

**Pt. Ravishankar Shukla University,
Raipur (C.G.), India 492010**

CURRICULUM & Syllabus
(Based on CBCS & LOCF)

Master of Business Administration (MBA)
(Semester System)

Semester: I-IV

Session: 2025-27

Approved By :
Board of Studies : Management
Date : 16 May 2025
Name of Chairman : Prof. A. K. Srivastava
Name of Members : 1. Prof. G. K. Deshmukh
2. Dr. Sanskrity Joseph
3. Dr. S. K. Indurkar
4. Dr. Ashok Kumar Jha
5. Mrs. Pooja A. Narayan

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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Master of Business Administration is a two-year program divided into four semesters. The Master of Business Administration program helps in gaining a comprehensive understanding of the business world and developing a skill set to thrive in the global market. The program will instill confidence to innovate on the global stage, grow through experimental learning, and develop personalized leadership skills. During the program, you will study business courses and discipline-specific courses which will help you align your career in the area of your interest and professional growth.

Management training is the heart of the MBA curriculum. It aims to provide training in the functional areas of management like Marketing Management, Finance Management, Human Resource Management, and System Management. The curriculum is designed in such a way that there is a combination of both theoretical and practical aspects. Classroom teaching, tutorials, and seminars help in developing the theoretical knowledge base. Industry-based projects, workshops, and summer internships helps in shaping practical exposure.

Program Outcomes:

Master of Business Management Program aims at achieving the following program outcomes after successful completion of the Program.

PO-1	Knowledge: Understand the application of theoretical studies into real-time application-based approaches through Case-based study, Internship, and on-the-job training methods.
PO-2	Critical Thinking and Reasoning: This program places a strong emphasis on the value of being conscious of our presumptions, challenging their accuracy, and approaching concepts and choices from several angles. It entails having the capacity to recognize, assess, and make sensible choices based on logical reasoning.
PO-3	Problem Solving: To Identify, formulate, review research literature, and analyze complex business problems and reach substantiated conclusions using the principles and concepts of business and management.
PO-4	Advanced Analytical and Computational Skills: To Understand the problem-solving and strategic planning ability, enhancing the analytical skills and the ability to cope with demands and challenges.
PO-5	Effective Communication: This program helps participants improve their communication skills and makes sure they can express themselves accurately in written, spoken, and technological mediums. It also encompasses the capacity to link individuals, concepts, literature, media, and technology, as well as the capacity to communicate effectively and interpret the world.
PO-6	Social/Interdisciplinary Interaction: It emphasizes the capacity to solicit the opinions of others, resolve conflicts, and aid in reaching decisions in group settings. It entails having the capacity to collaborate with others, forge agreements, and settle disputes. It emphasizes the integration of managerial skills, ability, and knowledge in solving managerial problems in other professional fields.
PO-7	Self-Directed Lifelong Learning: gaining the capacity to participate in independent, ongoing learning in light of socio-technical developments. It entails having the capacity to learn on one's own, adjust to new technology, and consistently acquire new abilities and information.
PO-8	Effective Citizenship, Leadership, and Innovation: The necessity of sympathetic social concern and equity-focused national development is

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	emphasized. It entails being aware of the problems that society faces, being involved in civic affairs via volunteering, and behaving in a way that reflects a thorough understanding of these problems. It aims to develop leaders who are aware of their social obligations and are ready to take risks and innovate with changing times.
PO-9	Ethics: It emphasizes the significance of appreciating many value systems, comprehending the moral implications of choices, and taking accountability for them. It entails being conscious of ethical concerns and basing judgments on ethical principles
PO-10	Further Education or Employment: To encourage students to pursue higher degrees such as Fellow Program in Management and Ph.D. Program. To develop skill sets to gain employment in the field of their choice.
PO-11	Global Perspectives: Develop the students with the requisite knowledge, skills & right attitude necessary to create effective leadership that enables students to prove, develop, and sustain in a global environment. Design solutions for complex business problems and design systems or processes that meet the specified needs with appropriate consideration for the law of the land, and the cultural, societal, and environmental considerations.

Program Specific Outcomes (PSOs): At the end of the program the student will be able to:

PSO1	Students shall gain in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various functions of management in the emerging globalized environment.
PSO2	To Develop competencies regarding quantitative and qualitative data analysis pertaining to business in addition to problem-solving in the areas of marketing, Finance, human resources, and systems management.
PSO3	Developing responsiveness to social issues, exploring solutions with business ethics, identifying problems, and opportunities for social entrepreneurship, designing ethical business solutions, and educating students on ethical awareness and behaviour.
PSO4	Utilize diverse business communication methods, incorporating technology, logical reasoning, and effective oral and written skills in business applications. Foster understanding of leadership responsibilities and effective team leadership across organizational levels, enabling collaboration, showcasing leadership qualities, and leveraging team members' diverse skills in relevant domains
PSO5	Gain meaningful employment and develop competencies to qualify for national and international competitive exams or become entrepreneurs.

Master of Business Administration

Specification of Courses	Semester	No: of Courses	Credits
Core	I, II, III, IV	21	72
Discipline Centric Electives	III, IV	08	32
Total		29	104
Additional courses (Qualifying in nature for students admitted to the School of Studies Only) and courses available in the school of study or University Teaching Department			
Generic Elective (MBA 04+ 02 CBCS)	I, II, III, IV	06	20
Skill Enhancement (Value Added Courses)	III	01	02
Indian Knowledge System	I	01	02

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**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
PROGRAMME STRUCTURE**

Semester	Course Nature	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ES E	Total
I	Core	MBA1501FT111	Management Concepts and Process	T	3	4	30	70	100
	Core	MBA1501FT112	Business Legislations	T	3	3	30	70	100
	Core	MBA1501FT113	Quantitative Methods	T	3	3	30	70	100
	Core	MBA1501FT114	Managerial Economics	T	3	3	30	70	100
	Core	MBA1501FT115	Accounting for Managers	T	3	3	30	70	100
	Core	MBA1501FT116	Information Technology	T	3	3	30	70	100
	Core	MBA1501FT117	Environment and Management	T	3	3	30	70	100
	Core	MBA1501FT118	Organizational Behavior*	T	3	4	30	70	100
	Core	MBA1501FT119	Industry Based Project & Viva-I	P		4	30	70	100
Semester Total						30			900
II	Core	MBA1501FT121	Managerial Communication	T	3	3	30	70	100
	Core	MBA1501FT122	Human Resource Management	T	3	3	30	70	100
	Core	MBA1501FT123	Financial Management	T	3	3	30	70	100
	Core	MBA1501FT124	Marketing Management	T	3	3	30	70	100
	Core	MBA1501FT125	Production Management	T	3	3	30	70	100
	Core	MBA1501FT126	Research Methodology	T	3	3	30	70	100
	Core	MBA1501FT127	Business Ethics & Indian Ethos	T	3	4	30	70	100
	Core	MBA1501FT128	International Business*	T	3	4	30	70	100
	Core	MBA1501FT129	Industry Based Project & Viva -II	P	3	4	30	70	100
Semester Total						30			900
III	Core	MBA1501FT231	Management Science	T	3	4	30	70	100
	DCE1	MBA1501FT232M (Compulsory)	Marketing Research & Consumer Behavior**	T	3	4	30	70	100
		MBA1501FT232F	Security Analysis and Portfolio Mgt.**	T	3	4	30	70	100
		MBA1501FT232H	Human Resource Development**						
		MBA1501FT232S	System Analysis & Design**						
	DCE2	MBA1501FT233M (Compulsory)	Sales & Advertising Management**	T	3	4	30	70	100
		MBA1501FT233F	Management of Financial Services**	T	3	4	30	70	100
		MBA1501FT233H	Legal Framework of HRM**						
		MBA1501FT233S	RDBMS & SQL Concepts**						
	Core	MBA1501FT234	Organizational Effectiveness & Change*	T	3	4	30	70	100
	Core	MBA1501FT235	TRAINING REPORT & VIVA	T	3	6	30	70	100
Semester Total						30			700
IV	Core	MBA1501FT241	Strategic Management	T	3	3	30	70	100
	Core	MBA1501FT242	Management Information	T	3	3	30	70	100

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	DCE3	MBA1501FT243M (Compulsory)	International Marketing**	T	3	4	30	70	100
		MBA1501FT243F	International Financial Management***	T	3	4	30	70	100
		MBA1501FT243H	Compensation Management***						
		MBA1501FT243S	Business Process Re-Engineering & ERP***						
	DCE4	MBA1501FT244M (Compulsory)	Industrial & Service Marketing**	T	3	4	30	70	100
		MBA1501FT244F	Project Planning, Analysis & Management***	T	3	4	30	70	100
		MBA1501FT244H	Management of Industrial Relations***						
		MBA1501FT244S	Data Analytics and Business Intelligence ***						
	Core	MBA1501FT245	Retailing Management*	T	3	4	30	70	100
	Core	MBA1501FT246	Corporate Social Responsibility	T	3	4	30	70	100
	Semester Total					30			800

1. *Students may choose this course offered by MOOCs through SWAYAM Portal subject to the following conditions:

(a) the chosen paper will be other than the papers offered in the current course structure.

(b) the paper will be PG level with a minimum of 12 weeks duration.

(c) The list of courses on the SWAYAM Portal keeps changing, the departmental Committee will finalize the list of MOOC courses for each semester.

(d) The paper(s) may be chosen from SWAYAM Portal on the recommendation of the head of the department.

2. ** Marketing is offered as a Compulsory Specialisation. Therefore, the candidate will compulsorily choose Marketing (M) Specialisation papers from the category of Discipline Centric Electives in Semesters III and IV. The student will compulsorily study the paper in group M.

3. ***The students have an option to choose any one of the electives from Finance (F), Human Resources (H), and System specialization (S). The student will study the paper available under that Discipline Centric Elective falling in groups (F), (H), and (S). The Discipline Centric Elective Chosen in III semester cannot be changed in IV semester.

4. The candidates who have joined the PG Program in the School of Studies (University Teaching Department), shall undergo additional Generic Elective papers (only Qualifying in nature) offered by other departments of the University in semesters II and III.

5. The candidates who have joined the PG program in the School of Studies (University Teaching Departments) shall undergo Skill enhancement courses/Value added courses (only Qualifying in nature) in semesters I and II.

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Generic Elective Courses (Offered to PG students of other Departments /SoS only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
II	MBA150 1CBS01	Management Concepts and Process	T	2	2	20	80	100
III	MBA150 1CBS02	Managerial Communication	T	2	2	20	80	100

Skill Enhancement / Value Added Courses (Offered to PG students of Institute of Management only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
III	MBA150 1SKE01	Literature Review and SPSS for Research (FT236)	T	2	2	30	70	100

Indian Knowledge System (Offered to PG students of Institute of Management only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
I	MBA150 1IKS01	Managerial Perspectives of Indian Knowledge System (FT120)	T	2	2	30	70	100

AICTE Guidelines

MBA Course	Required Number of Credits	Credit as Per MBA Syllabus
First Year (I and II Semester)	54 Credits of Courses	60
Second Year (III and IV Semester)	42 Credits of Electives	44
Internship/field Work	06 Credits	06
Total	102 Credits	110 Credits

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Programme Articulation Matrix: Following matrix depicts the correlation between all the courses of the programme and Programme Outcomes

Course Code	POs											PSO				
	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
MBA1501FT111	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT112	√	√	√	√	√	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT113	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT114	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT115	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT116	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT117	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT118	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT119	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT120	√	√	√	√	√	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT121	√	√	√	√	√	√	x	x	√	x	√	√	√	√	√	√
MBA1501FT122	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT123	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT124	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT125	√	√	√	√	x	√	√	x	√	√	√	√	√	√	√	√
MBA1501FT126	√	√	√	√	x	x	x	√	√	√	√	√	√	√	√	√
MBA1501FT127	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT128	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT129	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT231	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT232 M	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT232 F	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT232 H	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT232 S	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT233 M	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT233 F	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT233 H	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT233 S	√	√	√	√	x	x	√	x	x	√	√	√	√	x	x	√
MBA1501FT234	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT235	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT236	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT241	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT242	√	√	√	√	x	x	√	x	x	√	√	√	√	x	x	√
MBA1501FT243 M	√	√	√	√	√	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT243 F	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT243 H	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT243 S	√	√	√	√	x	x	√	√	x	√	√	√	√	x	x	√
MBA1501FT244 M	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT244 F	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√
MBA1501FT244 H	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT244 S	√	√	√	√	x	x	√	x	x	√	√	√	√	x	x	√
MBA1501FT245	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
MBA1501FT246	√	√	√	√	x	√	x	√	√	√	√	√	√	√	√	√
No. of Courses mapping the PO/PSO	43	43	43	43	13	38	24	38	39	42	43	43	43	39	39	43

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M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -111	MANAGEMENT CONCEPTS AND PROCESS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	-
Maximum Marks	CIA		ESE
100	30		70

Learning Outcome (LO):

This course aims to cultivate a profound comprehension of management fundamental encompassing management concepts, practices, planning, decision making, organizing, directing and controlling.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To Understand the various management concepts and practices.	U
CO2.	To gain knowledge about concepts of Planning and Decision making.	U
CO3.	To gain knowledge about different concepts of organising.	U
CO4.	To evaluate the concepts and principles of Directing.	E
CO5.	To learn about Controlling and its various techniques.	R

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	3	3	3	3	3	3	3	3	1	1	3	3
CO2	3	3	2	2	2	2	2	2	2	2	2	3	1	1	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Concepts, Nature, Scope, Significance, functions and principles of management, historical evolutions of management thoughts Management Process, System Approaches to Management.	13	1
II	Planning-concepts, components and steps involved in planning process, MBO, Individual and Group Decision	15	2

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III	Organizing- principles, centralization, decentralizations, delegation, employees' empowerment, line & Staff Authority, Different types of organization structures, staffing.	14	3
IV	Directing and Coordinating Assumptions in directing, Principles of Directing,	11	4
V	Controlling, Nature, Scope, Functions, Steps and Control Techniques.	13	5

Books Recommended:

1. Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.

Reference Books:

1. Peter F. Drucker, **The Practice of Management**, Allied Publishers.
2. Massie, **Essentials of Management**, AITBS, New Delhi.
3. Terry and Franklin, **Principles of Management**, AITBS, New Delhi.
4. Agrwal, R.D. **Organisation and Management**- TMH, New Delhi

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -112	BUSINESS LEGISLATIONS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of important business legislations like Indian Contract Act, The Negotiable Instruments Act, Companies Act, Consumer Protection Act and labour legislations. Student will develop legal aspects of business that will help in smooth conduct of business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn about the Indian Contract Act and related terminologies.	R
CO2.	To gain knowledge about the Negotiable Instrument Act and related concepts.	Ap
CO3.	To have detailed description of Companies Act	Ap
CO4.	To understand the Consumer Protection Act and associated topics.	U
CO5.	To Analyse various labour legislation applicable in India.	U

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	1	-	1	3	1	3	3	3	3	3	3
CO2	3	1	1	1	1	1	-	1	1	1	1	1	1	1	1	1
CO3	3	3	3	3	3	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	2	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus			
Unit No.	Topics	No. of Lectures	CO No.
I	The Indian Contract Act 1872, Essentials of a valid contract, Void agreements, Performance of Contracts & its remedies, Quasi-contracts. Agency, Bailment, Pledge, Guarantee and Indemnity.	17	1
II	An overview of The Negotiable Instruments Act 1881. Holder-in-Due Course, Arbitration.	15	2
III	The Companies Act : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus Allotment of Shares, Winding Up.	12	3
IV	Consumer Protection Act : Objectives, Consumer Right, Consumer Protection Council, Central consumer Protection Authority, Consumer Dispute Redressal Commission, Mediation, Offences and Penalties. IT Act 2000: Salient features, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities, Electronic Signature Certificate, Duties of Subscribers, Penalties and Adjudication, Cyber Appellate Tribunal, Offences and Inter-midiaries not to be liable in certain cases.	11	4
V	An Overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Employee (Workmens') Compensation Act.	10	5

Books Recommended:

1. Kuchhal, M. C., Business Laws, Vikas Publishing House
2. Kapoor, N. D. Mercantile Law.
3. Padhi, P. K., Legal Aspects of Business, PHI

Reference Books:

1. Tuteja S.K. Business Law For Managers, New Delhi, Sultan Chand.

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2. Datey, V. D. Business and Corporate Laws, Taxman
3. Pandit, M. S. and Pandit, Sobha., Business Law, Himalaya Publishing House
4. Grover and Kapoor, Company and Business Law, S. Chand

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Course Type
FT -113	QUANTITATIVE METHODS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The aim of this course is to develop profound understanding of mathematical basis of decision making and make students able to apply quantitative methods in managerial decision making.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn the Mathematical basis of Managerial Decision and their application.	R
CO2.	To analyze Frequency Distributions.	An
CO3.	To apply probability and it's theories in business.	Ap
CO4.	To understand Correlation and Regression Analysis.	U
CO5.	To understand the concepts of Index Numbers, Time Series Analysis and Forecasting.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	-	-	-	1	3	3	3	3	3	3	3
CO2	3	3	3	3	-	2	-	-	-	-	1	3	3	1	-	3
CO3	3	3	3	3	-	1	-	1	-	2	1	3	3	2	-	2
CO4	3	3	3	3	-	2	1	1	2	-	1	3	3	2	1	1
CO5	3	3	3	3	-	2	1	1	-	2	3	3	3	1	-	2

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices, Markov chains.	16	1
II	Frequency Distributions and their Analysis - Measures of Central Tendency and Dispersion.	12	2
III	Probability Theory and Probability Distributions – Binomial, Poisson, Normal and exponential.	12	3
IV	Correlation and Regression Analysis (Linear)	11	4
V	Index Numbers, Time Series Analysis and Forecasting.	14	5

Books Recommended:

1. Gupta, S.P. and Gupta M.P. **Business Statistics**, New Delhi, Sultan Chand.
2. Sharma, J. K. **Business Statistics**, Pearson Education Pte. Ltd.

Reference Books:

1. Chadha, N.K. **Statistics for Behavioural and Social Scientists**, Reliance Publishing House, Delhi.
2. Levin Richard I and Rubin David S. **Statistics for Management**, New Jersey, Prentice Hall Inc.
3. Terry, Sineich, **Business Statistics by Examples**. London, Collier Macmillan Publishers.

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Course Type
FT -114	MANAGERIAL ECONOMICS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CIA		ESE
100	30		70

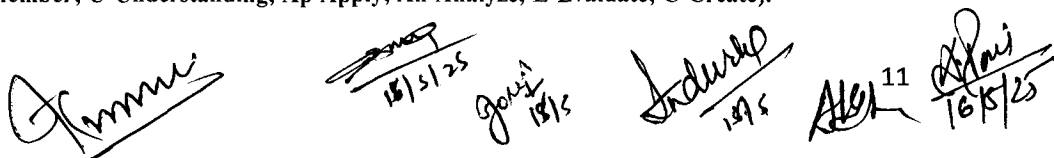
Learning Objective (LO):

The objective of this course is to impart fundamentals of managerial economics and make them learn and apply in different market conditions.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To develop understanding of fundamental concepts of managerial economics	U
CO2.	To gain knowledge about the different concepts and practices of demand.	R
CO3.	To understand the price output decisions under different market conditions	U
CO4.	To explain the concepts and measurement of National Income.	U
CO5.	To collect detailed information related to Profit and profit theories.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).



CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.	10	1
II	Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus. Law of Returns and Production Functions and cost output relations, Market structure.	12	2
III	Price-output decisions under different market conditions -Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination, Types of price discrimination.	16	3
IV	Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.	13	4
V	Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.	14	5

Books Recommended:

1. Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
2. Mehta P.L., **Managerial Economics**, Sultan Chand & Sons, New Delhi.

Reference Books:

1. Adhikary, M. **Business Economics**, New Delhi, Excel Books.
2. Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall
3. Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
4. Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.

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M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -115	ACCOUNTING FOR MANAGERS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with basic knowledge of accounting and enable them for book keeping and applying these while doing business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basics of financial accounting & preparing financial statements.	U
CO2.	To build skills essential for Analysing Financial Statements.	Ap
CO3.	To gain knowledge about cost accounting and management accounting.	R
CO4.	To understand budget and related concepts.	U
CO5.	To gain knowledge about costing.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Financial Accounting – Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income	16	1
II	Financial Statement Analysis - Ratio Analysis, Funds	13	2

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	Flow Analysis, The Statement of Cash Flows.		
III	Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Job and Process Costing.	14	3
IV	Budget and Budgetary Control, Types of Budgets – Flexible Budget, Cash Budget.	12	4
V	Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.	10	5

Books Recommended:

1. Bhattacharya S K and Dearden J. **Accounting for Management: Text and Cases.** New Delhi, Vikas.
2. Hingorani, N L. and Ramanathan, A.R. **Management Accounting.**, New Delhi, Sultan Chand.

Reference Books:

1. Anthony R N and Reece J S. **Accounting Principles**, Homewood, Lllinois, Richard D. Irwin.
2. Horngren, Charles etc. **Principles of Financial and Management Accounting.** Englewood Cliffs, New Jersey, Prentics Hall Inc.

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -116	INFORMATION TECHNOLOGY		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CLA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to provide knowledge of information technology and enable students to become proficient in business and organisations with the use of information technology.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn basics of computers.	R
CO2.	To gain knowledge of Operating System.	U
CO3.	To collect details of popular software Packages.	Ap
CO4.	To have detailed description about various types of computer networks.	U
CO5.	To acquaint students with the fundamentals of World Wide Web.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-
CO2	3	-	-	-	-	-	-	-	-	1	-	1	1	-	-	-
CO3	3	1	1	1	-	1	1	1	1	1	1	1	1	1	1	1
CO4	3	-	-	-	-	-	-	-	-	1	-	1	1	-	-	-
CO5	3	1	1	1	-	1	1	1	1	1	1	1	1	1	1	1

"3" - Strong; "2" - Moderate; "1" - Low; "-" - No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Introductions to Computers- Definition, Characteristics and capabilities of computer system: Speed, Accuracy, Reliability, Memory capability, Block Diagram of Computer, Computer Hardware, Software, System software, Different types of Software. Types of Computers: Analog, Digital, Hybrid, General and Special Purpose Computers, Generation of Computer, Introduction to Embedded Software	12	1
II	Fundamentals of Operating System, DOS, Windows, Introduction to DBMS Concepts and integration of applications, Basics of data processing, Data hierarchy, Data file structures, Emerging Communication Technologies.	13	2
III	Office Automation: MS -Word: Creating and editing word document, formatting documents, word art, graphs, mail merge, MS-Excel: Introduction to spread sheet, formatting in cell and text, functions, crating charts and graph, MS-Power Point: Creating presentation, working with slides, slide transition, animating object. Tally etc.	16	3
IV	Types of Networks- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business, Overview of cyber security, Cloud Computing, Artificial Intelligence, Emerging Technology	12	4
V	Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications, E- Commerce vs Traditional Commerce, Advantages of E-commerce, Application of information Technology in Business Operations	12	5

Books Recommended:

1. Long, L. **Computers**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Summer, M. **Computers Concepts and Uses.**, Englewood Cliffs, New Jersey, Prentice-Hall Inc.

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Reference Books:

1. Burch, John and Grudnitski Gary. **Information Systems** : Theory and Practice, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems**. Fort Worth, Dryden.
3. Estrada, Susan. **Connecting to the Internet**. Sebastopol, C A, O'Reilly.

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Course Type
FT -117	ENVIRONMENT AND MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		-
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to develop basic understanding of business environment and its impact on business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand business environmental and its relevance in management decision making.	U
CO2.	To explain the role of government in business.	U
CO3.	To learn about Consumer Protection Act and New Industrial Policy of the Government	Ap
CO4.	To gain knowledge about Environmental Management System.	Ap
CO5.	To understand WTO, IPRS, and various acts dealing with pollutions.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	3	3	1	3	3	3	3	3	3	3
CO2	3	3	3	3	-	3	3	3	1	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Business Environment: Nature, Scope and its relevance in Management Decision Making.	12	1
II	State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.	13	2
III	Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of the Government, Monetary and Fiscal Policy.	16	3
IV	Industrial Ecology, Environmental Management System : EMS Standards, ISO 14000. Environmental Accounting and Auditing, Clearance/permissions for establishing industry	12	4
V	GATT/WTO origin and main section of WTO Agreement, Patents, IPRS, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental Ethics.	12	5

Books Recommended:

1. Francis Cherumilam, **Business Environment**, Himalaya Publishing House
2. K.Asathapa, **Essential of Business Environment**, PHI

Reference Books:

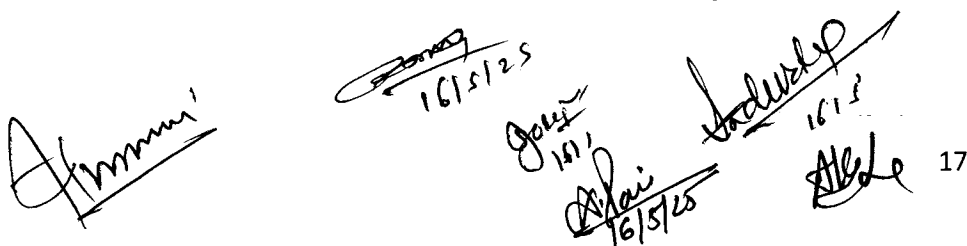
1. Adhikari, M., **Economic Environment of Business**
2. Gupta, D., **Indian Government & Politics**
3. Ghosh P.K. & Kapoor, G.K. **Business & Society**
4. Siddiqui, Saleem, **Business Environment**, Pearson Education Pte. Ltd

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -118	ORGANIZATIONAL BEHAVIOR		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3		-
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to develop understanding about human behaviour at work place and make students proficient in dealing with behavioural issue in organisation.



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Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand Human Behavior in an organisation.	U
CO2.	To learn various Intra-personal and Inter-personal Processes.	Ap
CO3.	To gain knowledge about Leadership, Socialization, Counselling, Mentoring.	Ap
CO4.	To build Intra-group Processes and teamwork skills.	U
CO5.	To develop understanding towards Conflict Management.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	3	3	3	3	3	3	1	1	3	3
CO2	3	3	2	2	1	2	2	2	2	2	2	3	1	1	3	3
CO3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.	13	1
II	Intra-personal Processes: Sensation, Perception, learning, Motivation. Inter-personal Process, stress management.	13	2
III	Leadership, Socialization, Counselling, Mentoring.	14	3
IV	Group Behavior-Intra-group and processes and behaviour, team Development and Team Functioning.	13	4
V	Conflict Management- Intra and Inter personal conflict.	12	5

Books Recommended:

1. Luthans Fred, Organisational **Behaviour**. New York, McGraw Hill.
2. Robbins S.P., Organisational **Behaviour**, New Delhi, PHI.

Reference Books:

1. Davis Keith, **Human Behaviour at Work**, TMH, New Delhi
2. Pareek Udai, **Organisational Behaviour**, Oxford, IBH, Mumbai
3. Hersey Paul and Blanchard, **Management of Organisational Behaviour**, Prentice Hall of India, New Delhi.

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M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Corse Type
FT -119	INDUSTRY BASED PROJECT- I		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	-	-	4
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to expose students with the environment of industry and learn how managerial concepts are implemented in an organisation.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn about the industrial organizations and the dynamics of a particular industry	U
CO2.	To acquire skills needed for the job.	Ap
CO3.	To learn from Industry.	An
CO4.	To develop and augment the report writing skills	Ap
CO5.	To learn behaviour at work place.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO5	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
	Students will prepare Industry Based Projects individually on the basis of topics allotted to them. The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.	65	1
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			3
			4
			5

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Books Recommended:

1. C. R. Kothari, Research Methodology, PHI

Reference Books:

1. Nair, Suja, Marketing Research, HPH

M.B.A. Semester - I

Program	Subject	Year	Semester
M.B.A.	Management	1	I
Course Code	Course Title		Course Type
FT -120	MANAGERIAL PERSPECTIVES OF INDIAN KNOWLEDGE SYSTEM		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students aware with Indian Knowledge System and enable them to integrate and apply these concepts along with existing managerial practices.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the evolution of the Indian Knowledge System (IKS).	R
CO2.	To understand the Vedic Corpus	U
CO3.	To analyse Indian Philosophical System	An
CO4.	To explore the wisdom through ages	U
CO5.	To explore and integrate ancient Indian wisdom with contemporary management practice.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Overview of Indian Knowledge System (IKS): Importance of ancient knowledge, Indian Knowledge System – meaning and definition, Classification Framework of IKS, Historicity of IKS.	12	1
II	The Vedic Corpus: Introduction to Vedas, The four Vedas, The four Division of each Veda, Vedangs- Siksa, Vyakarana, Nirukta, Chandas, Kalpa, Jyotisa,	13	2
III	Indian Philosophical System: Development and unique features, Vedic School of Philosophy, Samkhya Darshan, Yoga Darshan, Nyaya Darshan, Vaisesika Darshan, Purva Mimansa Darshana, Jain School of Philosophy, Buddha School of Philosophy Carvaka School	15	3
IV	Wisdom through the Ages: Key Issues and Management lessons from Ramayan, Mahabharata, Bhagwad Gita	13	4
V	History of Indian Economic thoughts, New Indian Economic Model and Sectorial Contribution: Past vs Present history of Indian Economic Thoughts: Context from Dharma Shastras, Shukraniti, Mahabharata and Arthshashtra, Kautilya	12	5

Books Recommended:

1. Mahadevan, B., Bhat, V.R., Pavna NagendrR.N. Introduction to Indian Knowledge System – Concepts and Applications, PHI
2. Introduction to Indian Knowledge System: Concepts and Applications by B. Mahadevan, Vinayak R. Bhat and Nagendra P. R. N., PHI Learning Private Limited, 2022.
3. 2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.

Reference Books:

1. Collection of Four Vedas (Rigveda Samhita, Yajurveda Samhita, Samveda Samhita, Atharva Veda Samhita), by Pandit ShriRam Sharma Acharya, Motilal Banarasidass
2. Collection of Vedas (Rigveda, Shukla Yajurveda, Krishna Yajurveda, Samveda, Atharva Veda), by Brahmarshi Maha Mahopadhyaya Pandit Shreepad Damodar Satvalekar, Publisher: Swadhyaya mandal, Pardi (Balsad), Printer: Samvad Tradeprints, 1005, Sadashiv Peth, Pune
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
4. SK Das, The education system of Ancient hindus, Gyan publication house, India
5. BL Gupta, Value and distribution system in India, Gyan publication house, India
6. Reshmi ramdhoni, Ancient Indian Culture and Civilisation, Star publication ,2018

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M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -121	MANAGERIAL COMMUNICATION		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CLA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to develop communication skills in students so that they may become proficient in communication.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To recognise the nature & importance of business communication.	U
CO2.	To determine ways to overcome the Barriers to Communication.	An
CO3.	To learn skills for proper Oral Communication.	Ap
CO4.	To develop Listening and Presentation Skills.	Ap
CO5.	To gain knowledge about various skills required for business communication.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	2	1	1	1	3	3	-	-	1	-	1	1	1	1	1	1
CO2	2	1	-	1	3	3	-	-	1	-	1	1	1	1	1	1
CO3	2	1	1	1	3	3	-	-	1	-	1	1	1	1	1	1
CO4	2	1	1	1	3	3	-	-	1	-	1	1	1	1	1	1
CO5	2	1	1	1	3	3	-	-	1	-	1	1	1	1	1	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication; Process of Communication.	14	1

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II	Barriers to Communication; Writing Business Reports, Communication Theories	13	2
III	Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication	14	3
IV	Listening Skills, Presentation Skills, Non-Verbal Communication	13	4
V	Feedback Skills, Interview skills, Counselling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.	12	5

Books Recommended:

1. Bahal, Sushil. **Business Communication**, Sage Publication
2. Murphy, Herta A and Peck, Charrles E. **Effective Business Communications**, Tata Mc Graw Hill, New Delhi.

Reference Books:

1. Bowman, Joel P and Branchaw, Bernadine P. **Business Communication: From Process to Product**, Dryden Press, Chicago.
2. Hatch, Richard.:**Communicating in Business.**, Science Research Associates, Chicago.
3. Pearce, C Glenn etc. **Business Communications: Principles and Applications**, John Wiley, New York.
4. Treece, Maira. **Sucessful Business Communications**, Allyn and Bacon Boston.

M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -122	HUMAN RESOURCE MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students learn and practice Human Resource management. Student will develop people centric approach for smooth conduct of business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand concepts of Human Resource Management.	U
CO2.	To gain knowledge on the various aspect of Human resource Policy and planning.	R
CO3.	To have understanding of the process of recruitment, selection placement	E

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	and induction.	
CO4.	To learn the concepts of training and development, compensation, performance appraisal.	U
CO5.	To describe the details of Employees' Welfare; Industrial Relations; Grievance Management.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO5	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2" - Moderate; "1" - Low; "-" No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment	13	1
II	Human Resource Policy and Planning; Human Resource records and Audit, Job Analysis. Methods of Job Analysis, Description, Job specification.	13	2
III	Recruiting and Selecting Human Resources, Placement, and Induction,	14	3
IV	Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Wage Determination and Compensation management.	13	4
V	Employees' Welfare; Industrial Relations; Grievance Management, Exit Policy and Implications; Overview of international Human Resource Management	12	5

Books Recommended:

1. Aswathappa, K. **Human Resource and Personnel Management** Tata McGraw Hill, New Delhi.
2. De Cenzo, D.A. & Robbins S P. **Human Resource Management**, New York, John Wiley.

Reference Books:

1. Das, R.P. **Management of Industrial Relations**, Varanasi, MTC
2. Rao, N and Das R.P. **Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
3. Guy, V & Mattock J. **The New International Manager**, London, Kogan Page.
4. Holloway, J. ed. **Performance Measurement and Evaluation**. New Delhi, Sage.
5. Monappa, A. & Saiyadain M. **Personnel Management.**, New Delhi, Tata Mc-Graw Hill.

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M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Course Type
FT -123	FINANCIAL MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students learn fundamentals of Financial Management and practice these fundamentals to maintain financial health of the business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concepts and practices of Financial Management.	U
CO2.	To learn about Capital Budgeting and its techniques.	An
CO3.	To gain knowledge about Working Capital Management.	An
CO4.	To understand the firm's optimum dividend pay-out.	U
CO5.	To Analyze the best sources of Long-term and Short-term finance.	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	-	1	3	3	3	3	3	3	3	3
CO2	3	1	1	1	-	1	-	1	1	1	1	2	2	2	2	2
CO3	3	1	1	1	-	1	-	1	3	3	3	2	2	2	2	2
CO4	3	1	1	1	-	1	-	1	3	3	3	2	2	2	2	2
CO5	3	1	1	1	-	1	-	1	3	3	3	2	2	2	2	2

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Financial Management: An Overview, Acquisition of funds, allocation of funds and allocation of income, Nature and Scope, Profit Maximisation v/s Wealth Maximisation, Financial leverage, Operating leverage.	12	1
II	Capital Budgeting: Concept and Significance,	14	2

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	Derivative of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting, conflicts between NPV and IPR, Cost of capital, Weighted Average Cost of Capital.		
III	Working Capital Management: overview, Management of Cash, Accounts receivables and inventories, Financing current assets. Cash Management Models.	14	3
IV	Retained earnings and Dividend Policy, Types of Dividends, Dividend Theories, Dividend Practices in India. Bonus Shares	13	4
V	Sources of Long Term and Short-term Finance, Capital Structure Theories and Factors.	12	5

Books Recommended:

1. I.M. Pandey, **Financial Management**, Vikas Pub.House, New Delhi.
2. P. Chandra, **Financial Management**, TMH, New Delhi.
3. S.C. Kuchhal, **Financial Management**, Chaityna Publishing House, Aligarh.
4. R.M. Srivastava, **Financial Decision Making**, Himalaya Publishing House, Mumbai

Reference Books:

1. Hampton, John. **Financial Decision Making**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. **Financial Management and Policy**, New Delhi, Prentice Hall of India.
3. Winger, Bornard and Mohan, Nancy. **Principles of Financial Management**, New York, Macmillan Publishing Company.

M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -124	MARKETING MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

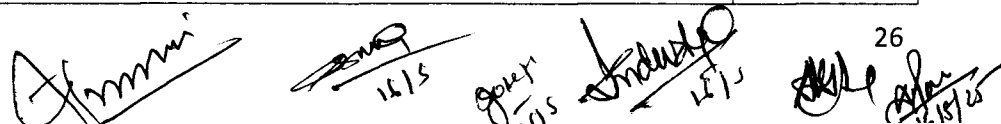
Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of important business legislations like Indian Contract Act, The Negotiable Instruments Act, Companies Act, Consumer Protection Act and labour legislations. Student will develop legal aspects of business that will help in smooth conduct of business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the fundamentals of marketing management.	R
CO2.	To learn about marketing research, Market Segmentation and Targeting.	Ap
CO3.	To gain knowledge about product related decisions, branding and packaging.	An

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CO4.	To describe in detail about Channel, Sales and Promotion Management.	E
CO5.	To Analyze various Marketing Issues.	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	3	1	3	3	3	3	3	3	3	3
CO2	3	1	1	1	-	1	1	1	1	1	1	2	2	2	2	2
CO3	3	1	1	1	-	1	3	1	3	3	3	2	2	2	2	2
CO4	3	1	1	1	-	1	3	1	3	3	3	2	2	2	2	2
CO5	3	1	1	1	-	1	3	1	3	3	3	2	2	2	2	2

"3" - Strong; "2" - Moderate; "1" - Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Marketing: Concept, Nature and scope. Marketing Environment Ps of Marketing, BCG Matrix	12	1
II	Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets	12	2
III	Product Decisions- Types of Product, Product mix, Product Life Cycle, New Product Development Stages, Branding and Pricing Methods, Factors Influencing Pricing Decisions, Packaging , CRM including Concept of Relationship Marketing	14	3
IV	Channel Management, Sales Management, Promotion Management.	13	4
V	Marketing Control. Specific Marketing Issues: Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation, Green Marketing, Brand; Meaning and role, Brand Building strategies.	13	5

Books Recommended:

1. Philip Kotler, **Marketing Management Analysis**, PHI, New Delhi.
2. Stanton & Futrell, **Fundamentals of Marketing**, McGraw Hill, New York
3. Ramaswamy, V.S. I, **Marketing Management: Analysis, Planning: Implementation & Control**, Macmillan, Chennai.

Reference Books:

1. R.S. Davar, **Modern Marketing Management**, Universal Book Sellers, New Delhi
2. McCarthy, **Basic Marketing**, Universal Book Sellers, New Delhi.
3. Philip Kotler & Armstrong Jr., **Principles of Marketing**: PHI, New Delhi.
4. Ramswamy V.S. & Nama Kumari, S, **Marketing Management Planning, Implementation & Control**, McMillan India Ltd.

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M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Course Type
FT -125	PRODUCTION MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students aware with fundamentals of Production Management and enable them to execute these concepts during manufacturing /operations in an enterprise.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basics of production management.	R
CO2.	To learn about the product design, plant location & plant layout.	Ap
CO3.	To gain in-depth knowledge about the production planning & control.	Ap
CO4.	To execute management of materials in proper manner.	E
CO5.	To explain the Work and Method Study.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	3	-	3	3	3	3	3	3	3	3
CO2	3	2	2	2	-	-	-	-	-	1	-	1	1	1	1	1
CO3	3	2	2	2	-	-	-	-	-	1	-	3	3	3	3	3
CO4	3	2	2	2	-	-	-	-	-	1	-	3	3	3	3	3
CO5	3	2	2	2	-	-	-	-	-	1	-	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Meaning, Nature, Significance and Scope / Role / Functions of Production Management, Relationship with other Management Functions, Different Production Systems: Continuous and Mass Production Intermittent Production, Batch / Job-Shop Production	13	1

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II	Product Design, Plant Location, Plant Layout	15	2
III	Production Planning and control, Capacity Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC. Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC.	12	3
IV	Materials Management -Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.	13	4
V	Work study, Methods Study, Work Measurement, Industrial Safety and Safety Management, Maintenance Management.	12	5

Books Recommended:

1. Ashwathapa, Production & Operations Management
2. Chunawala and Patel, Production Management

Reference Books:

1. Adam, E E & Ebert, R.J. **Production & Operation Management**. New Delhi, PHI.
2. Paneerselvam, Production Management, PHI
3. Buffa, E.S. **Modern Production Management**, John Wiley (New York).

M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -126	RESEARCH METHODOLOGY		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to impart research aptitude, research skills, data analysis and interpretation skills among students.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To familiarize with the basic concepts of Research.	U
CO2.	To understand the Research design and Sampling designs.	Ap
CO3.	To learn about scaling and data analysis techniques.	Ap
CO4.	To develop skills needed to interpret data and research report preparation.	An
CO5.	To Analyze the application of Product, Service, Advertising and Sales Research in Marketing Research.	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	-	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	-	-	-	-	-	1	-	1	1	1	1	1
CO3	3	3	3	3	-	-	-	-	-	1	-	3	3	3	3	3
CO4	3	3	3	3	-	-	-	-	-	1	-	3	3	3	3	3
CO5	3	3	3	3	-	-	-	-	-	1	-	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Concepts of Research, Scientific Approach to Research, Types of Social Science Researches. Research Process and Planning for Research, Formulation of Research Problem	12	1
II	Research Designs – Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.	14	2
III	Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches	14	3
IV	Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.	13	4
V	Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.	12	5

Books Recommended:

1. Kothari, C. R. Research Methodology, PHI

Reference Books:

1. Bernet, Roger: **Management Research**, ILO.
2. Fowler, Floyd J.Jr., **Survey Methods**, Sage Pub.
3. Salkind, Nell J., **Exploring Research**, Prentice Hall, NJ.
4. Dwivedi, R.S. Research Methodology in Behavioural Sciences- McMillian.

M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Course Type
FT -127	BUSINESS ETHICS & INDIAN ETHOS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objective (LO):

The objective of this course is to aware students with importance of ethics in business and Indian ethos, so students may learn and practice ethics in business and in organisations.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn about the basic concepts of ethics.	R
CO2.	To understand the importance of business ethics and factors influencing business ethics.	U
CO3.	To describe in detail about Management Ethics.	U
CO4.	To understand the role of Ethics in various Business Functions and Environmental Ethics.	U
CO5.	To gain knowledge about business ethos.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	-	2	-	3	2	2	2	2	2	2	2	2
CO3	2	2	2	2	-	2	-	3	2	2	2	2	2	2	2	2
CO4	2	2	2	2	-	2	-	3	2	2	2	2	2	2	2	2
CO5	2	2	2	2	-	2	-	3	2	2	2	2	2	2	2	2

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Ethics: Nature, Scope, Purpose, Importance of Ethics and moral Standards. Religion and ethics, Source of Ethics, Ethics and Management system, Ethical issues and Analysis in management. Personal Framework for ethical choices, Values.	13	1
II	Business Ethics: Scope, Need, Importance, Factors influencing Business Ethics, Ethical Theories, Morality and ethics, Value based organization, Ethical pressure in individual in organization.	14	2
III	Management Ethics: Business Ethics and society, Society expectations from business, Values for Managers, Cultural Contradictions, Spirituality and leadership	12	3
IV	Ethics in Business Functions: Marketing, Finance, Human Resource and Production, Environmental Ethics, Gender issues ecological consciousness.	13	4
V	Business Ethos: Interaction between ethos, morality	13	5

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	and law, Characteristics, Principles and issues of Business Ethos, Social Responsibility of Business Corporate Governance and Ethics.		
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Books Recommended:

1. S.K.Chakraborty Human Response in Organisation Towards the Indian Ethos : TMH, New Delhi.

Reference Books:

1. J. Petrick and J. Quinn Management Ethics: Integrity at work
2. S.K. Chakraborty QWL and Managing by Human Values -- TMH, New Delhi.

M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -128	INTERNATIONAL BUSINESS		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of international business, institutional set up for export in India, export procedure and international trading.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basics of international trade and its theories.	U
CO2.	To learn the institutional set up for export promotion in India and export promotion policies.	Ap
CO3.	To learn about the Problems and Prospects of Indian Businesses in abroad, EOU, FDI.	An
CO4.	To describe about Export Marketing and WTO	U
CO5.	To gain knowledge about MEAs and the various international trading blocks.	R

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	1	2	1	1	1	1	3	3	3	3	3
CO2	3	3	3	3	-	1	2	1	1	1	1	3	3	3	3	3
CO3	3	3	3	3	-	1	2	1	1	1	1	3	3	3	3	3
CO4	3	3	3	3	-	1	2	1	1	1	1	3	3	3	3	3
CO5	3	3	3	3	-	1	2	1	1	1	1	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

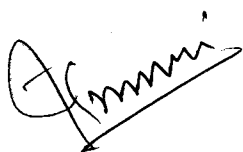
Unit No.	Topics	No. of Lectures	CO No.
I	Basics of International trade, Trade Theories, Porter's Generic Strategies; Global Entry Strategies; Balance of Payment Instruments of trade policy; tariffs, quotas; India's Foreign Trade policy.	13	1
II	Institutional set-up for export promotion in India, salient features of the current EXIM policy. Export procedure documentation. Multinationals (MNCs) in India: Role of Multinationals in the development of developing countries, Export promotion policies.	14	2
III	Problems and Prospects of Indian Businesses in abroad, Anti - Dumping Duties, regulatory framework of International Trade, Policy and Performance of export zones and EOU, Export Incentives. Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment (FII).	12	3
IV	Export Marketing: Indian and Global context; WTO: Origin of WTO, Implications of enforcement of WTO on Indian Business.	13	4
V	Trade agreement pertaining to trade in goods and services, Multilateral Environmental agreement (MEAs). International Trade Blocks, NAFTA, ASEAN, SAARC, EU, WTO and dispute settlement mechanism.	12	5

Books Recommended:

1. Francis Cherunilam, **International Business**, PHI
2. Subba Rao, **International Business**, Himalaya Publishing House.

Reference Books:

1. Francis Cherunilam, **Business Environment**.
2. Bhalla, V.K. and Shivramu **International Business Environment and Business**, New Delhi,
3. Eiteman, D.K. & Stopnehill, **Multinational business Finance**, New York Wesley






M.B.A. Semester - II

Program	Subject	Year	Semester
M.B.A.	Management	1	II
Course Code	Course Title		Corse Type
FT -129	INDUSTRY BASED PROJECT & VIVA-II		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4			4
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of important business legislations like Indian Contract Act, The Negotiable Instruments Act, Companies Act, Consumer Protection Act and labour legislations. Student will develop legal aspects of business that will help in smooth conduct of business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn about the working of organization and various issues particular to an industry/organization	Ap
CO2.	To develop perspective about business organization in totality	U
CO3.	To learn the job skills, acquire knowledge & experience needed for a professional carrier.	Ap
CO4.	To develop skills for planning & organizing the project, analysing the data and reporting.	Ap
CO5.	To learn behaviour at work place.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO5	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus			
Unit No.	Topics	No. of Lectures	CO No.
	Students will prepare industry-based projects individually on the basis of topics allotted to them. The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.	65	1
			2
			3
			4
			5

Books Recommended:

1. Kothari, C. R., Research Methodology, PHI

Reference Books:

1. Nair, Suja. Marketing Research, HPH

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Course Type
FT -231	MANAGEMENT SCIENCE		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to enable students to apply management science and its techniques in business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basic concepts of management science and its role in decision making.	U
CO2.	To build skills to solve transportation & assignment models and routing problems.	Ap
CO3.	To learn queuing theory & inventory management techniques.	Ap
CO4.	To have the ability to apply Network Modelling Techniques.	Ap
CO5.	To have knowledge of various Game Theories and its application in business.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	-	-	-	1	3	3	3	3	3	3	3
CO2	3	3	3	3	-	2	-	-	-	-	1	3	3	1	-	3
CO3	3	3	3	3	-	1	-	1	-	2	1	3	3	2	-	2
CO4	3	3	3	3	-	2	1	1	2	-	1	3	3	2	1	1
CO5	3	3	3	3	-	2	1	1	-	2	3	3	3	1	-	2

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality.	13	1
II	Transportation and Assignment Models, Routing Problems.	14	2
III	Queuing Theory; Inventory Management Techniques	13	3
IV	Network Modelling-probabilistic model, various types of activity times estimation, programmed evaluation review techniques, critical path, probability of completing the project, deterministic model, critical path method (CPM), PERT and CPM.	14	4
V	Game Theory; Markow Analysis, Goal programming.	10	5

Books Recommended:

1. Sharma, J.K. **Operations Research: Theory and Applications**. New Delh, Macmillian India Ltd.
2. Taha, H.A. **Operations Research – An Introduction**. New York, Mc Millan.

Reference Books:

1. Mathur, K and Solow, D. **Management Science**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Narag A.S. **Linear Programming and Decision Making**. New Delhi, Sultan Chand.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -232 M	MARKETING RESAERCH & CONSUMER BEHAVIOR		DCE 1
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objective (LO):

The objective of this course is to develop understanding among students about the process of marketing research and factors that affect consumer behaviour, so that while doing business these factors may be taken care.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept and significance of marketing research.	U
CO2.	To gain knowledge about the details of research design.	Ap
CO3.	To determine the nature, significance and Models of consumer behaviour.	Ap
CO4.	To learn about internal factors that affect consumer behaviour.	An
CO5.	To learn about external factors that affect consumer behaviour.	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Marketing Research – Concept, nature, scope, significance, advantages and limitations, steps involved in marketing research.	13	1
II	Research design and its types, product pricing, promotion and advertising research, marketing research in India, data collection, sources of data, data analysis and interpretation, major techniques of marketing research and report writing.	13	2
III	Consumer behavior (CB) - nature, concept, scope, CB Models, significance of consumer behaviour Consumer vs customer and consumer decision making.	12	3
IV	Internal factors influencing consumer behaviour – life style, motivation, attitude, learning, perception and personality.	14	4
V	External factors influencing buying behaviour – family, groups, social class and cultural, cognitive dissonance, diffusion of innovation.	13	5

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Books Recommended:

1. M.N. Mishra, **Marketing Research**, Sultanchand , New Delhi.
2. Shiffman, L.G. & Kanuk, LL., **Consumer Behaviour**, PHI, New Delhi

Reference Books:

1. D.D. Sharma, **Marketing Research**, Himalayan Pub. , Mumbai
2. G.C. Beri , **Marketing Research**, TMH, New Delhi
3. Balckwell, Engle and Kollat, **Consumer Behaviour**.
4. Pal, Sumitra, **Consumer behavior**, S. Chand
5. Nair, Suja. **Consumer behavior**, Himalayan Pub. , Mumbai
6. **Solomon**, **Consumer Behaviour**, Pearson

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -233 M	SALES AND ADVERTISING MANAGEMENT		DCE 2
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of sales and advertising management, so they may apply in business organisations.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the details of sales management.	R
CO2.	To learn about the basics of Sales Organization and its various theories.	An
CO3.	To describe the role of advertising in marketing process and its various aspects.	U
CO4.	To build skills to measure advertising effectiveness.	Ap
CO5.	To gain knowledge required for building proper advertising Programme.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	3	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Sales Management - Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel, Role of Technology in automation of sales function.	13	1
II	Sales Organization - Theory of Selling, Allocation of Sales Territory, Sales Forecasting, Sales budgeting, Different tools in sales promotion and their specific advantages and limitation, Management of Return on Investment.	13	2
III	Role of Advertising in Marketing Process, Legal, Ethical and Social Aspect of advertising, advertising media, types, strategy, Media selection.	13	3
IV	Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role.	12	4
V	Determination of target audience, building of advertising programme – Message, Headlines, Copy Logo, Illustration Appeal, Layout. Campaign Planning, Media Planning, Budgeting, Evaluation.	14	5

Books Recommended:

1. Still, Cundiff and Govani, **Sales Management**, PHI, New Delhi.
2. B.S. Rathore, **Advertising Management**, Himalaya, Mumbai.

Reference Books:

1. Ramaswamy, **Sales Management**, Sterling, New Delhi.
2. Manendra Mohan, **Advertising Management**, TMH, New Delhi.
3. Aaker, Batra and Myers, **Advertising Management**, Prentice Hall of India, New Delhi.

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M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Course Type
FT -232 F	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		DCE 1
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to acquaint students with the concept of security analysis and enable them to apply knowledge of portfolio management.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of security analysis.	U
CO2.	To evaluate the risk and return of different investments.	An
CO3.	To apply the concept of portfolio management for the better investment.	Ap
CO4.	To learn the use of various models like Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.	Ap
CO5.	To develop skills to construct Optimum Portfolio and related concepts.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO2	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO3	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO4	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO5	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.	12	1
II	The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.	12	2
III	Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.	15	3
IV	Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.	12	4
V	Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.	14	5

Books Recommended:

1. Bhalla, V.K. **Investment Management: Security Analysis and Portfolio Management**, New Delhi, S.Chand.
2. Fischer, Donald E. and Joardan, Ronald J. **Security Analysis and Portfolio Management**, New Delhi, PHI.

Reference Books:

1. Amling, Frederic. **Investment** Englewood Cliffs, New Jersey, PHI.
2. Alexander, Gordon J. and Sharpe, William F. **Fundamentals of Investments**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Elton, Edwin J and Gruber, Martin J. **Modern Portfolio Theory and Investment Analysis**. New York, John Wiley.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Course Type
FT -233 F	MANAGEMENT OF FINANCIAL SERVICES		DCE 2
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objective (LO):

The objective of this course is to develop basic understanding of financial system and market among students so they may become efficient in management of financial services.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of financial System and Markets.	U
CO2.	To Analyze various Mutual Funds and Merchant banking services.	An
CO3.	To gain understanding of Housing Finance and Credit Rating	U
CO4.	To learn about evaluation of an acquisition, takeover and merger, leasing & financial evaluation of a lease.	An
CO5.	To have in depth knowledge about money market & foreign investment, corporate risk management	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO2	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO3	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO4	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3
CO5	3	3	2	2	-	1	3	1	1	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Financial System and Markets; Indian Financial System, Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services.	13	1
II	Mutual Funds; Merchant Banking Services: Managing of Issue Shares and Bonds, Hire Purchase; Debt Securitization;	13	2
III	Housing Finance; Credit Rating; Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance.	13	3
IV	Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.	13	4
V	Money Market, Foreign Investment: FDI, FIIs investment Strategies, New Market Instruments. Corporate Risk Management.	13	5

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Books Recommended:

1. Bhalla, V.K. **Management of Financial Services**. Anmol, New Delhi.
2. Gordan, E and K. Natrajan, **Emerging Scenario of Financial Services**, Himalaya Publishing House.

Reference Books:

1. Bhalla, VK. And Dilbag, Singh. **International Financial Centres**. New Delhi, Anmol.
2. Ennew C, Trevor Watkins & Mike Wright : **Marketing of Financial Services**, Heinemann Professional Pub.
3. Meidan, Arthur Brennet, M. **Option Pricing : Theory & Applications**. Toronto, Lexington Books.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -232 H	HUMAN RESOURCE DEVELOPMENT		DCE 1
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of human resource management and human resource development which will help them in smooth conduct of a business organisation.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basic concepts of Human resource development and HRM Vs HRD.	U
CO2.	To gain knowledge about training and its conceptions.	R
CO3.	To learn about performance appraisal and related matters.	Ap
CO4.	To describe the concepts of HRD climate, culture, audit.	U
CO5.	To understand the importance and use of Career & succession Planning & Development.	An

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	2	2	-	1	-	1	1	1	1	3	3	3	3	3
CO2	3	3	2	2	-	1	-	1	1	1	1	3	3	3	3	3
CO3	3	3	2	2	-	1	-	1	1	1	1	3	3	3	3	3
CO4	3	3	2	2	-	1	-	1	1	1	1	3	3	3	3	3
CO5	3	3	2	2	-	1	-	1	1	1	1	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	HRM Vs HRD, HRD Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms, HRD Intervention Mechanism.	13	1
II	Effectiveness of Training: Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System	13	2
III	Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling	13	3
IV	HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organisations.	13	4
V	Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes,	13	5

Books Recommended:

1. Pareek, Udai, **Evaluation of HRD**, Jaipur, Rawat Publications
2. Rao, T.V., **Recent Experiences in HRD**, New Delhi. Oxford & IBH

Reference Books:

1. Sungara Raju, S.M., **Total Quality Management**, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.
2. Pareek and Rao, **Designing and Managing Human Resource, Systems**, Oxford & IBH Pub. House
3. French and Bell, **Organisation Development**, PHI, New Delhi.

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M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -233 H	LEGAL FRAMEWORK OF HRM		DCE 2
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of important business legislations like Indian Contract Act, The Negotiable Instruments Act, Companies Act, Consumer Protection Act and labour legislations. Student will develop legal aspects of business that will help in smooth conduct of business.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn about the emergence of labour laws and their objectives.	U
CO2.	To understand the Social Security Measures and Laws.	Ap
CO3.	To learn about the various employee's welfare related Acts.	Ap
CO4.	To learn about the Wage Legislations and Bonus Act.	U
CO5.	To have in-depth knowledge of Laws Relating to Working Conditions in Factories Act, Contract Labour (R &A) Ac	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Emergence and Objectives of Labour Laws and their impact on Socio-Economic Environment, Employees Welfare Measure.	12	1
II	Social Security Measures and Laws- Workmen's Compensation Act, Employees' State Insurance Act.	15	2
III	Provident Fund Act, Payment of Gratuity Act and Maternity Benefits Act.	12	3
IV	Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.	12	4
V	Laws Relating to Working Conditions in Factories Act, Contr Labour (R &A) Act.	14	5

Books Recommended:

1. Malik, P L. **Handbook of Industrial Law**. Lucknow, Eastern Book.
2. Srivastava S.C. **Industrial Relations and Labour Law**. New Delhi, Vikas.
3. N.D. Kapoor, **Mercantile Law** Sultan Chand and Sons, New Delhi.

Reference Books:

1. Ghaiye, B R, **Law and Procedure of Departmental Enquiry in Private and Public Sector**. Lucknow, Eastern Law Company.
2. Malhotra, O P. **The Law of Industrial Disputes**. Vol.I and II. Bombay, N.M. Tripathi.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -232 S	SYSTEM ANALYSIS & DESIGN		DCE 1
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to acquaint students with fundamentals of system analysis and design so that they may utilize

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the basics of system analysis and design.	U
CO2.	To learn system development life cycle and related concepts.	An
CO3.	To have in-depth knowledge of Modulation, File design, data base design.	Ap
CO4.	To learn to apply system control and quality control.	Ap
CO5.	To acquaint with the process of hardware and software selection.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	-	-	-	-	-	2	-	-	3	-	1	1	-	-	-
CO2	3	-	-	-	-	-	2	-	-	2	-	1	1	-	-	-
CO3	3	1	1	1	-	1	2	1	1	2	1	1	1	1	1	1
CO4	3	1	1	1	-	1	2	1	1	2	1	1	1	-	-	-
CO5	3	-	-	-	-	-	2	-	-	2	-	1	1	1	1	1

"3" - Strong; "2" - Moderate; "1" - Low; "-" - No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Overview of Systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and Structured System Analysis – Problem identification – requirement analysis: tools and techniques – feasibility analysis – operational. Technical and economic feasibility – details of SDLC approach. Business Systems Concept.	12	1
II	Systems Development Life Cycle (SDLC) Phases of SDLC: Planning and Requirements: Introduction to Systems Development Life Cycle (SDLC), Planning Phase: Objectives, Scope, and Feasibility, Requirement Gathering Techniques, Requirements Analysis and Documentation; Analysis and Design Phases in SDLC: Systems Analysis: Goals and Objectives, Data Flow Diagrams (DFD) and Process Modelling, Logical and Physical System Design; Implementation and Maintenance Phases: Transition from Design to Implementation, Coding and System Development, Software Testing and Quality Assurance, Deployment and Post-Deployment Support; SDLC Methodologies: Comparisons: Overview of SDLC Methodologies, Traditional SDLC Models (Waterfall, V-Model), Agile and Iterative Models (Scrum, Kanban), Choosing the Right Methodology for a Project	15	2
III	System Design and Architecture Design Principles and Patterns: Fundamental Design Principles, Design Patterns and Best Practices, Reusability and Scalability in System Design, Adapting Design Patterns to Project Requirements. Data Flow and Entity-Relationship Diagrams: Data Flow Diagrams (DFD) and Their Components, Entity-Relationship Diagrams (ERD) and	12	3

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	Data Modelling, Relating Data Flow and Data Storage, Tools for Data and Entity-Relationship Diagrams. Supply Chain Management: Exploring efficient supply chain practices and their impact on business marketing. User Interface Design: User-Centred Design and Its Importance, User Interface Elements and Principles, Wireframing and Prototyping User Interfaces, Usability Testing and Iterative Design		
IV	Software Testing and Quality Assurance Testing Levels and Types: - Levels of Software Testing: Unit, Integration, System, Acceptance, Types of Software Testing: Functional, Non-Functional, Test Planning and Test Cases Test Planning and Execution: - Test Plan Development and Test Strategy, Test Case Design and Execution, Test Automation and Tools Defect Management and Reporting: - Identifying and Reporting Defects, Defect Life Cycle and Prioritization, Defect Tracking and Management Tools Automated Testing Tools: Introduction to Test Automation, Test Automation Frameworks, Popular Testing Tools (e.g., Selenium, JUnit), Benefits and Challenges of Test Automation	12	4
V	User Acceptance and System Implementation User Acceptance Testing (UAT): Role of User Acceptance Testing (UAT), UAT Planning and Test Cases, UAT Execution and Validation, UAT Sign-Off and Transition Deployment Strategies: Deployment Planning and Strategies, Transition Phases and Rollout Approaches, Training and Documentation for End-Users, Monitoring and Post Deployment Support. Change Management during Implementation: Managing Change and Resistance, Communication and Training for End-Users, Transition Plans and Go-Live Strategies, Measuring Post-Implementation Success	14	5

Books Recommended:

1. Rajaraman, V. **Analysis and Design of Systems**. New Delhi, PHI.
2. Award. Elias M. **Systems Analysis and Design**. 2nd ed., new Delhi. PHI

Reference Books:

1. Whitten, J.L. etc. **System Analysis and Design Methods**. New Delhi. Galgotia.
2. Marco. T.D. **Structured Analysis & System Specification**, New Delhi, Yourdon press.
3. "Systems Analysis and Design" by Kenneth E. Kendall and Julie E. Kendall (2021). Pearson Education.
4. "Systems Analysis and Design in a Changing World" by John W. Satzinger, Robert B. Jackson, and Steven D. Burd (2020). Cengage Learning.
5. "Systems Analysis and Design Methods" by Jeffrey L. Whitten and Lonnie D. Bentley (2019). Pearson Education.
6. "Systems Analysis and Design" by Rajshree Nagarajan, S. Sadagopan, and T.V. Raman (2023). Tata McGraw-Hill Education.
7. "Systems Analysis and Design" by K.C. Laudon and Jane P. Laudon (2021). Pearson Education India,

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M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -233 S	RDBMS & SQL CONCEPTS		DCE 2
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of RDBMS and SQL and enable them to apply these concepts in business organisations.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To have a broad understanding of fundamentals of data base.	U
CO2.	To describe RDBMS and related concepts.	An
CO3.	To gain in depth knowledge of all concepts of database.	U
CO4.	To familiarize with SQL language and DML commands.	U
CO5.	To learn the use of Simple queries, DDL Commands and Transaction Processing	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO2	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO3	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO4	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO5	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Database - Definition, Concepts and Developments - Traditional file Oriented approach, Need for Database, Uses of Database, Design of Database, Distributed Data Processing System.	12	1
II	RDBMS: Introduction - Database and DBMS Software,	15	2

	Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Object Oriented and Record Based Models, E.R. Model and E-R Diagram Examples and Exercises, Hierarchical, Network, Relational Model, Normalisation Techniques - 1 st , 2 nd , 3 rd normal form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database.		
III	Database Concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and Distributed Data Access.	12	3
IV	Introduction to Client – Server and ODBC connectivity. SQL : SQL Language – DML Commands – Select, Insert, Update, Delete – retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data.	12	4
V	Simple queries – use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Save point.	14	5

Books Recommended:

1. Coleman, Pat and Peter Dyson, **Internets BPB Publication**, New Delhi.
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.

Reference Books:

1. Oberoi, Sundeep **e-Security and You**, Delhi, Tata McGraw Hill.
2. Richart, Alberto Manuel and Stephen Asbury, **Active Server Pages 3**, IDG Books, Delhi.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -234	ORGANIZATIONAL EFFECTIVENESS & CHANGE		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objective (LO):

The objective of this course is to equip students with basic understanding various concepts about organisations which will help them in bringing effectiveness in running the organisation.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of organizational structure and organizational effectiveness	U
CO2.	To learn about significance of organizational development and its methods.	An
CO3.	To acquaint students with the organizational change, resistance to change and approaches to manage changes	U
CO4.	To develop skills required to deal with organizational conflict and their resolution.	Ap
CO5.	To gain knowledge about Organisational culture and climate.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	Pos											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO5	3	1	3	3	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	An overview of Organisational structure, Behavioural implication of organizational structure, factors influence in designing organizational structure and job design. Organizational Effectiveness-Approaches, need and significance	15	1
II	Organisational development- nature, goals, process, Diagnosis methods and intervention mechanisms	12	2
III	Organizational change- need, factors, change agents, resistance and approaches to manage changes.	12	3
IV	Organisational conflicts – causes, nature measures to res organisational conflicts.	12	4
V	Organisational culture and climate, organizational learning, power and politics in the organization, integration and control.	14	5

Books Recommended:

1. S. P Robbins, **Organisational Theory**, PHI , New Delhi
2. S.P.Robbins, **Organisational Behaviour**, PHI, New Delhi

Reference Books:

1. F.Luthans , **Organisational Behaviour** TMH, New Delhi
2. R.S. Dwivedi ,**Organisational Behaviour and Human Relations** McMillan, New Delhi.
3. Uma Sekharan, **Organisational Behaviour**, TMH, New Delhi.
4. French and Bell, **Organisational Development**, PHI, New Delhi.

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -235	TRAINING REPORT & VIVA		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
6			6
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with practical knowledge that may help them in running the business organisation smoothly.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To learn and acquire the job skills, knowledge, attitudes and perceptions along with the experience needed to continue a professional identity	Ap
CO2.	To Get insight in to the working of a real organization	An
CO3.	To develop perception about business organization in totality	An
CO4.	To explore carrier opportunities in their areas of interest	U
CO5.	To learn behavioural aspects in the organisation	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3	3
CO5	1	1	1	1	3	1	1	1	1	1	1	1	1	1	1	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
	The Training Report submitted by the students will be evaluated by the external examiner and viva will be based on the training report.	90	1
			2
			3
			4
			5

Books Recommended:

1. Kothari, C. R., Research Methodology, PHI

Reference Books:

2. Nair, Suja. Marketing Research, HPH

M.B.A. Semester - III

Program	Subject	Year	Semester
M.B.A.	Management	2	III
Course Code	Course Title		Corse Type
FT -236	LITERATURE REVIEW AND SPSS FOR RESEARCH		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
6			6
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of important business legislations like Indian Contract Act, The Negotiable Instruments Act, Companies Act, Consumer Protection Act and labour legislations. Student will develop legal aspects of business that will help in smooth conduct of business.

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Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To develop an understanding of the literature review process and its significance in academic research.	U
CO2.	To acquire the skills needed to conduct a thorough and effective literature review.	An
CO3.	To gain hands-on experience with SPSS for data analysis and interpretation.	Ap
CO4.	To develop proficiency in advanced statistical techniques using SPSS	Ap
CO5.	To enable students to apply SPSS skills to real-world business problems	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	3	-	-	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	-	-	3	3	3	3	3	3	3
CO5	1	1	1	1	-	1	1	-	-	1	1	1	1	1	1	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Introduction to Literature Review: Definition and purpose of a literature review, Types of literature reviews (narrative, systematic, meta-analysis), Steps in conducting a literature review, Identifying and selecting relevant sources, Organizing and synthesizing information	12	1
II	Research Databases and Source Evaluation: Introduction to research databases (e.g., JSTOR, Google Scholar, PubMed), Search strategies and techniques, Managing references using software tools (e.g., EndNote, Zotero, Mendeley)	12	2
III	Writing the Literature Review: Structure of a literature review (introduction, body, conclusion), Summarizing literature, Identifying gaps and formulating research questions, Avoiding plagiarism and maintaining academic integrity	12	3
IV	Introduction to SPSS: Overview of SPSS software and its applications in business research, Installing and navigating SPSS interface, Importing and managing	15	4

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	datasets, Descriptive statistics and data visualization (graphs, charts)		
V	Data Analysis with SPSS: Performing basic statistical tests (t-tests, chi-square tests), Correlation and regression analysis, ANOVA and MANOVA, Interpreting SPSS output, Reporting and presenting statistical findings	14	5

Books Recommended:

1. "Discovering Statistics Using IBM SPSS Statistics" by Andy Field
2. "Writing Literature Reviews: A Guide for Students of the Social and Behavioral Sciences" by Jose L. Galvan and Melisa C. Galvan

Reference Books:

1. "The Literature Review: Six Steps to Success" by Lawrence A. Machi and Brenda T. McEvoy
2. "Conducting Research Literature Reviews: From the Internet to Paper" by Arlene Fink
3. "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" by John W. Creswell and J. David Creswell
4. "How to Use a Research Library" by Mark England
5. "Research Methods for Business Students" by Mark Saunders, Philip Lewis, and Adrian Thornhill
6. "The Craft of Research" by Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams
7. "SPSS Survival Manual" by Julie Pallant
8. "Data Analysis Using SPSS for Windows - Version 8 to 10" by Jeremy J. Foster
9. "Using SPSS for Windows and Macintosh: Analyzing and Understanding Data" by Samuel B. Green and Neil J. Salkind

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Corse Type
FT -241	STRATEGIC MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students understand strategic management hich will prepare them for organisational leadership.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the historical evolution of business policy, application of corporate strategy and Strategic Management	U
CO2.	To develop skills for forming strategic intent.	Ap

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CO3.	To gain knowledge related to Environmental Analysis and its conception.	U
CO4.	To learn about Strategic Alternatives and Strategic Choice	U
CO5.	To understand the effectiveness of strategic implementation, Strategic Evaluation and Control	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	3	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management: Definition, model and process for Strategy Formulation: Ansoff growth vector.	12	1
II	Strategic Intent – Vision, Mission, Purpose and Objectives,	12	2
III	Environmental Analysis: External environment and organisational Appraisal; Environmental threat and opportunity profile; competitive advantage of a firm, Core competency, strategic advantage profile; SWOT Analysis.	12	3
IV	Strategic Alternatives-merger, acquisition, diversification, modernisation, integration, joint venture, turn around. Strategic Choice- objective and subjective considerations in strategic choice; Managing Cultural Diversity; Global Entry Strategy.	15	4
V	Strategic Implementation, Activating Strategies, Functional Implementation, Leadership implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control Techniques of Strategic Evaluation and Control.	14	5

Books Recommended:

1. Azhar Kazmi, **Business Policy & Strategic Management**, TMH, New Delhi.
2. P.K. Ghosh, **Business Policy-Strategic Planning and Mgmt.**, Sultan Chand and Sons, New Delhi.

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Reference Books:

1. V.P. Michael, **Business Policy and Environment**, Sultan Chand and Sons, New Delhi.
2. R.M. Srivastava, **Corporate Strategy and Planning**, Himalaya, Mumbai.
3. R. Nanjundaiah, **Strategic Planning and Business Policy**, Himalaya, Mumbai.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -242	MANAGEMENT INFORMATION SYSTEM		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
3	3		
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to make students aware with the concept of management information system so that they may utilize it during decision making process in the organization.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of Management Information System.	U
CO2.	To learn about the MIS design and process of development of an MIS.	An
CO3.	To develop skills required for implementation of MIS.	Ap
CO4.	To be able to create the ability to make use of Information system for Decision Making.	Ap
CO5.	To gain knowledge about role of MIS in Decision Making.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO2	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO3	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO4	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO5	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.	12	1
II	Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.	15	2
III	Implementation of MIS: Stages of Implementation; Evaluating the system, maintenance of the system, Technology monitoring, Emerging opportunity for global business	12	3
IV	Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources.	12	4
V	MIS and Decision Making - Phases of Decision-making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.	14	5

Books Recommended:

1. Robert G. Murdic Joel E, Ross, James R. Clagget, **Information Systems for Modern Management**, PHI, New Delhi.
2. Gordon B Davis, M.H. Olson, **Management Information Systems**, Prentice Hall, New Jersey.

Reference Books:

1. Jerome Kanter, **Management Oriented Management Information System**, PHI, New Delhi.
2. N. Subramaniam, **Introduction To Computers**, Himalaya, Mumbai.
3. P.K. Sinha, **Computer Fundamentals**, BPB, New Delhi.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Corse Type
FT -243 M	INTERNATIONAL MARKETING		DCE 3
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to aware students about international marketing, governmental agencies and overseas market scenario which will enable them to conduct business abroad.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the significance of international marketing and foreign trade concepts and theories.	U
CO2.	To learn about international marketing environment, trends in India's foreign trade, export houses and government agencies in international marketing	An
CO3.	To gain knowledge about International Marketing Intelligence and marketing research	Ap
CO4.	To develop various strategies required for Planning for Overseas Market.	Ap
CO5.	To learn about the export finance, methods of payment, letter of credit, ECGC and international economic institutions	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	1	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2" - Moderate; "1" - Low; "-" - No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Nature, Scope and Significance of International Marketing, Concepts and Theories.	12	1
II	Analysis of International Marketing Environment. Trends in India's Foreign Trade, Governmental Agencies in International Marketing, Export Houses.	13	2
III	International Marketing Intelligence and Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.	12	3
IV	Planning for Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions: Organization of Shipping, Chartering Practices, Marine Cargo Insurance, and Promoting Products for Exports including Fairs and Exhibitions.	15	4
V	Export finance, Methods of Payment, Letter of Credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD, IMF etc.	13	5

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Books Recommended:

1. Keegan, Warren. **Global Marketing Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Onkvisit, Sak and Shaw, J.J. **International Marketing: Analysis and Strategy**. New Delhi, Prentice Hall of India.

Reference Books:

1. Bhattacharya, B. **Export Marketing: Strategies for Success**, New Delhi, Global Business Press.
2. Terpstra, Vern and Sarthy, R. **International Marketing**. Orlando, Dryden Press.
3. Walter, I and Murphy, T. **Handbook of International Business**, New York, John Wiley.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -244 M	INDUSTRIAL & SERVICE MARKETING		DCE 4
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with fundamentals of industrial and service marketing.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concepts of Industrial Marketing.	U
CO2.	To be able to develop Channel strategies, physical distribution decisions and Strategies for Industrial goods and services.	An
CO3.	To gain knowledge about the concept and classification of services	U
CO4.	To describe about marketing mix in service marketing, advertising and branding of services	Ap
CO5.	To learn about relationship marketing and retail marketing	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

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PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO3	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO4	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO5	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3

"3" - Strong; "2" - Moderate; "1" - Low; "-" No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Industrial Marketing: Classification of industrial goods & services, Types of industrial product lines, new product development, industrial product life cycle & strategies, pricing of industrial products.	12	1
II	Formulating Channel strategies and physical distribution decisions: objectives, nature of industrial distribution channels, Logistics, Promotional Strategies for Industrial goods and services: Sales promotion, publicity and public relations, direct marketing, personal selling, Advertisement	15	2
III	Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification	12	3
IV	Marketing of Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services, Management of Service Quality.	12	4
V	Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.	14	5

Books Recommended:

1. Richard M.Hill et, al., **Industrial Marketing**, A.T.B.S, Publishers and Distributors, New Delhi
2. Gross, A.C. etc. **Business Marketing**, Boston, Houghton Mifflin.

Reference Books:

1. Michael H.Morris, Industrial and Organizational Marketing, Mcmilan Publishing Company, New York
2. David T.Wilson, —Pricing Industrial Products and Services, Institute for the study of Business Markets, College of Business Administration, Pennsylvania State University.
3. Michael D.Hutt, Thomas W.Speh, Business Marketing management- A strategic view of industrial and organizational markets, Thomson south western, Singapore.

M.B.A. Semester - IV

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Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -243 F	INTERNATIONAL FINANCIAL MANAGEMENT		DCE 3
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to aware students with fundamentals of international financial management. Student will help smooth conduct of business abroad.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To remember concepts of international financial management.	R
CO2.	To learn about the foreign exchange market, types, organization and foreign exchange risk.	U
CO3.	To understand the basics of Forward and Future Contracts, Types of Traders	U
CO4.	To gain in depth knowledge about forward & future prices and its related aspects.	U
CO5.	To learn about International Receivables, Investment and Financial Strategies, Cash Management.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	3	3	-	3	-	3	1	3	3	3	3	3	3	3
CO2	3	3	3	3	-	2	-	2	1	2	2	3	3	3	3	3
CO3	3	3	3	3	-	2	-	2	1	2	2	3	3	3	3	3
CO4	3	3	3	3	-	2	-	2	1	2	2	3	3	3	3	3
CO5	3	3	3	3	-	2	-	2	1	2	2	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

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Unit No.	Topics	No. of Lectures	CO No.
I	International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, Theories of International Financial Management, International Financial System and institutions.	12	1
II	Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Foreign Exchange Risk.,	12	2
III	Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging,	15	3
IV	Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.	14	4
V	International Receivables and Inventory Management, International Investment Strategy, International Cash Management, International Financial Strategies.	12	5

Books Recommended:

1. Bhalla, V.K. **International Financial Management**, New Delhi, Anmol.

Reference Books:

2. Abdullah, F.A. **Financial Management for the Multinational Firm**. Englewood Cliffs, New Jersey, PHI.
3. Buckley, Adrian, **Multinational Finance**, New York, PHI.
4. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases**, Miami Florida, Kolb.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -244 F	PROJECT PLANNING ANALYSIS & MANAGEMENT		DCE 4
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

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Books Recommended:

1. Chandra, Prasanna. **Projects: Preparation, Appraisal, Budgeting and Implementation**, New Delhi, Tata Mc Graw Hill.

Reference Books:

2. Ahuja, G K & Gupta, Ravi. **Systematic Approach to Income Tax**, Allahabad, Bharat Law House.
3. Bhalla, V.K. **Modern Working Capital Management**, New Delhi, Anmol.
4. Bhalla, V.K. **Financial Management and Policy**, New Delhi, Anmol.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -243 H	COMPENSATION MANAGEMENT		DCE 3
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to aware students about compensation management and applicable legislations.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of wages.	U
CO2.	To learn about Human Resource Record and Audit; Rewards, Incentives and Wage Differentials.	An
CO3.	To learn about the concepts of wage and productivity.	R
CO4.	To understand and apply Wage regulations in India through mentioned Acts.	Ap
CO5.	To gain knowledge about the objectives, evolution & development of wage policies and its constraint in Indian organization.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	3	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO2	3	3	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO3	3	3	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	2	2	-	3	-	1	1	1	1	3	3	3	3	3
CO5	3	3	2	2	-	3	-	3	3	3	3	3	3	3	3	3

"3" - Strong; "2" - Moderate; "1" - Low; "-" - No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Wage Determination: Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India. Job Evaluation Techniques.	13	1
II	Human Resource Record and Audit; Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials, Profits – Sharing, Co Partnership & Payment of Bonus with special reference to India.	13	2
III	Wage and Productivity: Concept of Productivity, Productivity of Labour and payment of Wages, the level of living of Indian Workers' wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.	13	3
IV	Wage regulations in India: Salient provisions of: Minimum Wages Act, 1948, Payment of Wages Act, 1936 Payment of Bonus Act, 1965, Equal Remuneration Act, 1976	13	4
V	Wage Policies in India: Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.	13	5

Books Recommended:

1. A.M. Sharma, Compensation **Management**, Himalaya Publishing House, Mumbai.

Reference Books:

2. E.B. Flippo, **Personnel Management**, TMH
3. Decenzo and Robbins, **Human Resource Management**, PHI, New Delhi.
4. N.D. Kapoor, **Mercantile Law**, Sultan Chand & Sons.
5. Dewivedi, R.S. **Personnel and Human Resource Management – An Indian Experiences**, New Delhi, Galgotia.

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M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Corse Type
FT -244 H	MANAGEMENT OF INDUSTRIAL RELATIONS		DCE 4
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to aware students about industrial relations so that they may become efficient in management of industrial relations.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the concept of Industrial relation, its system and national trade union management	U
CO2.	To gain in depth knowledge about Trade Unionism.	U
CO3.	To learn the causes & remedies of Industrial dispute and settlement machinery.	Ap
CO4.	To describe in detail about Collective Bargaining and its conceptions.	U
CO5.	To build skills required for Workers' Participation in Management.	Ap

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Appl; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

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Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Industrial Relations- concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalisation of Indian economy. National Trade Union Management.	13	1
II	Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance – Imp, Process and Practices Handling Procedures.	14	2
III	Industrial Disputes – Causes & Remedies, Settlement Machinery, Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.	13	3
IV	Collective Bargaining stages; Negotiation, Process, Collective, Bargaining in Indian Organisations. New Trends in Collective Bargaining. Disciplinary Inquiries and actions: Domestic Enquiry, Disciplinary action; Employee Discipline: Importance, Causes and Forms.	13	4
V	Workers' Participation in Management. Emerging Trends in Industrial Relations Management, Managing Union free organizations.	12	5

Books Recommended:

1. Das,R.P. **Management of Industrial Relations**, Varanasi, MTC.2002.

Reference Books:

2. Kochan, T.A. and Katz Henry. **Collective Bargaining and IR**, Homewood Illinois Richard D. Irish.
3. Mamkoottam, K.Trade Unionism. **Myth and Reality**. New Delhi, Oxford University Press.
4. Ramaswamy, E.A. **The Rayon Spinners The Strategic Management of Industrial Relations**. New Delhi, Oxford University Press.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Corse Type
FT -243 S	BUSINESS PROCESS RE-ENGINEERING & ERP		DCE 3
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objective (LO):

The objective of this course is to equip students with profound knowledge of business process reengineering and its implementation in an organisation.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the conceptual foundation of business process Re-engineering and role of information technology in BPR.	U
CO2.	To gain knowledge about process, identification & mapping and man, management for BPR implementation.	U
CO3.	To have in depth description of ERP and related concepts.	Ap
CO4.	To learn about ERP products and Markets and ERP implementation.	Ap
CO5.	To collect detail information about E-Business and its future.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	-	2	2	-	2	3	1	1	-	-	1
CO2	3	2	2	2	-	-	2	2	-	2	2	1	1	-	-	1
CO3	3	3	3	3	-	-	2	2	-	2	2	1	1	-	-	1
CO4	3	3	3	3	-	-	2	2	-	2	2	1	1	-	-	1
CO5	3	3	3	3	-	-	2	2	-	2	2	1	1	-	-	1

"3" - Strong; "2" - Moderate; "1" - Low; "- "No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry;	13	1
II	Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man, Management for BPR Implementation; Re-organizing People and Managing Change.	14	2
III	Enterprise Resources Planning: Evolution of ERP-MRP and MRP II problems of system islands need for system integration and interface early ERP Packages	13	3
IV	ERP products and Markets – Opportunities and problems in ERP selection and implementation; ERP implementation: identifying ERP benefits team formation – Consultant Intervention-Selection ERP –	13	4

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	Process of ERP		
V	E-Business: Introduction to 1 – Net technologies – Evolution of E-commerce, EDI and E-Business, Security and Privacy Issues – technologies for E-Business, Future and Growth of E-Business.	12	5

Books Recommended:

1. Jayaraman, M S. et al. **Business Process Re-engineering**. New Delhi, Tata McGraw Hill.

Reference Books:

2. Carr, D K and Johansson, H J. **Best Practices in Re-engineering**. New York, McGraw Hill.
3. Champy, James, **Re-engineering Management: The Mandate for New Leadership**. London, Harper Collins.

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Corse Type
FT -244 S	DATA ANALYTICS AND BUSINESS INTELLIGENCE		DCE 4
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to appreciate and understand the emerging field of data analytics and its role and application in business intelligence application. Understand the role of data cleaning, data analysis and interpretation in decision making. Understand the scope of data analytics in Human resource management, Marketing management, Financial Management and Social Media management.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To Understand the different types of data analytics (descriptive, predictive, prescriptive) and data collection methods.	R
CO2.	Apply data cleaning and pre-processing techniques and construct basic business intelligence dashboards.	A
CO3.	Analyze and interpret data using descriptive statistics and data visualization to derive actionable insights.	A
CO4.	Evaluate the impact of data analytics on decision-making and the ability to make data-driven decisions in real-world business scenarios.	U
CO5.	To know about Human Resource Analytics, Marketing Analytics, Social Media analytics and Financial analytics	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO2	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO3	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO4	3	2	2	2	-	-	2	-	-	2	2	1	1	-	-	1
CO5	3	2	2	2	2	2	2	2	2	2	2	1	1	-	2	1

“3” - Strong; “2”- Moderate; “1”- Low; “-”No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Introduction to Data Analytics Data Analytics Process and Lifecycle: Introduction to Data Analytics, Understanding the Data Analytics Lifecycle, Steps in the Data Analytics Process, Role of Data Analysts	14	1
II	Types of Data Analytics: Descriptive, Predictive, Prescriptive: Descriptive Analytics: Exploring Historical Data, Predictive Analytics: Forecasting Future Trends, Prescriptive Analytics: Data-Driven Decision-Making, Real-World Applications of Data Analytics	14	2
III	Data Cleaning and Pre-processing: Importance of Data Cleaning, Data Cleaning Techniques, Data Transformation and Normalization, Handling Missing Data and Data Quality	15	3
IV	Market Research Reporting and Presentation Research Report Structure: Organizing research findings into a clear and comprehensive report. Data Visualization: Creating visual representations of data using charts and graphs. Research Presentation Skills: Communicating research findings effectively to stakeholders. Actionable Insights: Translating research results into actionable recommendations for decision-making.	11	4
V	Human Resource Analytics: Introduction, HR as an expense, the analytics and prediction Strategic Human capital measures, Marketing Analytics: Introduction, Customer Management and Data Management Social Media Analytics, Financial Risk Analytics	11	5

Books Recommended:

1. Michael Berthold, David J. Hand, “Intelligent Data Analysis”, Springer,2007.
2. Tom White “Hadoop: The Definitive Guide “Third Edition, O’reillyMedia,2012.

Reference Books:

1. Chris Eaton, Dirk De Roos, Tom Deutsch, George Lapis, Paul Ziko poulos, “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, Mc Graw Hill Publishing,2012.

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2. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Data sets", CUP, 2012.
3. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", John Wiley & Sons, 2012.
4. Glenn J. Myatt, "Making Sense of Data", John Wiley & Sons, 2007.
5. Pete Warden, "Big Data Glossary", O'Reilly, 2011.
6. Jiawei Han, Micheline Kamber "Data Mining Concepts and Techniques", 2nd Edition, Elsevier, Reprinted 2008.
7. Da Ruan, Guoqing Chen, Etienne E. Kerre, Geert Wets, "Intelligent Data Mining", Springer, 2007.
8. Paul Zikopoulos, Dirk de Roos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corrigan, "Harness the Power of Big Data The IBM Big Data Platform", Tata McGraw Hill Publications, 2012.
9. Arshdeep Bahga, Vijay Madisetti, "Big Data Science & Analytics: A Hands On Approach", VPT, 2016
10. Bart Baesens "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications (WILEY Big Data Series)", John Wiley & Sons, 2014

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -245	RETAILING MANAGEMENT		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

Learning Objective (LO):

The objective of this course is to equip students with understating the concepts of retailing and customer buying behaviour. They will gain knowledge of retail market strategies, planning process, and retail mix strategies, while also developing skills in store management and space planning

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand basic concepts of retailing.	R
CO2.	To have detail knowledge about the customer buying behaviour.	A
CO3.	To learn the retail market strategy and retail planning process.	A
CO4.	To describe in detail about Retail Mix Strategies.	U
CO5.	To build skills required for store Management and space planning.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

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CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO3	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO4	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3
CO5	2	2	2	2	-	2	-	2	2	2	2	3	3	3	3	3

"3" - Strong; "2" - Moderate; "1" - Low; "-" - No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India, Emerging issues of Retailing in India different kinds.	14	1
II	Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing.	14	2
III	Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.	13	3
IV	Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi-channel retailing.	12	4
V	Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.	12	5

Book Recommended:

1. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi
2. Agarwal, Bansal, Yadav, Kumar- Retail Management, Pragati Prakashan, Meerut

Reference Book:

- 1..Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006
2. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill

M.B.A. Semester - IV

Program	Subject	Year	Semester
M.B.A.	Management	2	IV
Course Code	Course Title		Course Type
FT -246	CORPORATE SOCIAL RESPONSIBILITY		Core
Credit	Hours Per Week (L-T-P)		
	L	T	P
4	3	1	
Maximum Marks	CIA		ESE
100	30		70

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Learning Objectives (LO):

The objective of this course is to escalate and understand role of CSR in corporate settings. Understand the scope and complexity of corporate social responsibility. Develop knowledge about corporate governance, business failure and innovative practices for future governance. Frame sustainable corporate strategies.

Course Outcomes (CO):

CO No.	Expected Course Outcomes	CL
	At the end of the course, the students will be able to :	
CO1	To understand the historical evolution and developmental phases of CSR.	R
CO2.	To learn about the evaluation of corporate governance, audit responsibility and government rating	An
CO3.	To have knowledge about the national voluntary guidelines on social, environmental and economic responsibilities of business, SEBI guidelines for CSR reporting.	Ap
CO4.	To have a detailed description about the provisions for CSR in Companies Act 2013, its thrust areas, their activities and policy	R
CO5.	To have understanding of the CSR and corporate sustainability.	U

CL: Cognitive Levels (R-Remember; U-Understanding; Ap-Apply; An-Analyze; E-Evaluate; C-Create).

CO-PO/PSO Mapping for the course:

PO	POs											PSO				
CO	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5
CO1	3	2	2	2	-	3	-	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	-	2	-	2	2	2	3	3	3	3	3	3
CO3	2	2	2	2	-	2	-	2	2	2	3	3	3	3	3	3
CO4	2	2	2	2	-	2	-	2	2	2	3	3	3	3	3	3
CO5	2	2	2	2	-	2	-	2	2	2	3	3	3	3	3	3

"3" - Strong; "2"- Moderate; "1"- Low; "-No Correlation

Detailed Syllabus

Unit No.	Topics	No. of Lectures	CO No.
I	Corporate Social Responsibility: Concept, Historical Evolution of CSR, Developmental Phases of CSR, Benefits and Criticisms, CSR in Emerging Economies of the world, corporate citizenship, Strategies for CSR-Challenges and implementation	13	1
II	Evolution of corporate governance-Governance practices and regulation-structure and development of boards, Board diversity and audit responsibility, Role of capital market and government, Governance ratings.	13	2
III	National voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business: Principles for Ethics, Transparency and Accountability in business practices, Products	13	3

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	Life Cycle Sustainability, Employees' well-being, Stakeholder Engagement, Safety of Human Rights, Environment Protection, Policy Advocacy, Inclusive Growth for all stake holders, Customer Value, SEBI Guidelines for Corporate Social Responsibility Reporting		
IV	Provisions for CSR in Companies Act 2013: Definition, CSR Activities, CSR Committees, CSR Policy, CSR Expenditure, CSR Reporting, Display of CSR activities on its website. Understanding the thrust areas mentioned in schedule VII of the Companies Act 2013, Understanding the practices adopted by companies with respect to CSR Committees, activities and policy.	13	4
V	Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability, Impact of CSR Practices on Sustainable development, Generation of Employment, Promotion of Education, Gender Equality and women empowerment, Improvement of Health services, Sustainability Terminologies, Sustainability Imperative of businesses -Triple Bottom Line (TBL).	13	5

Book Recommended:

1. Sanjay K. Agarwal, Corporate Social Responsibility in India, SAGE Publications.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press.

Reference Book:

1. Tom Cannon, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Publication.
2. Samuel & Celine, Theory and Practice of Corporate Social Responsibility, Springer
3. Maria Aluchna, Samuel The Dynamics of Corporate Social Responsibility, Springer
4. B.N. Mandal, Corporate Social Responsibility in India, Global Vision Publishing House.
5. Subhasis Ray & S.Siva Raju, Implementing Corporate Social Responsibility, Springer.

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