil Kapoor and Avadesh Kumar Singh, Indian Knowledge System, Indian Institute of Advanced Study Publications, Revised Edition, 2022.
2. R. Nandagopal and Ajith Sankar R. Nair, Indian Ethos and Values in Management, McGraw Hill Education India, Revised Edition, 2021.
3. B. Mahadevan, Vinayak Rajat Bhat and Nagendra Pavana R., Introduction to Indian Knowledge System: Concepts and Applications, PHI Learning Pvt Ltd., 2022.
4. G. Subba Rao, Business Ethics and Indian Ethos, Himalaya Publishing House, Revised Edition, 2021.
5. S. Radhakrishnan, Indian Philosophy, Oxford University Press, Revised Edition, 2020.
6. Ramakrishna Mission, Cultural Heritage of India, Ramakrishna Mission Institute of Culture, Revised Multi-volume Edition, 2021.
7. Swami Ranganathananda, Management by Values, Bharatiya Vidya Bhavan, Revised Edition, 2019.

REFERENCE BOOKS:

1. Swami Chidbhavananda, The Bhagavad Gita, Sri Ramakrishna Tapovanam Publications, Revised Edition, 2020.
2. P. S. Sundaram, Thirukkural, Penguin Random House India, Revised Edition, 2022.
3. Kautilya, Arthashastra, Penguin Classics, Translated Edition by L. N. Rangarajan, Reprint 2021.
4. Biswajeet Pattanayak, Indian Ethos for Modern Management, PHI Learning Pvt Ltd., 4th Edition, 2021.
5. Swami Vivekananda, Patanjali Yoga Sutras, Advaita Ashrama Publications, Reprint Edition, 2020.
6. Anant Sadashiv Altekar, Ancient Indian Education: Brahmanical and Buddhist, Motilal Banarsidass Publishers, Reprint Edition, 2019.
7. S. K. Chakraborty, Corporate Wisdom in Bhagavad Gita, Oxford University Press, Revised Edition, 2019.

E-LEARNING RESOURCES:

1. <https://iksindia.org/>
2. https://books.google.co.in/books?id=FenQEQAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
3. <https://ayush.gov.in/health?highlight=indian%20knowledge%20system>
4. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/imb23_mg53

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS

UNITS	SECTION A	SECTION B	SECTION C
I	2	1	1
II	3	2	1
III	2	2	1
IV	2	1	2
V	2	1	1
TOTAL	12	7	6
	SECTION A - 12	SECTION B - 7	SECTION C -6

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	0	3
CO2	3	2	1	2	1	0	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	3	2.6	1.6	2.4	1.6	1.2	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Determine concepts, evolution, and multidisciplinary nature of Indian Knowledge Systems.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze Indian Knowledge Systems in culture and heritage management practices	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate sustainability, wellness, and innovation through traditional Indian knowledge practices.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine management principles from Indian scriptures for ethical organizational leadership	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyze traditional knowledge governance and applications in healthcare and policy-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Historical development of IKS (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Traditional Indian knowledge as source of innovation - seminar/presentation (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution- 3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

INTERNSHIP

PROGRAMME: MBA	BATCH: 2026-28
PART: B	COURSE COMPONENT: INTERNSHIP
COURSE NAME: INTERNSHIP	COURSE CODE: 26PINT401
SEMESTER: III	MARKS:100
CREDITS: 2	
PRACTICAL	

COURSE OBJECTIVE:

- To provide practical exposure to organizational practices and enable students to apply classroom knowledge in real business environments.

COURSE OUTCOMES:

After completing the course, the students will be able to:

- Integrate theory and practice.
- Assess interests and abilities in their field of study.
- Develop work habits and attitudes necessary for job success.
- Build a record of work experience.
- Develop professional networking and employability skills to enhance career opportunities.

Students are to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization.

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	1	2	1	1
CO2	2	3	2	1	2	1	1
CO3	3	2	3	2	3	1	1
CO4	2	2	2	1	3	1	1
CO5	2	2	3	2	3	1	2
Average	2.4	2.2	2.4	1.4	2.6	1.0	1.2

PO CO MAPPING

CO No:	COURSE OUTCOMES	POs ADDRESSED
CO1	Integrate theory and practice.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO2	Assess interests and abilities in their field of study.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO3	Develop work habits and attitudes necessary for job success.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO4	Build a record of work experience.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO5	Develop professional networking and employability skills to enhance career opportunities.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7

**REFER TO THE PROFESSIONAL ELECTIVES LIST FOR
SEMESTER III ELECTIVES**

SEMESTER IV

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: CORE XIV
COURSE NAME: PROJECT WORK AND VIVA VOCE	COURSE CODE: 26PMBA314
SEMESTER: IV	MARKS:200
CREDITS: 8	
PRACTICAL	

COURSE OBJECTIVE

- To provide practical exposure in identifying, analyzing, and interpreting organizational issues through project-based learning.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Develop scientific approach in solving a problem.
2. Identify research problem.
3. Classify and tabulate data.
4. Apply appropriate analytical tools for data analysis.
5. Interpret data for effective decision making.

Evaluation:

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks. The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (8 Credits).

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	1	1	1	1	2
CO2	3	3	1	1	1	1	2
CO3	2	3	1	1	2	1	2
CO4	3	3	2	2	2	2	3
CO5	3	3	2	2	2	2	3
Average	2.6	3.0	1.4	1.4	1.6	1.4	2.4

PO - CO Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED
CO1	Develop scientific approach in solving a problem.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO2	Identify research problem.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO3	Classify and tabulate data.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO4	Apply appropriate analytical tools for data analysis.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO5	Interpret data for effective decision making.	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO 7

PROGRAMME: MBA	BATCH: 2026-28
PART: B	COURSE COMPONENT: ABILITY ENHANCEMENT SKILLS IV
COURSE NAME: PERSUASION SKILLS	COURSE CODE: 26PSKL409
SEMESTER: IV	MARKS:100
CREDITS: 2	TOTAL HOURS: 30
PRACTICAL	

COURSE OBJECTIVE:

- To provide the students with the basic knowledge of Business Management skills

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the meaning, importance, and process of persuasion in communication.
2. Apply interpersonal and persuasive communication skills in personal and professional contexts.
3. Identify and use various persuasion techniques in different situations.
4. Apply negotiation skills, business etiquette, and persuasive writing in business communication contexts.
5. Develop self-branding, grooming, interview, and emotional intelligence skills to create a positive impression.

UNIT I: MEANING OF PERSUASION

6 Hours

Meaning and importance of persuasion – steps in persuasion process- role of communication in persuasion

UNIT II: INTERPERSONAL SKILLS FOR PERSUASION

6 Hours

Interpersonal and persuading skills – Use of AIDA in persuasion – Rhetorics of persuasion

UNIT III: PERSUASION TECHNIQUES

6 Hours

Kinesics – identify simple persuasion techniques – Agree to disagree

UNIT IV: PERSUASION SKILLS FOR BUSINESS

6 Hours

Business Etiquettes- Negotiation skills – effective persuasion writing

UNIT V: MAKING AN IMPRESSION

6 Hours

Personal Grooming and self-Branding - Interview Skills – making an impression – emotional Intelligence

Total: 30 Hours

RECOMMENDED TEXT BOOKS:

1. Daniel Goleman, Working with Emotional Intelligence, Bantam Books, Revised Edition, 2020.

- Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neerja Pande, Business Communication: Connecting in a Digital World, McGraw-Hill Education, 15th Edition, 2022.

REFERENCE BOOKS :

- Leo Jones and Richard Alexander, New International Business English, Cambridge University Press, Updated Edition, 2022.

E-LEARNING RESOURCES:

- <http://www.skillsyouneed.com/ips/social-skills.html>
- <https://www.youtube.com/watch?v=n1zNwA61Y7g>
- NPTel Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_hs47

EVALUATION:

The students are expected to demonstrate their persuasion skills by answering the questions asked by the examiner.

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	2	2	2	1	1
CO2	2	2	3	2	3	1	1
CO3	2	2	3	2	2	1	1
CO4	3	2	3	3	3	1	1
CO5	2	2	3	2	3	1	1
Average	2.2	2.0	2.8	2.2	2.6	1.0	1.0

PO-CO Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED
CO1	Explain the meaning, importance, and process of persuasion in communication.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO2	Apply interpersonal and persuasive communication skills in personal and professional contexts.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO3	Identify and use various persuasion techniques in different situations.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO4	Apply negotiation skills, business etiquette, and persuasive writing in business communication contexts.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7
CO5	Develop self-branding, grooming, interview, and emotional intelligence skills to create a positive impression.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7

**REFER TO THE PROFESSIONAL ELECTIVES LIST FOR
SEMESTER IV ELECTIVES**

HUMAN RESOURCE MANAGEMENT ELECTIVES
PROFESSIONAL ELECTIVE I

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: HUMAN RESOURCE DEVELOPMENT	COURSE CODE: 26PMBA3H1
SEMESTER: III	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To identify the content, process and outcomes of HRD applications and understand diversity issues and their impact on organizations

COURSE OUTCOMES:

After completing the course, the students will be able to:

- Understand the basic knowledge and skills needed to be an effective HRD Professional
- Assess, design and implement effective HRD programs in an organisation
- Demonstrate a commitment to lifelong learning by participation in professional development activities through coaching and counselling
- Evaluate HRD programs and assessing its impact on employees
- Analyse the human resource challenges to have a clear idea to manage a cross-cultural team in the workplace in domestic and global scenarios

UNIT I INTRODUCTION

9 Hours

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Learning and HRD – Learning Strategies and Styles- Transactional Analysis.

UNIT II HRD FRAMEWORK

9 Hours

Framework of Human Resource Development – HRD in India – Introduction to HR Analytics – Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs – Implementing HRD programs.

UNIT III HRD COUNSELLING

9 Hours

Management Development - Employee counselling and wellness services – Counselling as an HRD Activity - Counselling Programs - Issues in Employee Counselling - Employee Wellness and Health Promotion Programs.

UNIT IV HRD PROGRAMMES AND IT'S EVALUATION

9 Hours

Evaluating HRD programs - Models and Framework of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Realistic Job Review.

UNIT V WORK FORCE DYNAMICS

9 Hours

Work Force Reduction, Realignment and Retention - HR Performance and Benchmarking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development – Case Analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. T. V. Rao, The Future of HRD, Macmillan Publishers India Ltd., Revised Edition, 2014.
2. T. V. Rao, HRD Score Card 2500: Based on HRD Audit, Sage Publications India Pvt Ltd., Revised Edition, 2015.
3. T. V. Rao, Hurconomics for Talent Management: Making the HRD Missionary Business-Driven, Pearson Education India, Revised Edition, 2014.

REFERENCE BOOKS:

1. Jon M. Werner and Randy L. DeSimone, Human Resource Development, Cengage Learning, 8th Edition, 2022.
2. William E. Blank, Handbook for Developing Competency-Based Training Programmes, Prentice Hall, Reprint Edition, 2018.
3. Uday Kumar Halder, Human Resource Development, Oxford University Press, 3rd Edition, 2021.
4. Srinivas R. Kandula, Strategic Human Resource Development, PHI Learning Pvt Ltd., Revised Edition, 2018.

E-LEARNING RESOURCES:

1. www.shrm.org
2. www.hr.blr.com
3. NPTEL Resource - <https://nptel.ac.in/courses/109105121>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	3	2	2	2	3	1	2
CO 2	3	3	2	2	3	1	3
CO 3	3	2	3	2	3	0	2
CO 4	2	3	2	2	3	1	3
CO 5	3	3	3	3	3	1	2
Ave.	2.8	2.6	2.4	2.2	3	0.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Understand the basic knowledge and skills needed to be an effective HRD Professional	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Assess, design and implement effective HRD programs in an organisation	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Demonstrate a commitment to lifelong learning by participation in professional development activities through coaching and counselling	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Evaluate HRD programs and assessing its impact on employees	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyse the human resource challenges to have a clear idea to manage a cross-cultural team in the workplace in domestic and global scenarios	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on various HRD Evaluation Models (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	5	5
Class activity 1	Activity on Employee wellness programs(Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on International HRD interventions (Content-2, Analysis-2, Solution-1)	10	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

HUMAN RESOURCE MANAGEMENT ELECTIVES
PROFESSIONAL ELECTIVE II

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: INDUSTRIAL RELATIONS AND LABOUR WELFARE	COURSE CODE: 26PMBA3H2
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Clarity in facets of interactions between the employer and the employee and the importance of a harmonious relationship in industries.
2. Imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relationship between the employer and the employees.
3. Application of practical knowledge for workplace safety which helps identification, evaluation, and control of hazards
4. Integrate the knowledge of Labour Law with Industrial Relations, Social Security and Working conditions.
5. Examine the welfare measures for special categories of labour.

UNIT I: INDUSTRIAL RELATIONS

9 Hours

Concepts – Importance – Industrial Relations problems in the Public Sector - The Payment of Wages Act 1932– Growth of Trade Unions –Trade Union Act 1926: Trade (Amendments) Act 2021- Codes of conduct- Collective bargaining

UNIT II: INDUSTRIAL CONFLICT

9 Hours

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace –Industrial Dispute Act 1947- Government Machinery-Conciliation – Arbitration – Adjudication.

UNIT III: LABOUR WELFARE

9 Hours

Concept – Objectives – Scope – Need – Voluntary Welfare Measures: Personal Health Care, Flexi Timing, Maternity and adoption leaves, – Statutory Welfare Measures: The Factories Act, 1948 - The Maternity Benefit Act,1961 (with latest amendments) - The Employee State Insurance Act, [ESI] 1948 - The Payment of Bonus Act, 1965 – Labour – Welfare Funds – Labour Welfare Fund Act- Education and Training Schemes.

UNIT IV: INDUSTRIAL SAFETY**9 Hours**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – The Occupational Safety, Health and Working Conditions Code, 2020.

UNIT V: WELFARE OF SPECIAL CATEGORIES OF LABOUR**9 Hours**

Child Labour – Indian Child Labour Act, 1986 – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications. SHE concept (Safety Health and Environment) – Case analysis and discussion.

Total: 45 Hours**RECOMMENDED TEXT BOOKS:**

1. C. B. Mamoria and Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, Revised Edition, 2021.
2. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, Industrial Relations and Labour Laws, McGraw-Hill Education, 2nd Edition, 2019.

REFERENCE BOOKS:

1. Ratna Sen, Industrial Relations in India: Shifting Paradigms, Macmillan India Ltd., 2nd Edition, 2018.
2. C. S. Venkata Ratnam, Globalisation and Labour-Management Relations, Sage Publications India Pvt Ltd., Revised Edition, 2019.
3. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd., 7th Edition, 2021.
4. P. N. Singh and Neeraj Kumar, Employee Relations Management, Pearson Education, 2nd Edition, 2019.
5. P. R. N. Sinha, Indu Bala Sinha and Seema Priyadarshini Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, 3rd Edition, 2020.

E-LEARNING RESOURCES:

1. <http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291468-2338>
2. <https://labour.gov.in/industrial-relations>
3. NPTEL Resource - <https://nptel.ac.in/courses/110103506>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	3	2	3	3	3	0	1
CO 2	3	3	3	3	3	0	1
CO 3	3	3	3	3	3	1	2
CO 4	3	3	3	3	3	1	2
CO 5	2	2	3	3	3	0	1
Ave.	2.8	2.6	2.4	3.0	3.0	0.4	1.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Clarity in facets of interactions between the employer and the employee and the importance of harmonious relationship in industries	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relationship between the employer and the employees	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Application of practical knowledge for workplace safety which helps identification, evaluation, and control of hazards	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Integrate the knowledge of Labour Law with Industrial Relations, Social Security and Working conditions	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Understand the welfare measures for special categories of labour	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on various Industrial relations practices (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	5
Class activity 1	Role play on conciliation and arbitration(Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on Labour laws (Content-2, Analysis-2, Solution-1)	5	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

HUMAN RESOURCE MANAGEMENT ELECTIVES

PROFESSIONAL ELECTIVE III

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: STRESS MANAGEMENT	COURSE CODE: 26PMBA3H3
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Assess the symptoms, causes and effects of personal stressors
2. Monitor the effectiveness of stress management techniques
3. Practice methods to overcome stress
4. Create an adoptable stress management plan for achievement success
5. Optimize time management for effective productivity

UNIT I: UNDERSTANDING STRESS

9 Hours

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout – Case analysis and discussion.

UNIT II: COMMON STRESS FACTORS TIME & CAREER PLATEAUING **9 Hours**

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III: CRISIS MANAGEMENT

9 Hours

Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication - Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV: WORKPLACE HUMOUR

9 Hours

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V: SELF DEVELOPMENT

9 Hours

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision making - Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Cary L. Cooper and Philip Dewe, Managing Stress: A Practical Guide, Sage Publications, Revised Edition, 2021.
2. Jeff Davidson, Managing Stress, Prentice Hall India Learning Pvt. Ltd., Revised Edition, 2018.

REFERENCE BOOKS:

1. Waltschafer, Stress Management, Cengage Learning, 5th Edition, 2018.
2. Juan R. Alascal, Laurel Brucata and Daisy Chauhan, Stress Mastery, Pearson Education, Revised Edition, 2017.
3. Michael Argyle, The Psychology of Happiness, McGraw-Hill Education, 3rd Edition, Reprint 2019.
4. David Bartlett, Stress: Perspectives and Processes, McGraw-Hill Education, Revised Edition, 2018.

E-LEARNING RESOURCES:

1. <http://www.apa.org/pubs/journals/str/>
2. <http://link.springer.com/journal/10771>
3. NPTEL Resource - <https://nptel.ac.in/courses/121105009>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	2	3	2	1	2	0	1
CO 2	3	3	2	1	2	0	2
CO 3	2	3	3	3	3	0	1
CO 4	3	3	3	3	3	1	2
CO 5	3	3	2	3	3	2	3
Ave.	2.6	3.0	2.4	2.2	2.6	0.6	1.8

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Assess the symptoms, causes and effects of personal stressors	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Monitor the effectiveness of stress management techniques	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Practice methods to overcome stress	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Create an adoptable stress management plan for achievement success	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Optimise time management for effective productivity	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on various stress management strategies (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10

Class activity 1	Group activity on designing fun at work activities (Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on stress management (Content-2, Analysis-2, Solution-1)	5	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

HUMAN RESOURCE MANAGEMENT ELECTIVES

PROFESSIONAL ELECTIVE IV

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT	COURSE CODE: 26PMBA3H4
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Enable students identify the Key HR functions and operations
2. Identify the importance of creating innovative strategies in Human resource activities
3. Enable students to identify, create and explain the various HR decisions and policies
4. Demonstrate skills to address issues related to organizational culture, structure, effectiveness, resource matching, and performance of employees in organisations.
5. Develop the process capabilities as well as managing the human capital effectively.

UNIT I: INTRODUCTION

9 Hours

Approaches to Strategic HRM, SHRM & Business Strategy, SHRM Strategy, Structure, Culture and Policy, Organizational Culture and HRM, HRM Structures and Policy, The Formulation of HR Strategies, The Strategic Fit, Strategic HRM Models, SIX BOX model, 7 S Framework, Force Field Analysis.

UNIT II: OD INTERVENTIONS

9 Hours

Introduction the term “interventions” Types of Interventions-Terms, Third Party, Structural and Comprehensive

UNIT III: TEAM INTERVENTIONS

9 Hours

What are Teams and Effective Teams. Stages of Team Development. Role Analysis Technique, Interdependency Exercise, Role Negotiation, Visioning

UNIT IV: STRUCTURAL INTERVENTIONS

9 Hours

Socio-Technical System as an intervention, Work Redesign, Quality of Work Life, TQM, Reengineering – Case analysis and discussion.

UNIT V: OD CONSULTANT

9 Hours

Role of the OD Consultant, Competencies of the OD Consultant, Future Terms and Applications of OD.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Jeffrey A. Mello, Strategic Human Resource Management, Cengage Learning, 5th Edition, 2023.
2. Randy L. DeSimone, Jon M. Werner and David M. Harris, Human Resource Development, Cengage Learning, 8th Edition, 2022.

REFERENCE BOOKS:

1. Robert L. Mathis, John H. Jackson and Sean R. Valentine, Human Resource Management, Cengage Learning, 16th Edition, 2023.
2. Rosemary Harrison, Employee Development, Universities Press India Pvt Ltd., Revised Edition, 2017.
3. Srinivas R. Kandula, Human Resource Management in Practice, PHI Learning Pvt Ltd., 3rd Edition, 2020.

E-LEARNING RESOURCES:

1. <http://www.manuscript.publishingindia.com/index.php/JSHRM>
2. <http://www.brunel.ac.uk/data/assets/file/0018/91035/phdSimp2009TamerDarwish.pdf>
3. NPTEL Resource - <https://nptel.ac.in/courses/110101164>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	3	2	2	2	2	3	2
CO 2	3	3	2	2	2	3	2
CO 3	3	2	3	3	3	2	1
CO 4	3	3	2	3	2	3	2
CO 5	3	2	3	2	3	2	2
Ave.	3.0	2.4	2.4	2.4	2.4	2.6	1.8

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Enable students identify the Key HR functions and operations	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Identify the importance of creating innovative strategies in Human resource activities	PO 1, PO 2, PO 3, PO 4, PO 5 PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Enable students to identify, create and explain the various HR decisions and policies	PO 1, PO 2, PO 3, PO 4, PO 5 PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Demonstrate skills to address issues related to organizational culture, structure, effectiveness, resource matching, and performance of employees in organisations	PO 1, PO 2, PO 3, PO 4, PO 5 PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Develop the process capabilities as well as managing the human capital effectively	PO 1, PO 2, PO 3, PO 4, PO 5 PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on various strategic HR Models (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	5	5
Class activity 1	Activity on HR Interventions (Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on strategic HR interventions (Content-2, Analysis-2, Solution-1)	10	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

HUMAN RESOURCE MANAGEMENT ELECTIVES
PROFESSIONAL ELECTIVE V

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: MANAGERIAL BEHAVIOR AND EFFECTIVENESS	COURSE CODE: 26PMBA3H5
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Define the managerial job and its dimensions to exhibit a relevant managerial job behavior
2. Differentiate effective and ineffective job behavior and understand functional level differences
3. Develop effective pay and reward system for managerial motivation and career development of the employees
4. Analyse the current system of managerial jobs and create a practical approach to managerial effectiveness
5. Examine environmental issues and challenges to develop the winning edge through fostering innovation and creativity

UNIT I: DEFINING THE MANAGERIAL JOB

9 Hours

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional level differences in Managerial Job behaviour – Case Analysis and discussion.

UNIT II: DESIGNING THE MANAGERIAL JOB

9 Hours

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balance Scorecard – Feedback – Career planning and Management.

UNIT III: PRACTICAL APPROACH TO MANAGERIAL EFFECTIVENESS

9 Hours

Definition – The person, process, product approaches – Bridging the Gap – Measuring

Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV: ENVIRONMENTAL ISSUES

9 Hours

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V: DEVELOPING THE WINNING EDGE

9 Hours

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Peter F. Drucker, Management: Tasks, Responsibilities, Practices, Harper Business, Revised Edition, 2008.
2. T. V. Rao, Appraising and Developing Managerial Performance, Excel Books India, Revised Edition, 2016.

REFERENCE BOOKS:

1. George T. Milkovich, Jerry M. Newman and Barry Gerhart, Compensation, McGraw-Hill Education, 13th Edition, 2023.
2. P. Nick Blanchard and James W. Thacker, Effective Training: Systems, Strategies and Practices, Pearson Education, 6th Edition, 2023.
3. Andrew J. DuBrin, Leadership: Research Findings, Practice and Skills, Cengage Learning, 10th Edition, 2022.
4. Joe Tidd and John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley, 7th Edition, 2021.
5. R. M. Onkar, Personality Development and Career Management, S. Chand Publishing, Revised Edition, 2019.
6. Richard L. Daft, The Leadership Experience, Cengage Learning, 8th Edition, 2022.

E-LEARNING RESOURCES:

1. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591211204733>
2. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591111095718>
3. <http://eric.ed.gov/?id=EJ978766>
4. NPTEL Resources - <https://nptel.ac.in/courses/110107143>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	3	2	2	1	3	1	1
CO 2	3	3	2	2	3	1	1
CO 3	3	3	3	2	3	2	2
CO 4	3	3	3	3	3	2	3
CO 5	3	3	3	3	3	2	3
Ave.	3	2.8	2.6	2.2	3.0	1.6	2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Define the managerial job and its dimensions to exhibit a relevant managerial job behavior	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Differentiate effective and ineffective job behavior and understand functional level differences	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Develop effective pay and reward system for managerial motivation and career development of the employees	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Analyse the current system of managerial jobs and create a practical approach to managerial effectiveness	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Examine environmental issues and challenges to develop the winning edge through fostering innovation and creativity	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on various Managerial Skills needed for HR Executives (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	5	5
Class activity 1	Activity on managerial Development Programs (Preparation -5, Confidence-2, Clarity-1,	10	10

	Presentation-2 marks)		
Class activity 2	Case Analysis on strategic Managerial Skills and contingencies (Content-2, Analysis- 2, Solution-1)	10	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

HUMAN RESOURCE MANAGEMENT ELECTIVES
PROFESSIONAL ELECTIVE VI

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: HR ANALYTICS	COURSE CODE: 26PMBA3H6
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To prepare the students to understand the Human Resource Analytics that supports decision making and improvement in Performance. To create interest among students in operating small business.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Highlight the nuances of HR Analytics
2. Articulate the Applications of HR Analytics
3. Determine the different HR Analytic tools for effective decision-making.
4. Proper utilisation of Data for HR decision-making
5. Underline the future of HR Analytics

UNIT 1: INTRODUCTION

9 Hours

Introduction to HR Analytics - Transition from Traditional HR to HR analytics - analytic Thinking – Uses of HR Analytics – Challenges in HR Analytics – Prerequisites of implementing HR Analytics.

UNIT II: APPLICATIONS OF HR ANALYTICS

9 Hours

HR Metrics for Employee Lifecycle: Attraction – Recruitment – On boarding - Development – Compensation – Separation -Application of HR analytics - Career Planning - Using Data to project employee Turnover and attrition – Data analytics in Performance Management– Strategic Resourcing – Case analysis and discussion.

UNIT III: HR ANALYTIC TOOLS

9 Hours

HR Analytics Functions- Data Extraction - HR Data Analysis –Data Integrity -Data Analytical Skills – building a customised HR Dashboard – using tools like Microsoft Excel, Power BI, Tableau.

UNIT IV: DATA ANALYSIS

9 Hours

Translating HR Data into value adding insights - Identifying the problem – using Data to analyse the problem – Testing of Hypotheses and using various statistical tools - Interpreting outcomes – Using Data for HR Decision making.

UNIT V: FUTURE OF HR ANALYTICS

9 Hours

HRIS - Estimating HR cost - Return on Investment in HRM - HR Accounting, HR Audit - Statistics and Data - HR agility- Capstone projects – Career in data analytics - Future of HR Analytics.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Publications, 2nd Edition, 2023.
2. Fermin Diez, Mark Bussin and Venessa Lee, Fundamentals of HR Analytics, Emerald Publishing, 2020.

REFERENCES BOOKS:

1. Jac Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM Publications, Revised Edition, 2010.
2. Tracey Smith, HR Analytics: The What, Why and How, CreateSpace Independent Publishing, Revised Edition, 2013.
3. Lindsay McFarlane, Shonna D. Waters, Valerie N. Streets and Rachael Johnson-Murray, The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society for Human Resource Management (SHRM), 2018.

E-LEARNING RESOURCES:

1. <https://www.toolbox.com/hr/hr-analytics/articles/what-is-hr-analytics/>
2. https://employeecycle.com/hr_metrics_for_every_phase_of_the_employee_lifecycle/
3. https://www.researchgate.net/publication/320795628_The_Rise_and_Fall_of_HR_Analytics_The_Future_Application_Value_Structure_and_System_Support
4. NPTEL Resource - <https://nptel.ac.in/courses/110107492>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7
CO 1	2	3	2	3	2	1	3
CO 2	3	3	2	3	2	2	3
CO 3	3	3	2	3	3	2	3
CO 4	3	3	3	3	3	2	3
CO 5	2	3	2	3	2	1	3
Ave.	2.6	3	2.2	2.2	2.4	1.6	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Highlight the nuances of HR Analytics	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Articulate the Applications of HR Analytics	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Determine the different HR Analytic tools for effective decision-making.	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Proper utilisation of Data for HR decision-making.	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Underline the future of HR Analytics	PO 1, PO 2, PO 3, PO 4, PO 5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on Uses of data for decision making (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	5	5
Class activity 1	Activity on predictive HR for succession planning (Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on pros and cons of HR Analytics (Content-2, Analysis-2, Solution-1)	10	10
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

FINANCE ELECTIVES
PROFESSIONAL ELECTIVE I

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	COURSE CODE: 26PMBA3F1
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY AND PROBLEMS	

COURSE OBJECTIVE:

- To enable students to understand the nuances of stock market operations and the techniques involved in deciding upon the purchase or sale of securities

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the meaning, objectives, types, risk, and return characteristics of various investment alternatives.
2. Analyze the valuation and return of fixed income securities and equity shares using different valuation models
3. Apply fundamental analysis techniques to evaluate economic conditions, industries, and companies for investment decisions.
4. Examine technical analysis tools, charting methods, market indicators, and market trends for securities analysis
5. Evaluate portfolio construction, selection, revision, and performance using different portfolio management models and mutual fund analysis

UNIT I: INVESTMENT SETTING

9 Hours

Financial and economic meaning of Investment – Characteristics and objectives of Investment –Types of Investment and its characteristics– Equity Share, Preference Share, Bonds and Debentures — Risk and return concepts- Systematic and Unsystematic Risk

UNIT II: SECURITIES ANALYSIS

9 Hours

Valuation and return- evaluation of fixed income securities: Bond Risk, Yield to Maturity and Bond Value Theorems - evaluation of ordinary shares: Types of Dividend, Dividend Discount Model, Walter, Gordon and MM Model

UNIT III: FUNDAMENTAL ANALYSIS

9 Hours

Economic Analysis – Economic forecasting and stock Investment Decisions – Industry Analysis: Industry classification, Industry life cycle – Company Analysis: Quantitative and Qualitative factors- Measuring Earnings – Applied Valuation Techniques – Graham and Dodd Model.

UNIT IV: TECHNICAL ANALYSIS**9 Hours**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators - Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V: PORTFOLIO MANAGEMENT**9 Hours**

Portfolio Construction: Traditional and Modern Approach –Portfolio Selection: Markowitz Model, Capital Asset Pricing model, Sharp Single Index Model – Portfolio Revision: Constant Rupee, Constant Ratio, Variable Ratio – Portfolio Evaluation: Treynor, Sharpe and Jensen – Mutual Funds: Types, Features and Evaluation – Case analysis and discussion.

Total: 45 Hours**THEORY – 80%, PROBLEM – 20%****RECOMMENDED TEXT BOOKS:**

1. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning Pvt Ltd., 10th Edition, 2021.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw-Hill Education, 6th Edition, 2021.
3. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd., Revised Edition, 2020.

REFERENCE BOOKS:

1. Frank K. Reilly and Keith C. Brown, Investment Analysis and Portfolio Management, Cengage Learning, 11th Edition, 2022.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning Pvt Ltd., 3rd Edition, 2021.
3. Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty, Investments, McGraw Hill Education, 12th Edition, 2023.
4. V. A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, Revised Edition, 2021.
5. V. K. Bhalla, Investment Management, S. Chand Publishing, 20th Revised Edition, 2022.

E-LEARNING RESOURCES:

1. <http://www.ijournals.com/doi/abs/10.3905/jpm.1990.409271>
2. <http://www.inderscience.com/jhome.php?jcode=ijpam>
3. NPTEL Resource - https://nptel.ac.in/courses/110107154?utm_source=chatgpt.com
4. NPTEL Resource - <https://nptel.ac.in/courses/110105036?utm>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		1	1	1	1
III	2		1		1	
IV	3		1		1	
V	2		1	1	1	
TOTAL						
SECTION A - 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	2	2	1	1	1	3	1
CO 2	2	3	2	1	1	3	2
CO 3	2	3	2	2	1	3	2
CO 4	2	3	2	1	1	3	2
CO 5	3	3	3	2	2	3	2
Ave.	2.2	2.8	2.0	1.4	1.2	3.0	2.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the meaning, objectives, types, risk, and return characteristics of various investment alternatives.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze the valuation and return of fixed income securities and equity shares using different valuation models	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Apply fundamental analysis techniques to evaluate economic conditions, industries, and companies for investment decisions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Examine technical analysis tools, charting methods, market indicators, and market trends for securities analysis	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Evaluate portfolio construction, selection, revision, and performance using different portfolio management models and mutual fund analysis	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Detailed analysis of any 5 companies price movement over a period of 3 months from NSE and BSE (Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Workbook/record book/ notebook	Lecture notes of theory and problems solved in the class	5	5
Class activity 1	Technical analysis of any company (analysis tools – 3, Clarity of thought – 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

FINANCE ELECTIVES
PROFESSIONAL ELECTIVES II

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: MERCHANT BANKING AND FINANCIAL SERVICES	COURSE CODE: 26PMBA3F2
SEMESTER: III	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVES:

- To enable student, understand the modes of issuing securities and the role of merchant bankers and acquire knowledge on various fee and fund based financial services

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the structure, functions, registration process, and regulatory framework of merchant banking in India.
2. Analyze the legal and regulatory provisions governing merchant banking activities and capital market operations.
3. Examine the process of issue management, public issue pricing, book building, and post-issue activities.
4. Evaluate various fee-based and fund-based financial services offered by merchant bankers.
5. Analyze other fund-based financial services

UNIT I: INTRODUCTION TO MERCHANT BANKING

9 Hours

Introduction – An Overview of the Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of a Merchant Banker –Procedure to register as a Merchant Banker in India- SEBI Guidelines and Code of Conduct for Merchant Bankers.

UNIT II: LEGAL AND REGULATORY FRAMEWORK

9 Hours

Compliance of SEBI guidelines by Merchant banker - Relevant Provisions of Companies Act- SCRA – FEMA - Relation with Stock Exchanges and OTCEI. Roles of Merchant Banker: Appraisal of Projects, Designing Capital Structure and Instruments - Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with Foreign Investments, Mutual Funds, Foreign Institutional Investors - Offshore Issues.

UNIT III: ISSUE MANAGEMENT

9 Hours

Mechanism of issue management – roles of issue manager – activities in public issue management - Issue Pricing – Book Building – Preparation of Prospectus - Selection of Bankers and Advertising Consultants - Role of Registrars –Bankers to the Issue - Underwriters and Brokers – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities.

UNIT IV: FEE AND FUND-BASED FINANCIAL SERVICES 9 Hours

Fee-based Financial Services: Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

Fund-based Financial Services: Leasing and Hire-Purchasing – Basics of Leasing and Hire-Purchasing.

UNIT V: OTHER FUND-BASED FINANCIAL SERVICES 9 Hours

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfaiting – Venture Capital – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. M. Y. Khan, Financial Services, McGraw Hill Education, 11th Edition, 2021.
2. S. Gurusamy, Merchant Banking and Financial Services, Vijay Nicole Imprints Pvt. Ltd., 5th Edition, 2021.
3. H. R. Machiraju, Indian Financial System, Vikas Publishing House Pvt. Ltd., 5th Edition, 2020.
4. Nalini Prava Tripathy, Financial Services, PHI Learning Pvt. Ltd., 5th Edition, 2022.

REFERENCE BOOKS:

1. J. C. Verma, A Manual of Merchant Banking, Bharat Publishing House, Revised Edition, 2018.
2. P. N. Varshney and D. K. Mittal, Indian Financial System, Sultan Chand & Sons, Revised Edition, 2021.
3. K. Sasidharan, Financial Services and Systems, McGraw Hill Education, 3rd Edition, 2019.

E-LEARNING RESOURCES:

1. http://www.ccmf-uwi.org/files/publications/journal/2007_1_2/174_204.pdf
2. <http://link.springer.com/article/10.1007%2FBF00114077#page-1>
3. NPTEL Resource - <https://nptel.ac.in/courses/110105144?utm>
4. NPTEL Resource - <https://nptel.ac.in/courses/110105156>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	2	2	2	3	2	2	2
CO 2	2	3	2	3	2	2	2
CO 3	3	3	2	2	2	3	2
CO 4	2	3	2	2	2	3	2
CO 5	2	2	2	2	2	2	3
Ave.	2.2	2.6	2.0	2.4	2.0	2.6	2.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the structure, functions, registration process, and regulatory framework of merchant banking in India.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze the legal and regulatory provisions governing merchant banking activities and capital market operations.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Examine the process of issue management, public issue pricing, book building, and post-issue activities.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Evaluate various fee-based and fund-based financial services offered by merchant bankers.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Analyze other fund-based financial services	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Detailed analysis of any 1 merchant banking company and their services (Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Class activity 1	Role play on Green shoe option among the students on share price fixation (involvement– 3, Execution and interaction– 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**FINANCE ELECTIVE
PROFESSIONAL ELECTIVE III**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: BANKING AND INSURANCE	COURSE CODE: 26PMBA3F3
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To know the Indian banking system and its operations and also gain exposure on insurance and e-banking systems.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply and communicate knowledge of the Indian Banking System, its functions, governing laws, and digital payment systems to address business problems in dynamic market environments.
2. Analyze and evaluate sources and applications of bank funds to support strategic decision-making and optimal resource utilization in financial institutions.
3. Assess credit monitoring mechanisms and risk management systems to enhance financial stability and organizational effectiveness.
4. Apply insurance principles, regulatory norms, and digital systems to design effective insurance solutions and communicate them in business contexts.
5. Evaluate bancassurance models, regulatory frameworks, and technology platforms to develop strategic financial service frameworks for competitive markets.

UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM

9 Hours

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

UNIT II: SOURCES AND APPLICATION OF BANK FUNDS

9 Hours

Capital adequacy, Deposits and non-deposit sources, designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III: CREDIT MONITORING AND RISK MANAGEMENT

9 Hours

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM – Case analysis and discussion.

UNIT IV: INSURANCE**9 Hours**

Insurance: Meaning –Principles of Life insurance, general insurance and Health insurance - IRDAI Regulations for Insurance: Insurance Contract, Agent Norms and Generic Norms of Insurance Advisors - Management of the digital insurance infrastructure - Types of life insurance policies, general insurance and health insurance plans, claims settlement procedures.

UNIT V: BANCASSURANCE**9 Hours**

Definition and concept of Bancassurance for Banks, Insurance companies and customers, types of Bancassurance models: Corporate agency, Referral and Joint venture. Regulatory Framework – IRDAI Regulations on Bancassurance, RBI guidelines for Banks, compliance requirements for Banks and Insurance companies – Bancassurance technology platforms and systems – Data Management and Analytics, operational efficiency and process optimization.

Total: 45 Hours**RECOMMENDED TEXT BOOKS:**

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson Education, 5th Edition, 2021.
2. Meera Sharma, Management of Financial Institutions: With Emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., Revised Edition, 2020.
3. G. Padmalatha and Justin Paul, Bancassurance: The Strategic Partnership of Banks and Insurance Companies, Pearson Education, Revised Edition, 2019.

REFERENCE BOOKS:

1. Peter S. Rose and Sylvia C. Hudgins, Bank Management and Financial Services, McGraw Hill Education, 11th Edition, 2022.
2. P. K. Gupta and E. Gordon, Insurance and Bancassurance, Himalaya Publishing House, Revised Edition, 2021.
3. S. L. Gupta, Credit Analysis and Risk Management, Himalaya Publishing House, Revised Edition, 2021.

E-LEARNING RESOURCES:

1. https://www.brainkart.com/article/Credit-Monitoring_7004/
2. <https://www.scribd.com/presentation/565742355/Design-and-Pricing-of-Deposit-Services-64ef581c72d97d5ff6aba514ba16ce22-1>
3. <https://www.indiacode.nic.in/bitstream/123456789/1885/1/aa1949-10.pdf>
4. <http://bankersdaily.in/bancassurance/>
5. https://docs.uoc.ac.in/website/SDE/Banking_on19May2016.pdf
6. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg29
7. NPTEL Resource - https://onlinecourses.nptel.ac.in/noc26_ec01/preview

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7
CO 1	3	2	2	3	2	2	3
CO 2	3	3	2	2	2	3	2
CO 3	2	3	2	2	2	3	2
CO 4	3	2	2	3	2	2	3
CO 5	2	3	2	3	2	3	3
Ave.	2.6	2.6	2.0	2.6	2.0	2.6	2.6

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply the knowledge of the Indian Banking System, its functions, governing laws, and digital payment systems to address business problems in dynamic market environments.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze the sources and application of bank funds to support strategic decision-making and optimal resource utilization in financial institutions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Assess credit monitoring mechanisms and risk management systems to enhance financial stability and organizational effectiveness.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Apply insurance principles, regulatory norms, and digital systems to design effective insurance solutions and communicate them in business contexts.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Evaluate bancassurance models, regulatory frameworks, and technology platforms to develop strategic financial service frameworks for competitive markets.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Non-Banking finance companies(Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Class activity 1	e-banking treats with live examples and measures taken by government(involve- 3,Execution and interaction- 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**FINANCE ELECTIVE
PROFESSIONAL ELECTIVE IV**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: CORPORATE FINANCE	COURSE CODE: 26PMBA3F4
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY AND PROBLEMS	

COURSE OBJECTIVE:

- Student will acquire nuances involved in short-term corporate financing & Good ethical practices.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Enumerate the role of finance and analyse the interrelationship between finance and governance
2. Describe and evaluate the different sources of corporate finance such as equity, debt, retained earnings and so on.
3. Evaluate the short-term working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility
4. Examine the concepts and procedures of financial reporting, including income statement, balance sheet, and statement of cash flows
5. Assess how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project

UNIT I: INDUSTRIAL FINANCE

9 Hours

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.

UNIT II: FINANCING DECISION

9 Hours

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT III: SHORT TERM-WORKING CAPITAL FINANCE

9 Hours

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT IV: ADVANCED FINANCIAL MANAGEMENT

9 Hours

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash

flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT V: CORPORATE GOVERNANCE

9 Hours

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism – Case analysis and discussion.

Total: 45 Hours

THEORY – 80%, PROBLEMS – 20%

RECOMMENDED TEXT BOOKS:

1. Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, McGraw Hill Education, 13th Edition, 2020.
2. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 12th Edition, 2021.

REFERENCE BOOKS :

1. Eugene F. Brigham and Michael C. Ehrhardt, Corporate Finance: A Focused Approach, Cengage Learning, 8th Edition, 2022.
2. M. Y. Khan, Indian Financial System, McGraw Hill Education, 11th Edition, 2021.
3. Scott B. Smart, Lawrence J. Gitman and Michael D. Joehnk, Fundamentals of Investing and Corporate Finance, Pearson Education, 14th Edition, 2021.
4. E. S. Krishnamurthy and S. Viswanathan, Advanced Corporate Finance, PHI Learning Pvt. Ltd., Revised Edition, 2019.

E-LEARNING RESOURCES:

1. <http://www.journals.elsevier.com/journal-of-corporate-finance/>
2. <http://www.sciencedirect.com/science/journal/09291199>
3. NPTEL Resource - <https://nptel.ac.in/courses/110105156>
4. NPTEL Resource - https://nptel.ac.in/domains/discipline/114?course=114_6

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		1		1	
III	2		1	1	1	
IV	3		1	1	1	1
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B – 7		SECTION C - 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	2	2	3	2	3	2
CO 2	3	3	2	2	2	3	2
CO 3	3	3	3	2	2	3	2
CO 4	2	3	2	3	2	3	2
CO 5	3	3	3	2	2	3	3
Ave.	2.8	2.8	2.4	2.4	2.0	3	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Enumerate the role of finance and analyse the interrelationship between finance and governance	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Describe and evaluate the different sources of corporate finance such as equity, debt, retained earnings and so on.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Evaluate the short-term working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Examine the concepts and procedures of financial reporting, including income statement, balance sheet, and statement of cash flows	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Assess how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Various sources of finance available for sick units (Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Class activity 1	Simulation and investment decision (involvement– 3, Execution and interaction– 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

FINANCE ELECTIVES
PROFESSIONAL ELECTIVE V

PROGRAMME: MBA	BATCH: 2024-26
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: CORPORATE RESTRUCTURING	COURSE CODE: 26PMBA3F5
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To familiarize corporate restructuring and the regulatory framework for mergers and acquisitions and the process involved in it.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the concepts, objectives, forms, and theories of corporate restructuring, mergers, and acquisitions.
2. Analyze the regulatory framework governing mergers and acquisitions in India.
3. Evaluate the process, valuation methods, financing options, and accounting aspects of mergers and acquisitions.
4. Analyze the challenges and critical success factors involved in post-merger integration.
5. Examine corporate control mechanisms, takeover tactics, and takeover defense strategies in the Indian context.

UNIT I: INTRODUCTION

9 Hours

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II: REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION

9 Hours

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

UNIT III: MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

9 Hours

Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions –equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

UNIT IV: POST-MERGER INTEGRATION

9 Hours

Critical success factors for post-merger integration, Ingredients of integration, Timing and

Speed of integration, approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

UNIT V: CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES

9 Hours

Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. B. Rajesh Kumar, Mergers and Acquisitions: Text and Cases, McGraw-Hill Education India Pvt Ltd., 3rd Edition, 2021.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra Publications, Revised Edition, 2018.

REFERENCE BOOKS:

1. Kamal Ghosh Ray, Mergers and Acquisitions: Strategy, Valuation and Integration, PHI Learning Pvt Ltd., Revised Edition, 2019.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Wiley India Pvt Ltd., 2nd Edition, Reprint 2020.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley India Pvt Ltd., 7th Edition, 2023.

E-LEARNING RESOURCES:

1. <http://www.ccsenet.org/journal/index.php/ijbm/article/view/585>
2. <http://www.worldscientific.com/worldscinet/jrf>
3. NPTEL Resource - https://nptel.ac.in/domains/discipline/114?course=114_6
4. NPTEL Resource - <https://nptel.ac.in/courses/110105156>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B – 7		SECTION C – 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO5	PO 6	PO 7
CO 1	3	2	2	2	2	3	2
CO 2	2	3	2	3	2	2	2
CO 3	3	3	2	2	2	3	3
CO 4	2	3	3	2	3	2	2
CO 5	2	3	2	3	2	2	2
Ave.	2.4	2.8	2.2	2.4	2.2	2.4	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the concepts, objectives, forms, and theories of corporate restructuring, mergers, and acquisitions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Analyze the regulatory framework governing mergers and acquisitions in India.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Evaluate the process, valuation methods, financing options, and accounting aspects of mergers and acquisitions.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Analyze the challenges and critical success factors involved in post-merger integration.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Examine corporate control mechanisms, takeover tactics, and takeover defense strategies in the Indian context.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Venture capital funds (Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Class activity 1	Capital restructuring of a sick company (involvement– 3, Execution and interaction– 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

FINANCE ELECTIVES
PROFESSIONAL ELECTIVE VI

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: TAX MANAGEMENT	COURSE CODE: 26PMBA3F6
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVES:

- To make the students understand the nuances of tax management.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the basic concepts, scope, residential status, and tax-free incomes under income tax law.
2. Compute income under different heads such as salary, house property, business or profession, capital gains, and other sources.
3. Apply deductions, relief provisions, and taxation rules relating to non-residents in the computation of total income.
4. Analyze the provisions relating to set off and carry forward of losses and clubbing of income.
5. Examine the assessment procedures for individuals, HUFs, firms, and companies, and distinguish between tax planning, tax avoidance, and tax evasion.

UNIT I: INTRODUCTION

9 Hours

Income Tax Law – Scheme of Taxation – important concepts – method of Accounting – scope of Total income & Residential status – Tax free incomes.

UNIT II: HEADS OF INCOME

9 Hours

– Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

UNIT III: DEDUCTIONS

9 Hours

Deductions to be made in computing total income –Reliefs of Income tax – Taxation of Non-Residents.

UNIT IV: TAX PROVISIONS

9 Hours

Set off and carry forward of losses – clubbing provisions and their implications.

UNIT V: ASSESSMENT

9 Hours

Assessment of Individuals, Assessment of HUF, Assessment of Firm and Assessment of companies – Tax Planning, Tax Avoidance and Evasion – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. G. K. Ahuja and Ravi Gupta, Systematic Approach to Income Tax, Bharat Law House Pvt Ltd.,

Latest Edition, 2025.

2. B. B. Lal, Direct Taxes: Practice and Planning, Konark Publishers Pvt. Ltd., Latest Revised Edition, 2024.

REFERENCE BOOKS:

1. A. C. Sampath Iyengar, Law of Income Tax, Bharat Law House Pvt. Ltd., Revised Edition, 2024.
2. J. B. Kanga and N. A. Palkhivala, The Law and Practice of Income Tax, N. M. Tripathi Pvt. Ltd., Revised Multi-volume Edition, 2023.
3. Bhagwati Prasad, Income Tax Law and Practice, Vishva Prakashan Publications, Latest Edition, 2024.
4. H. P. Ranina, Corporate Taxation: A Handbook, Orient Law House, Revised Edition, 2023.

E-LEARNING RESOURCES:

1. <https://www.kpmg.com/Global/en/services/Tax/dispute-resolution-controversy/Documents/bna-international-tax-2012-05-14.pdf>
2. <http://www.journals.elsevier.com/journal-of-international-accounting-auditing-and-taxation/>
3. NPTEL Resource - <https://swayam.gov.in/?lang=en&utm>

GUIDELINES TO THE QUESTION PAPER SETTERS QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B – 7		SECTION C – 6	

PO – CO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7
CO 1	3	2	2	3	2	3	2
CO 2	3	3	2	2	2	3	3

CO 3	3	3	2	3	2	3	2
CO 4	2	3	2	2	2	3	2
CO 5	3	3	3	3	2	3	2
Ave.	2.8	2.8	2.2	2.6	2	3	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the basic concepts, scope, residential status, and tax-free incomes under income tax law.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO2	Compute income under different heads such as salary, house property, business or profession, capital gains, and other sources.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO3	Apply deductions, relief provisions, and taxation rules relating to non-residents in the computation of total income.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO4	Analyze the provisions relating to set off and carry forward of losses and clubbing of income.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6
CO5	Examine the assessment procedures for individuals, HUFs, firms, and companies, and distinguish between tax planning, tax avoidance, and tax evasion.	PO 1, PO 2, PO 3, PO 4, PO 5, PO 6, PO 7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment – Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Summary on income from other sources(Analysis and clarity - 2, Presentation - 2, On time submission - 1 marks)	5	5
Class activity 1	Discussion on TAX bill(involvement– 3,Execution and interaction– 3, Presentation & interpretation of results – 4 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Interpretation-1 mark)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES
PROFESSIONAL ELECTIVE – I**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: DIGITAL MARKETING	COURSE CODE: 26PMBA3D1
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To familiarise the students with the scope of online platforms in marketing the business.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Evaluate online opportunities for developing online business strategies.
2. Transforming SEM expert by learning many facets of SEO including management of keywords.
3. Targeting the right audience through social media channels by developing effective content.
4. Acquire extensive knowledge in online advertising for e-marketing.
5. Leveraging business expansion globally through online using web analytics.

UNIT I: TAKING THE BUSINESS ONLINE

9 Hours

Online Opportunities- Understanding the digital channels- Building the web presence- Planning the online business strategy.

UNIT II: SEARCH ENGINE MARKETING

9 Hours

Search Engine Basics- Working of Search Engine- Organic Search- Paid Search-Marketing to the locals-Local directories- SEM auctions-Search Engine Optimization-Search ads- Search Campaigns.

UNIT III: SOCIAL MEDIA MARKETING

9 Hours

Social Media Plan, Strategy- Selecting the right social media-Developing the right social content- Mobile apps and Mobile sites- Content Marketing – Case analysis and discussion.

UNIT IV: REACHING CUSTOMERS WITH ADVERTISING

9 Hours

E-mail Marketing- Display advertisements and search engine advertising- retargeting- video advertising

UNIT V: ANALYTICS AND ONLINE SELLING

9 Hours

Web analytics- Organic Search Analytics- turning data into insights with analytics- Building the business online- Expand the business globally through online.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publishers, 3rd Edition, 2022.
2. Vandana Desai, Digital Marketing: A Review, International Journal of Trend in Scientific Research and Development, Revised Edition, 2019.

REFERENCE BOOKS:

1. Subhajit Kundu, Digital Marketing Trends and Prospects: Develop an Effective Digital Marketing Strategy with SEO, SEM, PPC, Digital Display Ads and Email Marketing Techniques, BPB Publications, 2021.
2. Dave Chaffey and Fiona Ellis-Chadwick, Digital Marketing, Pearson Education UK, 8th Edition, 2022.

E-LEARNING RESOURCES:

1. <http://www.mindtools.com/pages/article/henri-fayol.htm>
2. http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf
3. <http://global.kyocera.com/inamori/management/twelve.html>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg06
5. <https://youtu.be/Gl6mJFvIKgI?si=9F6AnPBq0LQyqUmB>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	2	3
CO2	3	3	2	2	2	2	3
CO3	3	3	2	3	3	2	3
CO4	3	3	2	3	2	3	3
CO5	3	3	2	3	3	3	3
Average	3.0	3.0	2.0	2.6	2.4	2.4	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Evaluate online opportunities for developing online business strategies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Transforming SEM expert by learning many facets of SEO including management of keywords	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Targeting the right audience through social media channels by developing effective content	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Acquire extensive knowledge in online advertising for e-marketing	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Leveraging business expansion globally through online using web analytics	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a given topic (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10

Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES
PROFESSIONAL ELECTIVE – II**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: EMERGING TECHNOLOGIES FOR BUSINESS	COURSE CODE: 26PMBA3D2
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop knowledge of business intelligence, analytics, and emerging technologies and understand their role in improving organizational outcomes and decision-making.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Recognize the business intelligence tools and critically apply the concepts and methods of business analytics.
2. Explain the fundamentals of artificial intelligence (AI) and its future in organisations.
3. Apply various machine learning methods in real business applications.
4. Explore the interconnection and integration of the physical world and cyberspace.
5. Identify the key features of blockchain technology and its role in the finance industry.

UNIT I: INTRODUCTION TO BUSINESS INTELLIGENCE & BUSINESS ANALYTICS

9 Hours

Business Intelligence - Business Analytics - Types of Business Analytics – Domains of Analytics – Behavioural Analytics – Cohort Analytics – Applications of Business Analytics - Difference between Business Analytics and Business Intelligence – competitive advantage through analytics.

UNIT II: ARTIFICIAL INTELLIGENCE

9 Hours

Artificial Intelligence - History of Artificial Intelligence – Methods and goals of Artificial Intelligence-Applications of Artificial Intelligence- Tools of Artificial Intelligence - Issues in Artificial Intelligence - Future of Artificial Intelligence – Generative artificial intelligence and applications.

UNIT III: MACHINE LEARNING

9 Hours

Definition of Machine Learning - Machine Learning Methods – supervised, unsupervised and reinforcement learning - Artificial Neural Networks - Deep Learning – Clustering – Inductive Logic Programming – Representation Learning – Practical uses of Machine Learning – Ethics in Machine Learning

UNIT IV: INTERNET OF THINGS

9 Hours

Internet of Things – Meaning – Characteristics of Internet of Things (IoT) – Technologies for Internet of Things(IoT) - Applications of Internet of Things (IoT) – Cloud Computing and Internet of Things (IoT) – Business Models for Internet of Things - Problems in Internet of Things – IoT in India.

UNIT V: BLOCK CHAIN TECHNOLOGY

9 Hours

Block Chain Technology – Meaning of Blockchain – Types of Blockchain – Blockchain Technology and Finance industry – Bitcoin and Smart Contract - Uses of Blockchain in different industries – Governance and ethics – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Steven Finlay, Artificial Intelligence and Machine Learning for Business, Relativistic Press, 2nd Edition, 2022.
2. Ramesh Sharda, Dursun Delen and Efraim Turban, Business Intelligence, Analytics and Data Science: A Managerial Perspective, Pearson Education, 11th Edition, 2023.
3. Alasdair Gilchrist, Industry 4.0: The Industrial Internet of Things, Apress Berkeley, 2nd Edition, 2021.
4. Manikandan Panneerselvam, An Introduction to Artificial Intelligence and Machine Learning – I: By Day-to-Day Examples, Notion Press, 2023.

REFERENCE BOOKS:

1. Pethuru Raj and Anupama C. Raman, The Internet of Things: Enabling Technologies, Platforms and Use Cases, CRC Press, Revised Edition, 2020.
2. Bikramaditya Singhal, Gautam Dhameja and Priyansu Sekhar Panda, Beginning Blockchain: A Beginner's Guide to Building Blockchain Solutions, Apress Publications, 2nd Edition, 2022.
3. Rajkumar Buyya and Amir Vahid Dastjerdi, Internet of Things: Principles and Paradigms, Morgan Kaufmann Publishers, Revised Edition, 2016.

E-LEARNING RESOURCES:

1. <https://www.odcms.org/wp-content/uploads/2017/06/AI-and-Machine-Learning-for-Business-Sample-Hard-Copy.pdf>
2. https://books.google.co.in/books?id=zrIEAAQBAJ&pg=PT42&dq=An+Introduction+to+Artificial+Intelligence+and+Machine+Learning+Manikandan+paneerselvam&hl=en&newbks=1&newbks_redir=0&sa=X&ved=2ahUKEwjggsy4vqMAxW-zjgGHsk9EOQQ6wF6BAgOEAE#v=onepage&q=An%20Introduction%20to%20Artificial%20Intelligence%20and%20Machine%20Learning%20Manikandan%20paneerselvam&f=false
3. http://repo.darmajaya.ac.id/4467/1/The%20Internet%20of%20things%20_%20enabling%20technologies%2C%20platforms%2C%20and%20use%20cases%20%28%20PDFDrive%20%29.pdf
4. <https://youtu.be/9fFQA-JOXA0?si=eNFjKI9J1ItyDdmG>
5. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_cs64

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		2	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	1	2	1	1	3
CO2	3	3	2	2	2	1	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	3	3
Average	2.8	3.0	1.8	2.4	1.8	1.8	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Recognize the business intelligence tools and critically apply the concepts and methods of business analytics.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Explain the fundamentals of artificial intelligence (AI) and its future in organisations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Apply various machine learning methods in real business applications.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Explore the interconnection and integration of the physical world and cyberspace.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Identify the key features of blockchain technology and its role in the finance industry.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Study on Business Intelligence, AI, Blockchain, IoT applications in business (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Student seminar on real time applications of emerging technologies (Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis on digital transformation strategies (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**DIGITAL MANAGEMENT AND BUSINESS ANALYTICS SPECIALISATION
PROFESSIONAL ELECTIVE – III**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: E-BUSINESS	COURSE CODE: 26PMBA3D3
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To provide knowledge on e-business concepts, digital business models, technologies, online business operations, cybersecurity, and digital business strategies in the modern digital economy.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the concepts, technologies, and evolution of e-business in the digital environment.
2. Analyse e-business models, digital platforms, and online business applications across industries.
3. Apply digital technologies, enterprise systems, and electronic payment systems in e-business operations.
4. Evaluate cybersecurity, legal, ethical, and privacy issues associated with e-business environments.
5. Develop digital marketing and e-business strategies for customer engagement and business growth.

UNIT I: INTRODUCTION TO E-BUSINESS AND DIGITAL ENVIRONMENT 9 Hours

Concept and scope of e-business – Evolution of e-business – Traditional business versus e-business – Digital economy and digital transformation – Components of e-business – Internet, intranet and extranet – World Wide Web and business applications – Consumer interface technologies – Intelligent web designing concepts – Information technology infrastructure for e-business – Opportunities and challenges in e-business – Emerging trends in digital business.

UNIT II: E-BUSINESS MODELS AND DIGITAL PLATFORMS 9 Hours

E-commerce and e-business models – B2B, B2C, C2C, C2B and B2G models – Revenue models in digital business – Digital marketplaces and platform business models – Social commerce and mobile commerce – Knowledge management and data warehousing – Customer Relationship Management (CRM) – Applications of e-business in service, manufacturing, banking, education and retail sectors – Cloud-based business platforms.

UNIT III: DIGITAL OPERATIONS AND ENTERPRISE APPLICATIONS 9 Hours

E-business infrastructure – Enterprise applications in e-business – ERP tools and modules – Supply Chain Management (SCM) – Inventory and logistics management in e-business – Digital marketing and e-marketing – Web analytics and data mining – Intelligent agents and AI-enabled business applications – Electronic payment systems – Payment gateways – Digital wallets – UPI and mobile payments – Blockchain applications in e-business.

UNIT IV: CYBER SECURITY, ONLINE PAYMENT AND LEGAL ISSUES 9 Hours

Cybersecurity in e-business – E-security threats and risks – Security protocols – Encryption and authentication – Digital signatures – Firewalls and intrusion prevention – Ethical hacking awareness

– Internet governance – Privacy and data protection – Intellectual Property Rights in digital business
– Contract law for e-business – Cyber laws and IT Act – Consumer protection and online dispute resolution – Case analysis and discussion.

UNIT V: DIGITAL MARKETING AND E-BUSINESS STRATEGY

9 Hours

Digital marketing concepts – Search Engine Optimization (SEO) – Search Engine Marketing (SEM)
– Social media marketing – Email and content marketing – Customer experience and personalization
– Online retailing and financial services – Online travel, entertainment and publishing industries – Digital business analytics – Innovation and entrepreneurship in e-business – AI-driven business models – Future of e-business.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Dave Chaffey, Digital Business and E-Commerce Management, Pearson Education, 8th Edition, 2022.
2. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce: Business, Technology and Society, Pearson Education, 18th Edition, 2023.
3. Efraim Turban, David King, Jae Kyu Lee and Ting-Peng Liang, Electronic Commerce: A Managerial and Social Networks Perspective, Springer, 9th Edition, 2021.
4. Bharat Bhaskar, Electronic Commerce: Framework, Technologies and Applications, McGraw-Hill Education, 5th Edition, 2021.
5. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning Pvt. Ltd., 7th Edition, 2022.

REFERENCE BOOKS:

1. Ravi Kalakota and Andrew B. Whinston, Frontiers of Electronic Commerce, Pearson Education, Reprint Edition, 2019.
2. Gary P. Schneider, Electronic Commerce, Cengage Learning, 13th Edition, 2022.
3. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems: Managing the Digital Firm, Pearson Education, 18th Edition, 2024.
4. Efraim Turban, Linda Volonino and Gregory R. Wood, Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Wiley India Pvt. Ltd., 12th Edition, 2022.
5. Dave Chaffey and Fiona Ellis-Chadwick, Digital Marketing, Pearson Education, 8th Edition, 2022.

E-LEARNING RESOURCES:

1. <https://www.ibm.com/history/e-business>
2. <https://www.ebsco.com/research-starters/business-and-management/e-business-enterprise-applications>
3. <https://www.coursera.org/in/articles/ecommerce-business>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc19_mg54

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL	12		7		6	
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	3
CO2	3	3	2	2	2	1	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	1	3
CO5	3	3	3	3	3	2	3
Average	3.0	2.8	2.2	2.4	2.0	1.4	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the concepts, technologies, and evolution of e-business in the digital environment.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyse e-business models, digital platforms, and online business applications across industries.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Apply digital technologies, enterprise systems, and electronic payment systems in e-business operations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Evaluate cybersecurity, legal, ethical, and privacy issues associated with e-business environments.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Develop digital marketing and e-business strategies for customer engagement and business growth.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Analysis of e-business models, digital marketing practices and online payment systems (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Presentation on digital business platform (Preparation -5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES
PROFESSIONAL ELECTIVE – IV**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: SOCIAL MEDIA MARKETING	COURSE CODE: 26PMBA3D4
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- The students will get introduced to social media marketing, social media planning, social media strategies to achieve desired marketing goals.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the key elements and concepts of social media marketing.
2. Identify the target audiences and learn the online customer behaviour.
3. Utilize various social media platforms for marketing activities.
4. Create effective content for social media marketing campaigns.
5. Manage social media marketing activities using relevant tools and techniques.

UNIT I: INTRODUCTION TO SOCIAL MEDIA MARKETING

9 Hours

What is Social Media? – Social Media and Marketing-The Elements of Social Media- Social Media Impact on the Purchase Funnel- The Role and Importance of SMM - Goals and Strategies.

UNIT II: SOCIAL MEDIA ENGAGEMENT

9 Hours

Identifying Target Audiences: Identification of ideal customers, determining the audience size, surveying the customers, research online behavior. Social Media Engagement Process- Rules of Engagement for Social Media Marketing – Case analysis and discussion.

UNIT III: SOCIAL MEDIA PLATFORMS-PART 1

9 Hours

Social Media Platforms- Social Networking Sites: Personal Social Networks, Professional Social Networks- Micro blogging- Content Creation and Sharing Blogging, streaming video, podcasts, and webinars.

UNIT IV: SOCIAL MEDIA PLATFORMS-PART 2

9 Hours

Video Marketing- Marketing on Photo Sharing Sites. Social bookmarking and news aggregation, collaboration. Content Marketing: Publishing Articles, White Papers, and E-books-Mobile Marketing on Social Networks.

UNIT V: SOCIAL MEDIA MARKETING PLAN

9 Hours

Social Media Monitoring-Tools for Managing the SMM Effort- Social Media Marketing Plan - Laws of Networking: Sarnoff's laws, Metcalfe's laws, Reed's law.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay, Social Media Marketing: A Strategic Approach, Cengage Learning, 3rd Edition, 2021.
2. Dave Evans, Social Media Marketing: An Hour a Day, Wiley Publishing Inc., 2nd Edition, 2018.

REFERENCE BOOKS:

1. David Meerman Scott, The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video and Newsjacking to Reach Buyers Directly, Wiley India Pvt Ltd., 9th Edition, 2023.
2. Brian Halligan and Dharmesh Shah, Inbound Marketing: Get Found Using Google, Social Media and Blogs, Wiley India Pvt Ltd., Revised Edition, 2014.

E-LEARNING RESOURCES:

1. <https://sproutsocial.com/insights/social-media-marketing-strategy/>
2. <https://www.lyfemarketing.com/blog/marketing-through-social-media/>
3. <https://www.coursera.org/specializations/social-media-marketing>
4. NPTEL Resource - https://youtu.be/2oO7Xy5y_nM?si=vgc2C_dLrZ3rR1Ej

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	1	3
CO2	3	3	2	2	2	1	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	3	2	3
Average	3.0	2.8	1.8	2.4	2.0	1.6	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the key elements and concepts of social media marketing.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Identify the target audiences and learn the online customer behaviour.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Utilize various social media platforms for marketing activities.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Create effective content for social media marketing campaigns.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Manage social media marketing activities using relevant tools and techniques.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a given topic (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10

Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES
PROFESSIONAL ELECTIVE – V

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: DATA-DRIVEN DECISION MAKING FOR MANAGERS	COURSE CODE: 26PMBA3D5
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To strengthen decision-making skills through the use of data, dashboards, and analytical techniques.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain decision types, models, and the role of data versus intuition in organizations.
2. Identify, classify, and evaluate KPIs and business metrics across functional areas.
3. Interpret and analyze data using visualization techniques and dashboards to identify trends and patterns.
4. Apply analytical techniques such as scenario and what-if analysis to support risk-aware and ethical decisions.
5. Recognize data-driven decision-making frameworks to functional areas and formulate strategies for data-driven organizations.

UNIT I: INTRODUCTION TO DATA-DRIVEN DECISION MAKING 9 Hours

Meaning and importance of data-driven decision making - Types of decisions - Decision-making models - Data vs intuition in business decisions - Data-driven culture in organizations
 - Challenges in adopting data-driven approaches

UNIT II: BUSINESS METRICS AND KPI FRAMEWORK 9 Hours

Concept of KPIs and performance measurement - Financial metrics – Process performance metrics
 - Marketing metrics - HR metrics – Customer Experience metrics – KPI report - Advantages and limitations.

UNIT III: DATA VISUALIZATION AND DASHBOARD ANALYSIS 9 Hours

Role of visualization in decision-making - Types of charts and business use - Dashboard design principles - Reading and interpreting dashboards - Identifying trends, patterns, anomalies - Introduction to Excel dashboards

UNIT IV: DECISION-MAKING USING ANALYTICAL INSIGHTS 9 Hours

Converting data into insights - Problem identification using data - Scenario analysis and what-if analysis - Risk and uncertainty in decisions - Biases in decision making - Ethics in data-driven decisions

UNIT V: APPLICATIONS OF DATA-DRIVEN DECISION MAKING 9 Hours

Marketing decisions - Financial decisions - HR decisions - Operations decisions - Building a data-driven organization – Future trends in data-driven decision making – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Foster Provost and Tom Fawcett, Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking, O'Reilly Media, Revised Edition, 2023.
2. Bernard Marr, Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence, Kogan Page Publishers, 2nd Edition, 2022.
3. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, Pearson Education, 7th Edition, 2024.

REFERENCE BOOKS:

1. Thomas H. Davenport and Jeanne G. Harris, Competing on Analytics: The New Science of Winning, Harvard Business Review Press, Updated Edition, 2017.
2. Cole Nussbaumer Knaflie, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley India Pvt. Ltd., 10th Anniversary Edition, 2025.
3. James R. Evans, Business Analytics: Methods, Models and Decisions, Pearson Education, 3rd Edition, 2020.

E-LEARNING RESOURCES:

1. <https://www.investopedia.com/terms/k/kpi.asp>
2. <https://whitebooks.in/blog/what-is-a-key-performance-indicator-kpi-definition-types-and-examples/?srsltid=AfmBOopZFPhmJDQvly9VeAWIA4rLSXrNgue7Gjtq1bqGgKo55boe70MN>
3. <https://www.coursera.org/learn/decision-making>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/noc26_mg23/preview
5. https://www.simplilearn.com/data-driven-decision-making-article#examples_of_datadriven_decisionmaking_in_action

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		2	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	1	2	1	1	3
CO2	3	3	1	2	2	1	3
CO3	3	3	1	2	2	1	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	2.8	3	1.4	2.4	1.8	1.4	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain decision types, models, and the role of data versus intuition in organizations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Identify, classify, and evaluate KPIs and business metrics across functional areas.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Interpret and analyze data using visualization techniques and dashboards to identify trends and patterns.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Apply analytical techniques such as scenario and what-if analysis to support risk-aware and ethical decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Recognize data-driven decision-making frameworks to functional areas and formulate strategies for data-driven organizations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a given topic (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES
PROFESSIONAL ELECTIVE – VI

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: FOUNDATIONS OF BUSINESS ANALYTICS	COURSE CODE: 26PMBA3D6
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To build competency in interpreting data, storytelling, and applying analytics for managerial decisions across functional areas.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Describe the role of analytics in business decision-making and distinguish it from MIS and research.
2. Examine analytics outputs, KPIs, and performance reports to recognize trends and business issues.
3. Construct data-driven narratives and convey insights effectively through storytelling and visualization techniques.
4. Utilize analytics insights for decision-making while accounting for risk, uncertainty, biases, and ethical considerations.
5. Integrate analytics insights across marketing, finance, HR, and operations to support managerial decision-making.

UNIT I: ROLE OF ANALYTICS IN BUSINESS CONTEXT

9 Hours

Business analytics as a managerial tool - Difference between analytics, MIS, and research - Role of analytics in decision-making hierarchy - Analytics in VUCA business environment Manager vs Analyst: roles and responsibilities - Building a data-driven mindset

UNIT II: UNDERSTANDING ANALYTICS OUTPUTS

9 Hours

Types of analytics outputs - Understanding KPIs and business indicators - Reading performance reports - Interpreting trends and patterns - Identifying business problems from data - Common errors in interpretation

UNIT III: DATA STORYTELLING AND BUSINESS COMMUNICATION

9 Hours

Concept of data storytelling - Converting data into business narratives - Visualization for decision-making - Communicating insights to stakeholders - Designing effective business presentations - Role of storytelling in managerial decisions

UNIT IV: DECISION-MAKING USING ANALYTICS

9 Hours

Linking analytics to business decisions - Scenario-based decision making - Risk and uncertainty in analytics - Biases in interpreting data - Ethical issues in analytics usage - Managerial judgment vs data

UNIT V: FUNCTIONAL APPLICATIONS**9 Hours**

Marketing decisions using analytics insights - Financial decision insights - HR analytics interpretation - Operations decision insights - Future of analytics in management – Case analysis and discussion.

Total: 45 Hours**RECOMMENDED TEXT BOOKS:**

1. S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning, 8th Edition, 2024.
2. James R. Evans, Business Analytics: Methods, Models and Decisions, Pearson Education, 3rd Edition, 2020.
3. Thomas H. Davenport and Jeanne G. Harris, Competing on Analytics: The New Science of Winning, Harvard Business Review Press, Updated Edition, 2017.
4. Thomas H. Davenport, Big Data at Work: Dispelling the Myths, Uncovering the Opportunities, Harvard Business Review Press, Revised Edition, 2024.
5. James R. Evans, Business Analytics, Global Edition, Pearson Education, 3rd Edition, 2020.

REFERENCE BOOKS:

1. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, Essentials of Business Analytics, Cengage Learning, 3rd Edition, 2023.
2. Foster Provost and Tom Fawcett, Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking, O'Reilly Media, Revised Edition, 2023.
3. Bernard Marr, Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence, Kogan Page Publishers, 2nd Edition, 2022.
4. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley India Pvt Ltd., 10th Anniversary Edition, 2025.

E-LEARNING RESOURCES:

1. <https://www.coursera.org/learn/business-analytics-decision-making>
2. <https://www.mckinsey.com/capabilities/quantumblack/our-insights>
3. <https://hbr.org/2024/06/the-high-cost-of-misaligned-business-and-analytics-goals>
4. NPTEL Resource - https://youtu.be/jr0KpLCH2gs?si=NYfIDz4dmuo-hq_V

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		2	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	1	2	1	1	3
CO2	3	3	1	2	2	2	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	3	2	3
Average	2.8	3.0	1.6	2.4	2.0	1.8	3.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Describe the role of analytics in business decision-making and distinguish it from MIS and research.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Examine analytics outputs, KPIs, and performance reports to recognize trends and business issues.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Construct data-driven narratives and convey insights effectively through storytelling and visualization techniques.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Utilize analytics insights for decision-making while accounting for risk, uncertainty, biases, and ethical considerations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Integrate analytics insights across marketing, finance, HR, and operations to support managerial decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6=

Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Assignment on a given topic (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

MARKETING ELECTIVES
PROFESSIONAL ELECTIVE – I

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: CONSUMER BEHAVIOUR	COURSE CODE: 26PMBA3M1
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the concepts, significance, dimensions, and types of consumer behavior in marketing decisions.
2. Analyze traditional and contemporary models of consumer behavior and their implications for marketing strategies.
3. Examine the influence of internal and external factors on consumer buying behavior.
4. Apply market segmentation, targeting, positioning, perceptual mapping, and consumer research techniques in marketing decisions.
5. Evaluate the purchase decision process, post-purchase behavior, diffusion of innovation, and emerging trends in consumer behavior.

UNIT I: INTRODUCTION

9 Hours

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Consumer Behaviour and Social marketing - Consumer Behaviour and Governmental Decision Making - Consumer Behaviour and Demarketing - Consumer Behaviour and consumer education - 7 O's Framework for Consumer Behavior - Types of consumer behavior: habitual buying behavior, variety-seeking behavior, dissonance-reducing buying behavior, complex buying behavior.

UNIT II: CONSUMER BEHAVIOR MODELS

9 Hours

Organisational Buying behavior: Features, Types of organizational consumers, Roles of buying centres – Buying Situations: Straight rebuy, Modified Rebuy, New buy – Classification of Industrial goods - Traditional Models: Economic, learning, psycho Analytical and Sociological Model – Contemporary Models: Black Box - Nicosia, Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III: INTERNAL INFLUENCES AND EXTERNAL INFLUENCES **9 Hours**

Attitude: Characteristics of attitude, Functions of attitude, sources of attitude Development-

3. <https://ro.uow.edu.au/gsbpapers/464/>
4. <https://youtu.be/ctMpHpJouoU?si=nuSx865f9vh6uAdu>
5. <https://www.coursera.org/learn/market-research>
6. NPTEL Resource - <http://digimat.in/nptel/courses/video/110105054/L08.html>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO - CO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	3	3	2	2	2	1	2
CO3	3	3	2	3	2	1	2
CO4	3	3	2	3	3	2	3
CO5	3	3	2	3	3	2	3
Average	3.0	2.8	2.0	2.6	2.2	1.4	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the concepts, significance, dimensions, and types of consumer behavior in marketing decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze traditional and contemporary models of consumer behavior and their implications for marketing strategies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Examine the influence of internal and external factors on consumer buying behavior.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Apply market segmentation, targeting, positioning, perceptual mapping, and consumer research techniques in marketing decisions.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate the purchase decision process, post-purchase behavior, diffusion of innovation, and emerging trends in consumer behavior.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Consumer behaviour models (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Consumer research on a product (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**MARKETING ELECTIVES
PROFESSIONAL ELECTIVE - II**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: RETAIL MARKETING	COURSE CODE: 26PMBA3M2
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop knowledge of retail management concepts, retail formats, merchandising, and shopper behaviour for effective retail decision-making in dynamic business environments.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the concepts, trends, opportunities, and challenges in global and Indian retailing.
2. Analyze different retail formats, their characteristics, and the role of organized retailing and multinational corporations.
3. Apply retailing decisions related to location, store positioning, service quality, supply chain, pricing, and merchandising.
4. Examine retail shop management practices, visual merchandising, inventory control, store branding, and online retailing.
5. Analyze retail shopper behavior, shopping decision processes, complaint handling, sales force management, and challenges in Indian retailing.

UNIT I: INTRODUCTION

9 Hours

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio Economic and technological Influences on retail management – Government of India policy Implications on retails.

UNIT II: RETAIL FORMATS

9 Hours

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III: RETAILING DECISIONS

9 Hours

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

UNIT IV: RETAIL SHOP MANAGEMENT AND VISUAL MERCHANDISING

9 Hours

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands – Retail advertising and promotions – Mannequins - Retail Management Information Systems - Online retail – Emerging trends.

UNIT V: RETAIL SHOPPER BEHAVIOUR

9 Hours

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process- Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India – Case Analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Michael Levy, Barton A. Weitz and Ajay Pandit, Retailing Management, McGraw-Hill Education, 10th Edition, 2021.
2. James R. Ogden and Denise T. Ogden, Integrated Retail Management, Biztantra Publications, Revised Edition, 2018.
3. Swapna Pradhan, Retailing Management: Text and Cases, McGraw-Hill Education, 6th Edition, 2021.
4. Venkateswarlu K. and Y. R. Srinivasan, Indian Retailing: Text and Cases, Oxford University Press, Revised Edition, 2019.

REFERENCE BOOKS:

1. Patrick M. Dunne, Robert F. Lusch and Carver T. Freeman, Retailing, Cengage Learning, 9th Edition, 2022.
2. Chetan Bajaj, Rajnish Tuli and Nidhi V. Srivastava, Retail Management, Oxford University Press, 3rd Edition, 2021.
3. Patrick M. Dunne and Robert F. Lusch, Retailing, Cengage Learning India, 8th Edition, 2019.
4. Jaspreet Kaur, Customer Relationship Management, Kogent Learning Solutions Inc., Revised Edition, 2018.

E-LEARNING RESOURCES:

1. https://www.researchgate.net/profile/Rituparna-Basu/publication/290027788_A_Review_of_Contemporary_Retail_Formats_in_Emerging_India/links/5f0bf06192851c52d62f917b/A-Review-of-Contemporary-Retail-Formats-in-Emerging-India.pdf
2. <https://www.youtube.com/watch?v=Ktoon-r7JAw>
3. https://cberuk.com/cdn/conference_proceedings/2015iciee_india11.pdf
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg100

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	1	1	2
CO2	3	3	2	3	2	1	2
CO3	3	3	2	3	3	2	3
CO4	3	3	2	3	3	2	3
CO5	3	3	2	3	3	2	3
Average	3.0	2.8	2.0	3.0	2.4	1.6	2.6

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the concepts, trends, opportunities, and challenges in global and Indian retailing.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze different retail formats, their characteristics, and the role of organized retailing and multinational corporations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Apply retailing decisions related to location, store positioning, service quality, supply chain, pricing, and merchandising.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine retail shop management practices, visual merchandising, inventory control, store branding, and online retailing.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyze retail shopper behavior, shopping decision processes, complaint handling, sales force management, and challenges in Indian retailing	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Analysis on the growth of the retail industry (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Shopper profile analysis (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**MARKETING ELECTIVES
PROFESSIONAL ELECTIVE - III**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: SERVICES MARKETING	COURSE CODE: 26PMBA3M3
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To equip students with an understanding of service marketing strategies, service delivery systems, and customer satisfaction practices.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain how the characteristics of service products differ from tangible goods.
2. Design marketing strategies for services by applying 7Ps of services marketing mix.
3. Develop strategies for services in terms of product, pricing and people.
4. Evaluate the service delivery, promotion and process.
5. Design service quality measurements and strategies to build customer loyalty for different service sectors

UNIT I: INTRODUCTION

9 Hours

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Classification of Services - Challenges and issues in Services Marketing- Expanded marketing mix

UNIT II: SERVICE MARKETING STRATEGIES

9 Hours

Assessing service market potential - Service market segmentation, targeting and positioning – Service Purchase Process – Managing Demand & Supply: Strategies for Shifting Demand to Match Capacity, Strategies for Flexing Capacity to Match Demand – Waiting Line Strategies – Physical Evidence:

UNIT III: SERVICE PRODUCT, PRICING & PEOPLE

9 Hours

Product-Service Continuum - Service Life Cycle – New service development – Service Blue Printing – Pricing of Services: Role of Non- Monetary Cost - Cost Based Pricing-Competition Based Pricing-Demand Based Pricing – Service Pricing Strategies for 4 customer definition of value. The People: The Services Marketing Triangle – The Service Profit Chain – Source of Conflict for Boundary Spanning Role – Human Resource Strategies – Internal Marketing– Customers Role in Service Delivery – Strategies for enhancing customer participation.

UNIT IV: SERVICE DELIVERY, PROMOTION & PROCESS

9 Hours

Service Process: Types based on complexity and divergence – Service Process Matrix – Marketing Communication Mix for Services – Strategies for effective communication: strategies to match service promises with delivery- strategies to match service promises with

delivery – Service Channel - Types of Channel : Direct, Franchising, Agents & Brokers, Electronic Channel - Common Issues Involving Intermediaries- Strategies For Effective Service Delivery Through Intermediaries

UNIT V: SERVICE QUALITY & SERVICE STRATEGIES

9 Hours

Service Quality Dimension : SERVQUAL, Gaps Model of Service Quality – Strategies for closing Customer Gap and Provider Gaps - Service Marketing Strategies for health – Tourism – Financial – Educational –Information technology Services – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, Pearson Education, 9th Edition, 2022.
2. K. Douglas Hoffman and John E. G. Bateson, Services Marketing: Concepts, Strategies and Cases, Cengage Learning, 6th Edition, 2021.
3. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm, McGraw-Hill Education, 8th Edition, 2023.
4. Ravi Shanker, Services Marketing: The Indian Perspective, Excel Books India, 3rd Edition, 2020.

REFERENCE BOOKS:

1. Kenneth E. Clow and David L. Kurtz, Services Marketing: Operations, Management and Strategy, Biztantra Publications, 3rd Edition, 2018.
2. Helen Woodruffe, Services Marketing, Macmillan Education, Revised Edition, 2017.
3. Adrian Payne, Services Marketing: Managing the Service Value Chain, Routledge Publications, 6th Edition, 2021.
4. A. K. Rai, Services Marketing, PHI Learning Pvt. Ltd., 2nd Edition, 2018.

E-LEARNING RESOURCES:

1. https://www.youtube.com/watch?v=wpv0dkO7PmE&list=PLOtqvqMhRkVUQS0XIE_-GIBgh5kQdGfHB
2. https://books.google.co.in/books?hl=en&lr=&id=sIJaWp8CVAMC&oi=fnd&pg=PR29&dq=services+marketing+in+india&ots=pvwRF8oXyb&sig=n0v1UNKz6S9uNHd9IVf2lBoTbTo&redir_esc=y#v=onepage&q=services%20marketing%20in%20india&f=false
3. https://www.researchgate.net/profile/Odai-Alghaswyneh/publication/304461403_SERVQUAL_and_SERVPERF_A_Review_of_Measures_in_Services_Marketing_Research/links/6174f6763c987366c3d9d10d/SERVQUAL-and-SERVPERF-A-Review-of-Measures-in-Services-Marketing-Research.pdf
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg07

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	3	3	2	2	2	2	2
CO3	3	3	2	2	3	2	2
CO4	3	3	2	3	3	2	2
CO5	3	3	2	3	3	2	3
Average	3.0	2.8	2.0	2.4	2.4	1.8	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain how the characteristics of service products differ from tangible goods.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Design marketing strategies for services by applying 7Ps of services marketing mix	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Develop strategies for services in terms of product, pricing and people	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Evaluate the service delivery, promotion and process	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Design service quality measurements and strategies to build customer loyalty for different service sectors	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Strategies for effective communication: strategies to match service promises with delivery (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	SERVQUAL dimension analysis (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**MARKETING ELECTIVES
PROFESSIONAL ELECTIVE - IV**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: BRAND MANAGEMENT	COURSE CODE: 26PMBA3M4
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop managerial skills required for effective brand building, brand extension, and brand equity management.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the basic concepts, functions, significance, and types of brands.
2. Analyze brand strategies related to brand positioning, brand values, brand vision, and global branding.
3. Apply brand communication techniques such as brand image building, loyalty programmes, promotions, and celebrity endorsements.
4. Examine brand extension, rebranding, and relaunching strategies for business growth.
5. Evaluate brand performance, brand equity, brand audit, and the role of brand managers in managing.

UNIT I: INTRODUCTION

9 Hours

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II: BRAND STRATEGIES

9 Hours

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III: BRAND COMMUNICATIONS

9 Hours

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV: BRAND EXTENSION

9 Hours

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V: BRAND PERFORMANCE

9 Hours

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers–Branding challenges & opportunities – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Kevin Lane Keller and Vanitha Swaminathan, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson Education, 5th Edition, 2020.
2. Y. L. R. Moorthi, Brand Management: The Indian Context, Vikas Publishing House Pvt Ltd., Revised Edition, 2021.
3. Subroto Sengupta, Brand Positioning: Strategies for Competitive Advantage, McGraw-Hill Education, 3rd Edition, 2020.

REFERENCE BOOKS:

1. Ian Batey, Asian Branding: A Great Way to Fly, PHI Learning Pvt. Ltd., Revised Edition, 2018.
2. Paul Temporal, Branding in Asia, Wiley India Pvt. Ltd., Revised Edition, 2019.
3. S. Ramesh Kumar, Managing Indian Brands, Vikas Publishing House Pvt. Ltd., 3rd Edition, 2020.
4. Jagdeep Kapoor, Brandex, Biztantra Publications, Revised Edition, 2018.
5. Mahim Sagar, Deepali Singh, D. P. Agarwal and Achintya Gupta, Brand Management, Ane Books Pvt Ltd., Revised Edition, 2019.

E-LEARNING RESOURCES:

1. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2536246
2. https://www.youtube.com/watch?v=_cj6TJfLYVI
3. https://www.mmaglobal.org/_files/ugd/3968ca_4fe2a1bb76ab4e44ac3777d31bc88ab3.pdf#page=36
4. NPTEL Resource - <https://nptel.ac.in/courses/110107161>

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO - CO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	3	3	2	3	2	2	2
CO3	3	3	2	3	3	2	3
CO4	3	3	2	3	3	2	2
CO5	3	3	3	3	3	2	3
Average	3.0	2.8	2.2	2.8	2.4	1.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the basic concepts, functions, significance, and types of brands.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze brand strategies related to brand positioning, brand values, brand vision, and global branding.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Apply brand communication techniques such as brand image building, loyalty programmes, promotions, and celebrity endorsements.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine brand extension, rebranding, and relaunching strategies for business growth.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate brand performance, brand equity, brand audit, and the role of brand managers in managing	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Branding challenges & opportunities. (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10

Class activity 1	Discussion on success of brand loyalty programmes (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**MARKETING ELECTIVES
PROFESSIONAL ELECTIVE - V**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: ADVERTISING MANAGEMENT AND SALES PROMOTION	COURSE CODE: 26PMBA3M5
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop knowledge of advertising concepts, media planning, sales promotion, and campaign evaluation for effective marketing communication.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Explain the basics of advertising.
2. Examine the selection, planning and scheduling of mass media advertising.
3. Implement the programme coordination and control of Advertising agencies.
4. Analyze the various channels of promotion.
5. Evaluate the effectiveness of control measures and knowing the ethics, economics and social relevance of advertising.

UNIT I: INTRODUCTION TO ADVERTISING

9 Hours

Advertising: Advertising, objectives, task and process, market segmentation and target audience - Message and copy development.

UNIT II: PLANNING AND SCHEDULING

9 Hours

Planning and Scheduling – Web Advertising – Integrated Media: Mass Media - Selection, programme and budget planning.

UNIT III: IMPLEMENTATION

9 Hours

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

UNIT IV: SALES PROMOTION

9 Hours

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

UNIT V: CONTROL

9 Hours

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. George E. Belch, Michael A. Belch and Keyoor Purani, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill Education, 12th Edition, 2024.
2. Tej K. Bhatia, Advertising and Marketing in Rural India, Macmillan India Ltd., Revised Edition, 2019.
3. Kenneth Clow and Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson Education, 9th Edition, 2022.
4. S. A. Chunawalla and K. C. Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing House, Revised Edition, 2021.

REFERENCE BOOKS:

1. Chris Hackley and Rungpaka Amy Hackley, Advertising and Promotion: An Integrated Marketing Communications Approach, Sage Publications, 4th Edition, 2021.
2. Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson Education, 16th Edition, 2022.
3. Roddy Mullin and Julian Cummins, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page Publishers, 6th Edition, 2022.
4. Larry Percy and Richard Rosenbaum-Elliott, Strategic Advertising Management, Oxford University Press, 6th Edition, 2022.
5. Mario Pricken, Creative Advertising: Ideas and Techniques from the World's Best Campaigns, Thames & Hudson Publications, 3rd Edition, 2021.
6. Terence A. Shimp and J. Craig Andrews, Advertising, Promotion and Other Aspects of Integrated Marketing Communications, Cengage Learning India, 11th Edition, 2023.

E-LEARNING RESOURCES:

1. <https://www.tandfonline.com/doi/abs/10.1080/01296612.2004.11726750>
2. <https://www.tandfonline.com/doi/abs/10.1080/02650487.2015.1021898>
3. <https://www.youtube.com/watch?v=icwWpAHReWg>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg04

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	3	3	2	3	2	2	3
CO3	3	3	3	3	3	2	2
CO4	3	3	2	2	2	2	3
CO5	3	3	3	3	2	2	2
Average	3.0	2.8	2.4	2.6	2.0	1.8	2.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the basics of advertising	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Examine the selection, planning and scheduling of mass media advertising	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Implement the programme coordination and control of Advertising agencies	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Analyze the various channels of promotion	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Evaluate the effectiveness of control measures and knowing the ethics, economics and social relevance of advertising	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyze, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Sales promotion strategies(Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Role play – creating a creative advertisement (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**MARKETING SPECIALISATION ELECTIVES
PROFESSIONAL ELECTIVE - VI**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: SALES AND DISTRIBUTION MANAGEMENT	COURSE CODE: 26PMBA3M6
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To enable students to analyze sales management strategies, dealer networks, and distribution decisions for market effectiveness.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Highlight the Framework of The Field Sales Force.
2. Summarize the sales performance standards and its types.
3. Estimate the methods and procedures of sales forecast.
4. Evaluate the responsibilities and selection of sales force.
5. Analyse the role and functions of sales distribution.

UNIT I ORGANIZATION FRAMEWORK OF THE FIELD SALES FORCE 9 Hours

Types of Field Sales Organisations – Career in Field Sales Management. Field Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force – Case analysis and discussion.

UNIT II INFORMATION AND PLANNING:

9 Hours

Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.

UNIT III SALES FORECASTING

9 Hours

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.

UNIT IV STAFFING

9 Hours

Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions –

Theories of Selling – Understanding Consumer Behaviour. Sales Audit and Analysis – Control of Sales Efforts and Costs.

UNIT V DISTRIBUTION:

9 Hours

Role of Distribution in the Marketing Mix Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport - Organisation, Machines, Procedures and Documentation. Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution. Dealer Functions at Wholesale and Retail Level – Strategic Plan of Network – Location, Selection – Appointment and Termination of Dealers – Morale and Motivation.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. Krishna K. Havaldar and Vasant M. Cavale, Sales and Distribution Management: Text and Cases, McGraw-Hill Education, 3rd Edition, 2021.
2. Satish Kapoor and Purva Kansal, Basics of Distribution Management: A Logistical Approach, PHI Learning Pvt Ltd., Revised Edition, 2019.
3. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 3rd Edition, 2021.
4. Richard R. Still, Edward W. Cundiff and Norman A. P. Govoni, Sales Management: Decisions, Strategies and Cases, Pearson Education, 6th Edition, 2020.

REFERENCE BOOKS:

1. William L. Cron, Thomas E. DeCarlo and Neil A. Tanner Jr., Sales Management: Concepts and Cases, Wiley India Pvt. Ltd., 12th Edition, 2022.
2. Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila and Charles H. Schwepker Jr., Sales Management: Analysis and Decision Making, Routledge Publications, 11th Edition, 2024.
3. P. K. Mallik, Sales Management, Oxford University Press, Revised Edition, 2018.
4. Jobber, David and Lancaster, Geoff, Selling and Sales Management, Pearson Education, 11th Edition, 2022.

E-LEARNING RESOURCES:

1. <https://www.youtube.com/watch?v=BaDGqm4rEzY>
2. <https://www.sciencedirect.com/science/article/abs/pii/S000768130700002X>
3. <https://www.sciencedirect.com/science/article/abs/pii/S0272696312000150>
4. NPTEL Resource - https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg13

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	3	1	1
CO2	3	3	2	2	2	2	1
CO3	3	3	2	2	2	3	2
CO4	3	3	3	2	3	2	1
CO5	3	3	2	3	3	2	2
Average	3.0	2.8	2.2	2.2	2.6	2.0	1.4

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Highlight the Framework of The Field Sales Force	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Summarize the sales performance standards and its types	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Estimate the methods and procedures of sales forecast	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Evaluate the responsibilities and selection of sales force	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyse the role and functions of sales distribution	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Sales distribution (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Role play, sell a product in the class with sales promotion tools (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE - I**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: MANAGEMENT OF SMALL BUSINESS AND STARTUP ECOSYSTEM	COURSE CODE: 26PMBA3E1
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To provide knowledge of planning, financing, and operational aspects essential for establishing and managing small enterprises.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply small business concepts for entrepreneurial decision making.
2. Analyze startup ecosystem and prepare feasible business plans.
3. Evaluate government support schemes for small business development.
4. Interpret financial statements for effective small business management.
5. Assess challenges and opportunities for sustainable small business growth

UNIT I INTRODUCTION TO SMALL BUSINESS MANAGEMENT 9 Hours

Definition of Micro and Small Business-Types of Small Business: Manufacturing — Services
—Role of Small Business in development of a Nation

UNIT II START-UP ECO SYSTEM 9 Hours

Stakeholders - SWOT Analysis - Brain storming- Go error- Drop error - Business plan
Preparation: Financial Feasibility, organizational feasibility, Operational Feasibility, Technical
Feasibility and Marketing Feasibility

UNIT III GOVERNMENT OF INDIA SUPPORT TO SMALL BUSINESS 9 Hours

MSME (Ministry of Micro, Small & Medium Enterprises.)- NABARD (National Bank for
Agriculture and Rural Development) - RWED (Rural Women Entrepreneurship Development)
- KVIC (Khadi, Village and Coir Industries)- TANSTIA (Tamilnadu Small and Tiny Industries
Association) – NSIC (The National Small Industries Corporation) – SIDBI - SSIDC

UNIT IV STRATEGIES FOR SMALL BUSINESS 9 Hours

Basic Accounting for Small Business – Understanding the uses of Balance sheet –Financial
Statements – Cash budget - Working Capital - Long-Term Source of Finance-Cost
Classification –BEP

UNIT V CHALLENGES AND OPPORTUNITIES FACED BY SMALL BUSINESS

9 Hours

Source of funds- Cost leadership – Market coverage – Working capital management – Skilled
Labour – Brand Image – Product Positioning – Infrastructure – Make in India: Entrepreneurial

opportunities in different sectors: Ancillary units, Village and cottage industries, Agriculture and Artisans – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. C. S. V. Murthy, Small Scale Industries and Entrepreneurial Development, Himalaya Publishing House, Revised Edition, 2021.
2. C. L. Bansal, Entrepreneurship and Small Business Management, Hindustan Publishing Corporation, Revised Edition, 2019.
3. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 12th Edition, 2022.
4. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, McGraw-Hill Education, 11th Edition, 2020.

REFERENCE BOOKS:

1. Norman M. Scarborough and Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small Business Management, Pearson Education, 10th Edition, 2022.
2. Donald F. Kuratko, Entrepreneurship: Theory, Process and Practice, Cengage Learning, 12th Edition, 2021.
3. S. S. Khanka, Entrepreneurial Development, S. Chand Publishing, Revised Edition, 2022.
4. M. B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal Publications, Revised Edition, 2018.
5. A. Sahay and V. Sharma, Entrepreneurship and New Venture Creation, Excel Books India, Revised Edition, 2020.

E-LEARNING RESOURCES:

1. <https://msme.gov.in>
2. https://msme.gov.in/sites/default/files/MSME_gazette_of_india.pdf
3. <http://www.tanstia.org.in>
4. <https://www.toppr.com/content/story/amp/types-of-small-business-104017/>
5. <https://www.startupindia.gov.in>
6. NPTEL Resource - <https://nptel.ac.in/courses/110106164>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	2	1	2
CO2	3	3	2	2	2	2	2
CO3	3	2	2	3	2	2	1
CO4	3	3	2	2	2	3	2
CO5	3	3	3	3	3	2	2
Average	3.0	2.6	2.2	2.4	2.2	2.0	1.8

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply small business concepts for entrepreneurial decision making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze startup ecosystem and prepare feasible business plans.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate government support schemes for small business development.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Interpret financial statements for effective small business management.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Assess challenges and opportunities for sustainable small business growth.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Start-up ecosystem (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Group activity on initiatives by NABARD, KVIC, MSME (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE - II**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: INDIAN ETHOS AND BUSINESS ETHICS	COURSE CODE: 26PMBA3E2
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To educate the students on the managerial learnings from Indian Literature.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply Indian ethos principles in managerial decision-making.
2. Analyze ethical values influencing global business environments.
3. Evaluate leadership concepts from Indian scriptures and literature.
4. Apply karma principles to develop value-based leadership practices.
5. Assess ethical dilemmas using structured decision-making frameworks.

UNIT I: INTRODUCTION TO MANAGEMENT LESSONS FROM SCRIPTURES

9 Hours

Relevance of Indian Ethos- Role of Indian Ethos in Managerial Practices: Management Lessons from Scriptures: Vedas - Guru Granth sahib – Bible – Quran

UNIT II: ETHOS

9 Hours

Meaning of Ethics and Ethos - Indian Vs Foreign Style of Management - Work ethos and values for Indian Managers- Relevance of Value-based Management in Global change: impact of Values on stakeholders-Trans-cultural human values -Secular Vs Spiritual values -value system in work culture: Ethnocentrism, Individualism vs Collectivism, Egocentrism, Geocentrism, Polycentrism.

UNIT III: MANAGEMENT LESSONS FROM INDIAN LITERATURE

9 Hours

Management Lessons: Leadership Concepts, Mentoring and Strategic Management from Kautilya's Arthashastra, Mahabharata, Ramayana and Thirukkural – Case analysis and discussion.

UNIT IV: CONCEPT OF KARMA

9 Hours

Importance of Karma to Managers, Nishkama Karma- laws of Karma; Law of creation- Law of humility- Law of growth – Law of Responsibility- Law of connection – Corporate Karma Leadership.

UNIT V: ETHICS

9 Hours

Understanding Business Ethics: Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics: Absolutism vs. Relativism, Kohlberg's Six Stages of Moral Development (CMD). Managing Ethical Dilemma: Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process: Ethical Dilemmas in Different Business Areas Of Finance, Marketing, HRM and International Business.

Total: 45 hours

RECOMMENDED TEXT BOOKS:

1. B. K. Nair, Raja K. C. R. and S. Balachandran, Ethics, Indian Ethos and Management, Shroff Publishers and Distributors Pvt Ltd., 2nd Edition, 2008.
2. Tushar Agarwal and Nidhi Chandorkar, Indian Ethos in Management, Himalaya Publishing House Pvt Ltd., 1st Edition, 2017.
3. S. K. Chakraborty, Ethics in Management: Vedantic Perspectives, Oxford University Press, Revised Edition, 2020.
4. Swami Ranganathananda, Universal Message of the Bhagavad Gita for Management, Advaita Ashrama Publications, Reprint Edition, 2019.
5. Subhash Sharma, Management in New Age: Western Windows Eastern Doors, New Age International Publishers, Revised Edition, 2018.

REFERENCE BOOKS:

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House Pvt. Ltd., 2nd Edition, 2009.
2. Ajit Thite, Pradip Sinha, Nitin Zaware and Vikas Barbate, Indian Ethos and Business Ethics, Nirali Prakashan, Revised Edition, 2021.
3. K. Nagarajan, Management Thoughts in Thirukkural, Anmol Publications Pvt Ltd., Revised Edition, 2018.
4. N. M. Khandelwal, Management Concepts from the Mahabharata, New Century Publications, Revised Edition, 2017.
5. Debashis Chatterjee, Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita, Wiley India Pvt Ltd., Revised Edition, 2021.
6. Gopalkrishnan R., The Case of the Bonsai Manager, Penguin Random House India, Reprint Edition, 2020.
7. Shashi Tharoor, Inglorious Empire and Indian Thought in Governance Perspectives, Aleph Book Company, Revised Edition, 2019.

E-LEARNING RESOURCES:

1. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1334661
2. <https://www.youtube.com/watch?v=jzoRWzdDKjY>
3. <https://www.youtube.com/watch?v=8okBvVrPo0w>
4. <https://www.youtube.com/watch?v=XGgcIX9BGU8>
5. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/ini26_ed10

GUIDELINES TO THE QUESTION PAPER SETTERS**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	2	1	1
CO2	3	3	3	3	2	1	1
CO3	3	2	3	3	3	1	1
CO4	3	2	3	3	3	1	1
CO5	3	3	3	3	2	1	1
Average	3.0	2.4	3.0	3.0	2.4	1.0	1.0

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply Indian ethos principles in managerial decision making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze ethical values influencing global business environments.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate leadership concepts from Indian scriptures and literature.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Apply karma principles to develop value based leadership practices.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Assess ethical dilemmas using structured decision making frameworks.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Management lessons from old scriptures (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE – III

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: PROJECT MANAGEMENT	COURSE CODE: 26PMBA3E3
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To enlighten the students on the phases of Project management and the essentiality of Project Management a key factor in the success of any business

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Apply project management principles across project lifecycle stages.
2. Analyze project opportunities and formulate feasible project plans.
3. Evaluate projects using financial, technical, and economic appraisal methods.
4. Develop project execution plans ensuring time and cost efficiency.
5. Monitor and control projects using performance metrics and tools.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

9 Hours

Definition – Project Manager– Roles- Responsibilities and Selection-Features of projects; Classification and types of projects - Overseas projects - Turnkey projects and its significance - Project life cycle

UNIT II PROJECT IDENTIFICATION AND FORMULATION

9 Hours

Scouting and screening of project ideas - Basic criteria or selecting the best project opportunities - Project identification for an existing company. Project formulation - Meaning - Stages in project formulation - Need for feasibility studies - Technical and organizational aspects and economic and commercial aspects.

UNIT III PROJECT APPRAISAL

9 Hours

Market appraisal - Appraisal of managerial and technical aspects -Financial and commercial appraisal - Economic analysis: Economies of scale, Employment generation, social cost and benefit analysis, Contribution to revenue, stability, Priority and Evaluation of international competitiveness - Feasibility studies - Need for feasibility studies. Components of feasibility studies - Feasibility report preparation – Case analysis and discussion.

UNIT IV PROJECT IMPLEMENTATION

9 Hours

Project work system design -Work breakdown structure - Project execution plan - Project procedure manual - Project diary -Pre-requisites for successful project implementation. Project overruns - Time and cost overrun.

UNIT V PROJECT CONTROL

9 Hours

Process, Monitoring, Internal and External control, Performance Dimensions - Performance analysis, Performance Index Monitoring. Project Evaluation, - Uses of Bar Charts and Network

Analysis – project management Software – Project Reporting and Termination. Project success and failure - Lessons.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. John M. Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology: Principles and Practice, Routledge Publications, 6th Edition, 2020.
2. Clifford F. Gray and Erik W. Larson, Project Management: The Managerial Process, McGraw Hill Education, 9th Edition, 2022.
3. R. Panneerselvam and P. Senthilkumar, Project Management, PHI Learning Pvt Ltd., Revised Edition, 2021.
4. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling and Controlling, Wiley India Pvt Ltd., 13th Edition, 2022.
5. Erik W. Larson and Clifford F. Gray, Contemporary Project Management, McGraw-Hill Education, 11th Edition, 2023.

REFERENCE BOOKS:

1. Jack Gido, Joseph P. Clements and Jim Cengage, Successful Project Management, Cengage Learning, 8th Edition, 2021.
2. Samuel J. Mantel Jr., Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton and M. R. Gopalan, Project Management: A Managerial Approach, Wiley India Pvt Ltd., 10th Edition, 2022.
3. Harvey Maylor, Project Management, Pearson Education, 5th Edition, 2019.
4. P. Parameshwar Iyer, Engineering Project Management with Case Studies, Vikas Publishing House Pvt Ltd., Revised Edition, 2018.
5. Project Management Institute (PMI), A Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publications, 7th Edition, 2021.

E-LEARNING RESOURCES:

1. <https://www.manage.gov.in/studymaterial/PM.pdf>
2. https://www.researchgate.net/publication/320101542_PROJECT_MANAGEMENT_HANDBOOK
3. <https://www.forecast.app/blog/benefits-of-using-project-management-software>
4. <https://www.microsoft.com/microsoft/project>
5. <https://www.zoho.com/projects>
6. <https://www.primavera.com>
7. NPTEL Resource - <https://nptel.ac.in/courses/110107081>

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	2	2
CO2	3	3	2	2	2	2	2
CO3	3	3	2	3	2	3	2
CO4	3	3	3	2	3	3	2
CO5	3	3	2	2	3	2	3
Average	3.0	3.0	2.2	2.2	2.4	2.4	2.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply project management principles across project lifecycle stages.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze project opportunities and formulate feasible project plans.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate projects using financial, technical, and economic appraisal methods.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Develop project execution plans ensuring time and cost efficiency.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Monitor and control projects using performance metrics and tools.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Preparation of project report (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Role play on skills of entrepreneurs (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE - IV

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: SOCIAL ENTREPRENEURSHIP	COURSE CODE: 26PMBA3E4
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

To educate the students on the importance and operations of social entrepreneurship

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Illustrate the concept of value creation within the boundaries of social entrepreneurship
2. Outline different forms of social enterprises
3. Appraise the impact of Social entrepreneurship
4. Explain the opportunities and challenges in social entrepreneurship.
5. Exhibit the successful models pertaining to social entrepreneurship

UNIT I INTRODUCTION TO SOCIAL ENTREPRENEURSHIP 9 Hours

Social entrepreneur – factors impacting transformation into social entrepreneur - characteristics of social entrepreneurs- Differences between Business and Social entrepreneur- Concepts of Value Creation- Boundaries of Social Entrepreneurship – Social service provision, Social activism.

UNIT II FORMS OF SOCIAL ENTERPRISES 9 Hours

Profit and non-profit Proprietorships – partnership – company-Non-Governmental organisation - Society – Trust and Company registration-factors determining selection of forms of social enterprises – Alliances for social enterprises.

UNIT III SOCIAL IMPACT 9 Hours

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - quest for sustainable models - Political Challenge and development Issues -Millennium Ecosystem Assessment - International Influences

UNIT IV OPPORTUNITIES AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP 9 Hours

Methods of sensing opportunities and fields of opportunities-Assessing and prioritising opportunities- Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – Public Private Partnership - Challenges in Social Entrepreneurship

UNIT V STUDY OF SUCCESSFUL MODELS 9 Hours

Ashoka: Innovators for the Public - TOMS Shoes-Grameen Bank- Aravind Eye Care Hospitals-Self Employment Women's Association (SEWA)- Bhartia Samruddhi Investment & Consulting

Services (BASIX)- Pasumai Payanam-, Siruthuli- Technology Informatics Design Endeavour (TIDE) – Case analysis and discussion.

Total: 45 Hours

RECOMMENDED TEXT BOOKS:

1. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, Updated Edition, 2020.
2. Muhammad Yunus, Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs, Public Affairs Publications, Revised Edition, 2019.
3. Alex Nicholls, Social Entrepreneurship: New Models of Sustainable Social Change, Oxford University Press, Reprint Edition, 2018.
4. Peter Drucker, Innovation and Entrepreneurship, Harper Business Publications, Revised Edition, 2021.

REFERENCE BOOKS:

1. Robert A. Phillips, Margaret Bonefiel and Ritesh Sharma, Social Entrepreneurship: The Next Big Business Opportunity, Global Vision Publishing House, Revised Edition, 2018.
2. Vasant Desai, Entrepreneurial Development, Himalaya Publishing House, Revised Edition, 2022.
3. Jill Kickul and Thomas S. Lyons, Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World, Routledge Publications, 3rd Edition, 2020.
4. David Griffiths, Social Enterprise and Social Entrepreneurship: Principles and Practice, Sage Publications, 2nd Edition, 2021.
5. Dean A. Shepherd and Holger Patzelt, Trailblazing in Entrepreneurship: Creating New Paths for Understanding the Field, Springer Publications, 2021.

E-LEARNING RESOURCES:

1. https://iyfglobal.org/sites/default/files/CreatingSocialEnterprises_English.pdf
2. <https://www.investopedia.com/articles/investing/092515/10-most-successful-social-entrepreneurs.asp>
3. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mgl118

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A – 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	2	1	1
CO2	3	2	2	3	2	1	1
CO3	3	3	3	3	2	2	1
CO4	3	3	2	3	2	1	1
CO5	3	2	3	3	3	1	2
Average	3.0	2.4	2.6	3.0	2.2	1.2	1.2

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Illustrate the concept of value creation within the boundaries of social entrepreneurship	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO2	Outline different forms of social enterprises	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO3	Appraise the impact of Social entrepreneurship	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Explain the opportunities and challenges in social entrepreneurship.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Exhibit the successful models pertaining to social entrepreneurship	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Importance of existence of social entrepreneurship (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Group activity (Preparation-5, Confidence-2, Clarity-1, Presentation-2 marks)	10	10
Class activity 2	Case Analysis (Content-2, Analysis-2, Solution-1)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE - V

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL	COURSE CODE: 26PMBA3E5
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- Develop knowledge of entrepreneurial finance and startup funding strategies effectively.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Assess entrepreneurial finance concepts, startup challenges, and venture financial planning.
2. Analyze financing sources supporting startups, MSMEs, and entrepreneurial business ventures.
3. Evaluate venture capital processes, investment decisions, and entrepreneurial venture growth.
4. Examine startup valuation methods, term sheets, and funding deal structures.
5. Analyze exit strategies, legal frameworks, and emerging entrepreneurial finance trends.

UNIT I – INTRODUCTION TO ENTREPRENEURIAL FINANCE 9 Hours

Meaning and scope of entrepreneurial finance – Financial challenges of start-ups – Entrepreneurial finance vs corporate finance – Financial life cycle of ventures – Financing stages of startups – Capital structure decisions – Bootstrap financing and founder capital – Working capital management – Financial planning for new ventures.

UNIT II – SOURCES OF FINANCE FOR ENTREPRENEURIAL VENTURES 9 Hours

Sources of entrepreneurial finance – Personal and institutional finance – Government financial support – Angel investors – Incubators and accelerators – Crowdfunding and venture debt – Private equity – SIDBI, Startup India, Stand-Up India and Mudra schemes – Financing options for MSMEs and innovation-driven ventures.

UNIT III – VENTURE CAPITAL FINANCING PROCESS 9 Hours

Concept and significance of venture capital – Venture capital industry – Investment cycle – Deal sourcing and due diligence – Venture evaluation and decision criteria – Structuring venture capital deals – Stages of financing – Syndication and co-investment – Monitoring ventures – Role of venture capitalists in mentoring and governance.

UNIT IV – STARTUP VALUATION, TERM SHEETS AND DEAL STRUCTURING

9 Hours

Startup valuation issues – Pre-money and post-money valuation – Valuation methods – Cap table and equity dilution – ESOPs and founder equity – Term sheets and investor rights –

Liquidation preference and anti-dilution clauses – Shareholders’ agreements – Negotiation in startup funding.

UNIT V – EXIT STRATEGIES, LEGAL FRAMEWORK AND EMERGING TRENDS

9 hours

Exit routes in venture financing – IPO, acquisition and buyback – Turnaround financing – Legal and regulatory aspects of startup funding – SEBI framework – Intellectual property and investor protection – Financial governance in startups – FinTech, impact investing and emerging entrepreneurial finance trends – Case studies of Indian startups.

RECOMMENDED TEXTBOOKS:

1. J. Chris Leach and Ronald W. Melicher, Entrepreneurial Finance, Cengage Learning, 7th Edition, 2022.
2. Josh Lerner, Felda Hardyman and Ann Leamon, Venture Capital and Private Equity: A Casebook, Wiley India Pvt Ltd., 6th Edition, 2021.
3. Rajan Gupta, Entrepreneurial Finance for MSMEs, Sage Publications India Pvt Ltd., Revised Edition, 2020.
4. N. S. Toor and R. K. Singhal, Startup Finance, Himalaya Publishing House, Revised Edition, 2021.
5. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur, McGraw-Hill Education, 3rd Edition, 2020.
6. Cyril Demaria, Introduction to Private Equity, Venture and Growth Capital, Wiley Publications, 4th Edition, 2021.
7. S. S. Khanka, Entrepreneurship Development, S. Chand Publishing, Revised Edition, 2022.

REFERENCE BOOKS:

1. Brad Feld and Jason Mendelson, Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist, Wiley India Pvt Ltd., 4th Edition, 2024.
2. Steve Blank and Bob Dorf, The Startup Owner’s Manual: The Step-by-Step Guide for Building a Great Company, K&S Ranch Publications, Revised Edition, 2020.
3. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Wiley India Pvt Ltd., 4th Edition, 2024.
4. Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, McGraw-Hill Education, 13th Edition, 2020.
5. Peter F. Drucker, Innovation and Entrepreneurship, Harper Business Publications, Revised Edition, 2021.
6. John May and Elizabeth F. O’Halloran, Angel Investing: Matching Startup Funds with Startup Companies, McGraw-Hill Education, Revised Edition, 2020.
7. Brad Feld, Mahendra Ramsinghani and Matt Blumberg, Startup Boards: A Field Guide to Building and Leading an Effective Board of Directors, Wiley Publications, 2022.

E-LEARNING RESOURCES:

1. <https://builtin.com/articles/entrepreneurial-finance>
2. <http://digimat.in/nptel/courses/video/110106141/lec31.pdf>
3. NPTEL Resource - <https://nptel.ac.in/courses/127105007>

4. NPTEL Resource - https://onlinecourses.swayam2.ac.in/e-learning/preview/imb25_mg198

GUIDELINES TO THE QUESTION PAPER SETTERS

QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	0	3
CO2	3	2	1	2	1	0	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	3	2.6	1.6	2.4	1.6	1.2	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Assess entrepreneurial finance concepts, startup challenges, and venture financial planning	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze financing sources supporting startups, MSMEs, and entrepreneurial business ventures.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate venture capital processes, investment decisions, and entrepreneurial venture growth.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine startup valuation methods, term sheets, and funding deal structures	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyze exit strategies, legal frameworks, and emerging entrepreneurial finance trends.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Sources of entrepreneurial finance (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	Challenges in valuing early-stage firms - seminar/presentation (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution-3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50

**ENTREPRENEURIAL DEVELOPMENT ELECTIVES
PROFESSIONAL ELECTIVE - VI**

PROGRAMME: MBA	BATCH: 2026-28
PART: A	COURSE COMPONENT: PROFESSIONAL ELECTIVE
COURSE NAME: BUSINESS INHERITANCE AND ENTREPRENEURIAL DEVELOPMENT	COURSE CODE: 26PMBA3E6
SEMESTER: III/IV	MARKS:100
CREDITS: 3	TOTAL HOURS: 45
THEORY	

COURSE OBJECTIVE:

- To develop an understanding of family business management and entrepreneurial development practices.

COURSE OUTCOMES:

After completing the course, the students will be able to:

1. Describe concepts, characteristics, and importance of family businesses in Indian economy.
2. Analyze governance structures and ownership patterns in family business enterprises.
3. Evaluate succession planning and leadership transition in family business organizations.
4. Examine conflict management and strategic growth practices in family-owned businesses.
5. Analyze entrepreneurial development and sustainability issues in Indian family businesses.

UNIT I – INTRODUCTION TO FAMILY BUSINESS

9 Hours

Meaning and importance of family business – Characteristics and types of family business – Family business and non-family business – Role in Indian economy – Family business culture and values – Entrepreneurial roots – Strengths and limitations – Leading Indian family businesses.

UNIT II – FAMILY BUSINESS GOVERNANCE AND OWNERSHIP STRUCTURE

9 Hours

Ownership patterns in family business – Family and business systems – Family constitution and governance – Role of family council and board of directors – Corporate governance – Professionalization in family business – Governance issues in Indian family enterprises.

UNIT III – SUCCESSION PLANNING AND LEADERSHIP TRANSITION

9 Hours

Succession planning and leadership transition – Successor identification and grooming – Inter-generational continuity – Challenges in succession planning – Next generation leadership – Women in family business – Indian succession cases.

UNIT IV – CONFLICT MANAGEMENT AND STRATEGIC GROWTH IN FAMILY BUSINESS 9 Hours

Sources of conflict in family business – Family dynamics and business decisions – Conflict resolution strategies – Sibling rivalry and ownership disputes – Communication and trust building – Strategic growth and modernization – Innovation in family firms.

UNIT V – FAMILY BUSINESS DEVELOPMENT IN INDIAN CONTEXT 9 Hours

Entrepreneurial development in family firms – Startup orientation in family business – Transition to modern enterprises – Financing and risk-taking – Sustainability and continuity – Legal and ethical issues – Case studies of Indian family businesses.

RECOMMENDED TEXTBOOKS:

1. Kelin E. Gersick, John A. Davis, Marion McCollom Hampton and Ivan Lansberg, Generation to Generation: Life Cycles of the Family Business, Harvard Business Review Press, Revised Edition, 2021.
2. Randel S. Carlock and John L. Ward, Strategic Planning for the Family Business: Parallel Planning to Unify the Family and Business, Palgrave Macmillan, 2nd Edition, 2019.
3. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, McGraw-Hill Education, 11th Edition, 2020.
4. P. N. Reddy and H. R. Appanniah, Entrepreneurship Development, Himalaya Publishing House, Revised Edition, 2021.
5. Donald F. Kuratko, Entrepreneurship: Theory, Process and Practice, Cengage Learning, 12th Edition, 2021.

REFERENCE BOOKS:

1. John L. Ward, Perpetuating the Family Business: 50 Lessons Learned from Long-Lasting, Successful Families in Business, Palgrave Macmillan, Revised Edition, 2021.
2. Josh Baron and Rob Lachenauer, Harvard Business Review Family Business Handbook, Harvard Business Review Press, 2021.
3. S. S. Khanka, Entrepreneurial Development, S. Chand Publishing, Revised Edition, 2022.
4. Alex Osterwalder and Yves Pigneur, Business Model Generation, Wiley India Pvt. Ltd., Revised Edition, 2020.
5. Peter F. Drucker, Innovation and Entrepreneurship, Harper Business Publications, Revised Edition, 2021.

E-LEARNING RESOURCES:

1. <https://ebooks.inflibnet.ac.in/mgmt09/chapter/meaning-concept-of-entrepreneur-entrepreneurship-entrepreneurship-development/>
2. <https://www.youtube.com/watch?v=ZZtZ9gFuzCE>
3. NPTEL Resource - <https://nptel.ac.in/courses/110107094>

GUIDELINES TO THE QUESTION PAPER SETTERS
QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
TOTAL MARKS				100

BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PO – CO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	0	3
CO2	3	2	1	2	1	0	3
CO3	3	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	3	2	2	3
Average	3	2.6	1.6	2.4	1.6	1.2	3

PO-CO Question Paper Mapping

CO No:	COURSE OUTCOMES	POs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Describe concepts, characteristics, and importance of family businesses in Indian economy.	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO2	Analyze governance structures and ownership patterns in family business enterprises	PO1, PO2, PO3, PO4, PO5, PO7	K1, K2, K3, K4, K5, K6
CO3	Evaluate succession planning and leadership transition in family business organizations.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO4	Examine conflict management and strategic growth practices in family-owned businesses	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6
CO5	Analyze entrepreneurial development and sustainability issues in Indian family businesses.	PO1, PO2, PO3, PO4, PO5, PO6, PO7	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

Continuous Internal Assessment - Components			
Assessment Type	Nature	Maximum Marks	Weightage
Mid-Semester Examination	Pen and Paper test for 90 minutes	50	10
Model Examination	Written examination for 180 minutes	100	10
Assignment	Family businesses in Indian economy (Content & clarity - 5, Presentation - 3, On time submission - 2 marks)	10	10
Class activity 1	succession planning and leadership transition in family business organizations.- seminar/presentation (Clarity of thought - 3 marks, Content preparation and confidence - 3 marks, Presentation – 4 marks)	10	10
Class activity 2	Case Analysis (Content clarity-1, Analysis-1, Presentation of the solution- 3 marks)	5	5
Attendance	Marks will be given based on the attendance percentage of respective course	5	5
Total			50