

# **Programme Structure**

**Sharda School of Business Studies**

**MBA (Integrated)**

**Programme Code: SBS0102**

**Batch: 2023-2027**

### **Vision of the University**

**To serve the society by being a global University of higher learning in pursuit of academic excellence, innovation and nurturing entrepreneurship.**

### **Mission of the University**

**Transformative educational experience  
Enrichment by educational initiatives that encourage global outlook  
Develop research, support disruptive innovations and accelerate entrepreneurship  
Seeking beyond boundaries**

### **Core Values**

**Integrity  
Leadership  
Diversity  
Community**

## **Sharda School of Business Studies**

### **Vision**

**To be the center of excellence of global repute in business education to foster learning, attitude, professional prudence, creativity, entrepreneurship, and leadership accountable to the society.**

### **Mission**

- M1. Creating a stimulating learning environment**
- M2. Consolidating professional skills and attitude**
- M3. Growing our research acumen, teaching, and industry linkages**
- M4. Delivering leading-edge knowledge in management, business development, leadership and global economy for society.**

### **Core Values**

**Integrity, Leadership, Diversity and Community**

### **1.3 Programme Educational Objectives (PEO)**

**PEO1:** Possess professional skills for employment and lifelong learning in management

**PEO2:** Develop creative, innovative and entrepreneurial mindset to take managerial decisions

**PEO3:** Adapt to a rapidly changing complex business environment and keenness to acquire new skills

**PEO4:** Become socially responsible and value driven citizens committed to sustainable development

**PEO5:** Develop personality and communication skills to operate in multi-cultural environment.

**PEO6:** Develop leaders to take decisions and lead teams

### 1.3.1 Map PEOs with Mission Statements:

<b>Statements</b>	<b>School Mission 1</b>	<b>School Mission 2</b>	<b>School Mission 3</b>	<b>School Mission4</b>
Possess professional skills for employment and lifelong learning in management	1	3	1	2
Develop creative, innovative and entrepreneurial mindset to take managerial decisions	2	3	1	3
Adapt to a rapidly changing complex business environment and keenness to acquire new skills	2	2	1	1
Become socially responsible and value driven citizens committed to sustainable development	1	2	2	3
Develop personality and communication skills to operate in multi-cultural environment.	1	3	1	3
Develop leaders to take decisions and lead teams	1	2	1	3

**1. Slight (Low)    2. Moderate (Medium)    3. Substantial (High)**

### 1.3.3 Programme Outcomes (PO's)

**PO1** : Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business... Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities

**PO2** : Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources

**PO3** : Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding

**PO4** : Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

**PO5** : Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

**PO6** : Leadership and Teamwork (LT): Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

### 1.3.4 Mapping of Programme Outcome vs. Programme Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
PO1	3	2	1	2	1	1
PO2	1	2	2	1	1	1
PO3	1	1	2	1	3	1
PO4	2	2	1	3	2	1
PO5	3	2	1	1	3	2
PO6	1	1	2	2	2	3
PSO1	3	2	1	1	1	1
PSO2	2	2	1	1	1	2
PSO3	3	3	2	1	1	1
PSO4	3	3	3	2	1	1

*1. Slight (Low)*

*2. Moderate (Medium)*

*3. Substantial (High)*

### 1.3.1.1 Programme Specific Outcomes

**PSO 1:** Understanding of Sectorial environment for organizational sustainability.

**PSO 2:** Acquisition of knowledge, skills and experiential learning in functional areas(s) of management.

**PSO3:** Ability to visualize managerial problems and identify various alternatives to solve them.

**PSO4:** Ability to apply contemporary tools and techniques.

### 1.3.5 Programme Outcome vs. Courses Mapping Table<sup>1</sup>:

Programme Outcome Courses	Course Name	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
<b>Sem-1</b>											
1.1	Marketing Management-I	2	3	1	1	1	1	3	2	3	2
1.2	Basic Business Mathematics	2	3	1	1	2	1	3	2	3	2
1.3	Business Economics	2	3	1	1	2	1	3	2	3	2
1.4	Financial Accounting - I	2	3	1	2	2	3	1	2	1	2
1.5	Principle of Management	1	1	2	1	3	2	2	1	1	1
1.6	Total Personality Development -I	2	3	2	1	3	1	3	3	3	2
<b>Sem-2</b>											
2.1	Marketing Management-II	2	3	2	2	2	1	3	2	3	2
2.2	Economics Environment of Business	2	3	2	1	3	1	3	3	3	2
2.3	Organizational Behavior	2	3	1	2	2	1	3	2	3	2
2.4	Financial Accounting - II	2	3	1	1	1	1	3	2	3	2
2.5	Economics & Business Legislation	2	3	1	1	2	1	3	2	3	2
2.6	Total Personality Development -II	2	3	1	1	2	1	3	2	3	2
<b>Sem-3</b>											
3.1	International Marketing	1	1	2	1	3	2	2	1	1	1
3.2	Basic Business Statistics	2	3	2	2	3	1	3	3	3	2
3.3	Human Resource Management	2	3	2	2	3	1	3	2	3	2
3.4	Intellectual Property Rights and Competition Law	2	3	1	1	1	1	3	2	3	2
3.5	Entrepreneurship Development	2	3	1	1	1	1	3	2	3	2

<sup>1</sup>Cell value will contain the correlation value of respective course with PO.



3.6	Business Communications Skills-I	2	3	1	1	1	1	3	2	3	2
<b>Sem-4</b>											
4.1	Marketing Strategy	2	3	1	1	2	1	3	3	3	2
4.2	Term Building and Leadership	2	3	1	1	1	1	3	2	3	2
4.3	Financial Management	1	1	2	1	3	2	2	1	1	1
4.4	Information Technology for Managers	2	3	2	2	3	1	3	3	3	2
4.5	Environmental Management	2	3	2	2	3	1	3	2	3	2
4.6	Business Communications Skills-II	2	3	1	2	2	1	3	2	3	2
4.7	Contemporary Issue in Business	2	3	1	1	1	1	3	2	3	2
<b>Sem-5</b>											
5.1	Quantitative Techniques for Business Decision	2	3	2	2	2	1	3	2	3	2
5.2	Economic Analysis for Business Decisions	2	3	2	1	3	1	3	3	3	2
5.3	Industrial Relation and Labor Law	2	3	1	2	2	1	3	2	3	2
5.4	Financial Reporting & Analysis	2	3	1	1	1	1	3	2	3	2
5.5	Project Planning and management of Innovative Ventures	2	3	1	1	1	1	3	2	3	2
5.6	Cross Cultural Management	1	1	2	1	3	2	2	1	1	1
5.7	Corporate Project Report & Presentation	2	3	1	1	1	1	3	2	3	2
5.8	RBL-1 (Compulsory Audit Course)	2	2	2	1	1	3	2	2	2	2
<b>Sem-6</b>											
6.1	Research Methodology	2	3	1	1	2	1	3	3	3	2
6.2	Operation Research	2	3	1	1	1	1	3	2	3	2
6.3	Production and Operation Management	1	1	2	1	3	2	2	1	1	1
6.4	International Business	2	3	1	1	1	1	3	2	3	2
6.5	Organizational	1	1	2	1	3	2	2	1	1	1

	Change Management										
6.6	Corporate Finance	2	3	2	2	3	1	3	3	3	2
6.7	Managerial Accounting Business Decision	2	3	2	2	3	1	3	2	3	2
6.8	Corporate Law	2	3	1	2	2	1	3	2	3	2
6.9	Employability Skill Development-I	2	3	2	2	3	1	3	3	3	2
6.10	Community Connect	2	3	1	2	2	1	3	2	3	2
6.11	RBL-2 (Compulsory Audit Course)	2	2	2	1	1	3	2	2	2	2
<b>Sem-7</b>											
7.1	Introduction to Business Analytics										
7.2	Spcl1(1 <sup>st</sup> Paper)	2	3	1	1	1	1	3	2	3	2
7.3	Spcl1(2 <sup>nd</sup> Paper)	1	1	2	1	3	2	2	1	1	1
7.4	Spcl1(3 <sup>rd</sup> Paper)	2	3	2	2	3	1	3	3	3	2
7.5	Spcl2(1 <sup>st</sup> Paper)	2	3	2	2	3	1	3	2	3	2
7.6	Spcl2(2 <sup>nd</sup> Paper)	2	3	1	2	2	1	3	2	3	2
7.7	Spcl2(3 <sup>rd</sup> Paper)	2	3	1	1	2	1	3	3	3	2
7.8	Employability Skills Development -2	2	3	1	1	1	1	3	2	3	2
7.9	Summer Training Report & Presentation	1	1	2	1	3	2	2	1	1	1
7.10	RBL-3	2	2	2	1	1	3	2	2	2	2
<b>Sem-8</b>											
8.1	Spcl1(1 <sup>st</sup> Paper)	2	3	1	1	2	1	3	3	3	2
8.2	Spcl1(2 <sup>nd</sup> Paper)	2	3	1	1	1	1	3	2	3	2
8.3	Spcl2(1 <sup>st</sup> Paper)	1	1	2	1	3	2	2	1	1	1
8.4	Spcl2(2 <sup>nd</sup> Paper)	2	3	2	2	3	1	3	3	3	2
8.5	Strategic Management	2	3	2	2	3	1	3	2	3	2
8.6	Dissertation Report & Viva-Voce	2	3	1	2	2	1	3	2	3	2
8.7	RBL-4	2	2	2	1	1	3	2	2	2	2

*1. Slight (Low)*

*2. Moderate (Medium)*

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**MBA (Integrated)**  
**Batch: 2023-2027**  
**TERM 1**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>2</sup> : CC AECC SEC DSE
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	6023	BBA123	Marketing Management-I	3	0	0	3	CC
2.	25352	MTH129	Basic Business Mathematics	4	0	0	4	GIEC
3.	25353	BBA142	Business Economics	4	0	0	4	CC
4.	25356	BBA145	Financial Accounting -I	4	0	0	4	CC
5.	25354	BBA143	Principle of Management	4	0	0	4	CC
<b>Practical/Viva-Voce/Jury</b>								
6.	25357	BBP151	Total Personality Development -I	0	0	6	3	SEC
<b>TOTALCREDITS</b>							<b>22</b>	

<sup>2</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

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**Term 2**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>3</sup> : CC AECC SEC DSE
				L	T	P		
<b>THEORY SUBJECTS</b>								
1	25405	BBA154	Marketing Management-II	3	0	0	3	CC
2	25401	BBA147	Economics Environment of Business	4	0	0	4	CC
3	25402	BBA148	Organizational Behavior	4	0	0	4	CC
4	25403	BBA149	Financial Accounting - II	4	0	0	4	CC
5	25406	BBA155	Economics & Business Legislation	3	0	0	3	GIEC
<b>Practical/Viva-Voce/Jury</b>								
6	25501	BBP153	Total Personality Development -II	0	0	6	3	SEC
<b>TOTAL CREDITS</b>							<b>21</b>	

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**Term 3**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>4</sup> : CC AECC SEC DSE
				L	T	P		
<b>THEORY SUBJECTS</b>								
1	25022	BBA 231	International Marketing	3	0	0	3	CC
2	25475	BCM 236	Basic Business Statistics	3	0	0	3	GIEC
3	6084	BBA 214	Human Resource Management	4	0	0	4	CC
4	25476	BBA 269	Intellectual Property Rights and Competition Law	3	0	0	3	CC
5	25477	BBA 270	Entrepreneurship Development	4	0	0	4	CC
6	25027	BBA 236	Business Communications Skills-I	3	0	0	3	SEC
<b>TOTAL CREDITS</b>							<b>20</b>	

<sup>4</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

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**Term 4**

S. No	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>5</sup> :
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	25145	BBA242	Marketing Strategy	3	0	0	3	CC
2.	25147	BBA244	Team Building and Leadership	3	0	0	3	CC
3.	6080	BBA210	Financial Management	4	0	0	4	CC
4.	25546	BBA272	Information Technology for Managers	3	0	0	3	CC
5.	25547	BBA273	Environmental Management	2	0	0	2	AECC
6.	25152	BBA249	Business Communications Skills-II	3	0	0	3	SEC
<b>Practical/Viva-Voce/Jury</b>								
7.	25368	BCP252	Contemporary Issue in Business	2	0	0	2	PRACTICAL
<b>TOTAL CREDITS</b>							<b>20</b>	

<sup>5</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses

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**MBA (Integrated)**  
**Batch: 2023-2027**  
**Term 5**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>6</sup> :
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	25077	MBA134	Quantitative Techniques for Business Decision	3	0	0	3	CC
2.	25076	MBA133	Economic Analysis for Business Decisions	3	0	0	3	CC
3.	25653	MBA304	Industrial Relations and Labor Laws	3	0	0	3	CC
4.	25072	MBA129	Financial Reporting & Analysis	3	0	0	3	CC
5.	25654	MBA305	Project Planning and management of Innovative Ventures	3	0	0	3	CC
6.	25212	MBA 145	Cross Cultural Management	3	0	0	3	CC
<b>Practical/Viva-Voce/Jury</b>								
7.	25655	MBP162	Corporate Project Report & Presentation	0	0	6	3	PROJECT
8.		RBL001	RBL 1	0	0	4	0	
<b>TOTAL CREDITS</b>							<b>21</b>	

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**Term 6**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Type of Course <sup>7</sup> : 1. CC 2. AECC 3. SEC 4. DSE
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	25688	MBA311	Research Methodology	3	0	0	3	CC
2.	25337	MBA193	Operation Research	3	0	0	3	CC
3.	25428	MBA163	Production & Operations Mgmt.	3	0	0	3	CC
4.	25422	MBA157	International Business	3	0	0	3	CC
5.	25689	MBA312	Organizational Change Mgmt.	3	0	0	3	CC
6.	25110	MBA139	Corporate Finance	3	0	0	3	CC
7.	25424	MBA159	Managerial Accounting for Business Decisions	3	0	0	3	CC
8.	25690	MBA313	Corporate Law	3	0	0	3	CC
<b>Practical/Viva-Voce/Jury</b>								
9.	25870	MBP164	Employability Skill Development-1	0	0	6	3	AECC
10.	25601	CCU108	Community connects	0	0	4	2	PRACTICAL
11.		RBL002	RBL 2	0	0	4	0	
<b>TOTAL CREDITS</b>							<b>29</b>	

<sup>7</sup> CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses



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**Term 7**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Remarks
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	25236	MBA 226	GLOBAL COMPETITIVENESS ANALYSIS (IB1)	3	0	0	3	DSE
2.	25237	MBA 227	INTERNATIONAL MARKETING (IB2)	3	0	0	3	DSE
3.	25232	MBA 222	INTERNATIONAL HRM (IB3)	3	0	0	3	DSE
4.	25224	MBA 214	PROJECT FINANCE & MANAGEMENT (BF1)	3	0	0	3	DSE
5.	25225	MBA 215	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (BF2)	3	0	0	3	DSE
6.	25226	MBA 216	TAX PLANNING & MANAGEMENT (BF3)	3	0	0	3	DSE
7.	25227	MBA 217	SERVICES MARKETING (MKT1)	3	0	0	3	DSE
8.	25228	MBA 218	ADVERTISING MANAGEMENT (MKT2)	3	0	0	3	DSE
9.	25229	MBA 219	SALES & DISTRIBUTION MANAGEMENT (MKT3)	3	0	0	3	DSE
10.	25238	MBA 228	LOGISTICS MANAGEMENT - APPLICATION & CASE STUDIES (SCM1)	3	0	0	3	DSE
11.	25239	MBA 229	OPERATIONAL STRATEGIC & IMPLEMENTATION ISSUES IN SCM (SCM2)	3	0	0	3	DSE
12.	25240	MBA 230	RECENT TRENDS IN SCM (SCM3)	3	0	0	3	DSE
13.	25230	MBA 220	COMPENSATION MANAGEMENT (HR1)	3	0	0	3	DSE
14.	25231	MBA 221	EMPLOYEE TRAINING & DEVELOPMENT (HR2)	3	0	0	3	DSE

15.	25232	MBA 222	INTERNATIONAL HRM (HR3)	3	0	0	3	DSE
16.	25459	MBA 297	OPTIMIZATION TECHNIQUES USING EXCEL	3	0	0	3	DSE
17.	25460	MBA 298	DATA ANALYTICS USING R AND EXCEL	3	0	0	3	DSE
18.	25461	MBA 299	PREDICTIVE ANALYTICS USING R AND EXCEL	3	0	0	3	DSE
<b>PRACTICAL/VIVA-VOCE/JURY</b>								
19.	25166	MBA 256	INTRODUCTION TO BUSINESS ANALYTICS	0	0	6	3	CC
20	25167	MBA 314	SUMMER TRAINING REPORT & PRESENTATION	0	0	4	2	PROJECT
21	25490	MBP 213	EMPLOYABILITY SKILL DEVELOPMENT - 2	0	0	6	3	SEC
22		RBL003	RBL 3	0	0	4	2	
<b>TOTAL CREDIT</b>							<b>28</b>	

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**Term 8**

S. No.	Paper ID	Subject Code	Subjects	Teaching Load			Credits	Remarks
				L	T	P		
<b>THEORY SUBJECTS</b>								
1.	25310	MBA260	Strategic Management	3	0	0	3	CC
2.	25311	MBA261	International Financial Management (FIN1)	3	0	0	3	DSE
3.	25312	MBA262	Merger, Acquisition and Corporate Restructuring (FIN2)	3	0	0	3	DSE
4.	25384	MBA288	Digital Marketing (MK1)	3	0	0	3	DSE
5.	25315	MBA265	Brand Management (MR2)	3	0	0	3	DSE
6.	25319	MBA269	Emotional Intelligence & Management Effectiveness (HR1)	3	0	0	3	DSE
7.	25318	MBA268	Organizational Design & Structure (HR2)	3	0	0	3	DSE
8.	25311	MBA261	International Financial Management (IB1)	3	0	0	3	DSE
9.	25312	MBA262	Merger, Acquisition and Corporate Restructuring (IB2)	3	0	0	3	DSE
10.	25322	MBA272	Supply Chain Dynamics & E-commerce (SCM1)	3	0	0	3	DSE
11.	25321	MBA271	International Transportation & Logistics (SCM2)	3	0	0	3	DSE
12.	25563	MBA408	Time Series Analysis with excel and Minitab (BA2)	3	0	0	3	DSE
<b>PRACTICAL/VIVA-VOCE/JURY</b>								
13.	25562	MBA407	Data Visualization for Analytics (BA1)	0	0	6	3	DSE
14.	25337	MBA434	Dissertation Report & Viva-voce	0	0	8	4	DISSERTATION
15.		RBL004	RBL 4	0	0	4	2	
<b>Total Credits</b>							<b>20</b>	

# *Course Modules*

## *Term I*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme <i>MBA Intgd</i></b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	BBA 123	
2	Course Title	Marketing Management-I	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. Tant with the challenges raised by the complexity of the marketing environment for managing products and services, communications, channel relationships and other marketing mix factors.</p> <p>2 Display an awareness of conceptual understanding and best practices in marketing in managing marketing operations</p> <p>3 Demonstrate their ability to use relevant decision models in recommending appropriate market entry and development options.</p>	
6	Course Outcomes	<p>CO1: Student will be able to define marketing and describe how marketing creates value</p> <p>CO2: Student will be able to describe the Segmentation, Targeting and Positioning</p> <p>CO3: Student will be able to define customer value and satisfaction and describe how data maintenance is an important element in marketing</p> <p>CO4: Student will be able to define buyer decision making process and the factors affecting such decision</p> <p>CO5: Student will be able to define major product decisions</p> <p>CO6: Student will be able to illustrate how these elements interact to create value for consumers</p>	
7	Course Description	<p>In this marketing course, students will learn the fundamentals of marketing management, as they will gradually learn advanced theories and applications through real world business examples, illustrations, cases and exercises. Students will learn how marketing management tools can be used to increase your customer base, improve customer satisfaction and increase your company's overall perceived value</p>	
8			CO Mapping
	<b>Unit 1</b>	<b>Understanding Marketing Process</b>	
	A	Marketing Concept, Creating and delivering customer value,	CO1
	B	Marketing Mix	CO1
	C	Indian Marketing Environment	CO1
	<b>Unit 2</b>	<b>Segmentation, Targeting and Positioning</b>	
	A	Market segmentation, bases for segmentation	CO2

	B	Targeting	CO2
	C	Positioning	CO2
	<b>Unit 3</b>	<b>Creating customer value</b>	
	A	Building Customer value, satisfaction and loyalty	CO3
	B	Maximizing customer lifetime value (CLV)	CO3
	C	Customer Database and database marketing.	CO3
	<b>Unit 4</b>	<b>Analyzing Consumers and selecting Markets</b>	
	A	Buyer Behaviour	CO3
	B	Buying decision process	CO3
	C	Factors effecting buying decisions	CO3
	<b>Unit 5</b>	<b>Product Decisions</b>	
	A	Managing products, Product mix width and line length	CO1, CO3
	B	Product Differentiation and Positioning, Brand Management, brand equity	CO1, CO3
	C	New Product development, Product life cycle	CO1, CO3
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%
	Text book/s*	Philip Kotler, P. Keller, K.L. Koshy, A. Jha, M. Marketing Management a South Asian Prospective, Pearson, 2013.	
	Other References	1. V S Ramaswami, S Namakumari, <i>Marketing Management</i> , Macmillan, 2013. 2. RajanSaxena, <i>Marketing Management</i> , Tata McGraw Hill, 2012	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	3	1	2	2	3	2	2
CO2	2	2	1	2	1	2	3	2	2
CO3	2	1	1	2	2	2	3	2	2
CO4	1	3	3	2	1	1	3	1	2
CO5	2	1	1	2	1	1	3	1	2
CO6	2	2	2	2	2	2	3	2	2

1-Slight (Low)

2-Moderate (Medium) 3-Substantial (High)

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA(Intgd)</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	MTH 129	
2	Course Title	Basic Business Mathematics	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To introduce the concept of business mathematics</li> <li>2. This course helps to make awareness of the utility of mathematical concepts.</li> <li>3. This course leads student to develop quantitative ability.</li> <li>4. This course would expose the students to have the mathematical skills needed to pursue careers in education, business, and/or industry.</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to identify applications of mathematics.</p> <p>CO2: The student will be able to demonstrate mathematical skills required in mathematically intensive areas in commerce such as Finance.</p> <p>CO3: The student will be able to use equations, formulae, and mathematical expressions and relationships in a variety of contexts.</p> <p>CO4: The student will be able to analyze business problems which can be solved mathematically.</p> <p>CO5: The student will be able to choose mathematical tools accordingly.</p> <p>CO6: The student will be able to develop mathematical ideas from basic axioms.</p>	
7	Course Description	People in business, economic and social sciences are increasingly aware of the need to be able to handle a range of mathematical tools. This module includes analytical and critical thinking skills.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Basic Review</b>	
	A	Percentages- Application of percentage	CO1, CO2
	B	Profit & Loss	CO1, CO2
	C	Problems based on percentages, profit & loss	CO1, CO2
	<b>Unit 2</b>	<b>Data Interpretation</b>	
	A	Ratio and proportions.	CO1, CO2
	B	Data Interpretation: Tabulation	CO2, CO4
	C	Problems based on Ratio, Proportion & Tables.	CO2, CO4
	<b>Unit 3</b>	<b>System of Linear Equations</b>	
	A	Linear equation, Slope of line, intercepts of linear equation.	CO1, CO3
	B	Solve the system of linear equations graphically, substitution and elimination method	CO3, CO4
	C	Formulation & Application of system of equations- Word Problem	CO3, CO6

<b>Unit 4</b>	<b>Quantitative Ability</b>		
A	Time & Distance: Speed problems; Average speed problems		CO1, CO3, CO4
B	Time & Work: Problems related to work with respect to time.		CO1, CO3, CO4
C	Problems based on Time		CO4, CO6
<b>Unit 5</b>	<b>Interest Calculations</b>		
A	Simple Interest: Definition, Formula of S.I, Problems based on simple interest		CO5, CO6
B	Compound Interest: Definition, Formula for C.I, Problems based on compound interest		CO5, CO6
C	Difference between Simple and Compound Interest. Problems based on Interest		CO5, CO6
Mode of examination	Theory		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	R.S Aggarwal, Quantitative Aptitude, S Chand.		
Other References	1. Eugene Don, Joel J. Lerner, "Schaum's Outline of Basic Business Mathematics", Tata McGraw-Hill 2. M. Raghavachari, Mathematics for Management, Tata McGraw-Hill		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	3	1	2	2	3	2	2
CO2	2	2	1	2	1	2	3	2	2
CO3	2	1	1	2	2	2	3	2	2
CO4	1	3	3	2	1	1	3	1	2
CO5	2	1	1	2	1	1	3	1	2
CO6	2	2	2	2	2	2	3	2	2

1-Slight (Low)

2-Moderate (Medium) 3-Substantial (High)



<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>
<b>Branch: -</b>		<b>Semester: I</b>
1	Course Code	BBA 142
2	Course Title	Business Economics
3	Credits	04
4	Contact Hours	4-0-0
	Course Status	Compulsory
5	Course Description	<i>Business Economics</i> is an introductory course that teaches the fundamentals of microeconomics. This course introduces microeconomic concepts, supply and demand analysis, theories of the firm, Perfect competition and Imperfect Competition. The course attempts to develop a student's ability to think about the economic forces at work in society and give detailed knowledge of microeconomics.
6	Course Objective	<ul style="list-style-type: none"> <li>- To make students understand the basic idea behind business economics.</li> <li>- To make students illustrate various market forces of demand, and supply.</li> <li>- Describe various approaches to production decisions and processes.</li> <li>- To make students examine the significance of costs, and identify these costs in a given economic decision.</li> <li>- Real life examples with illustrations of different market structures under which businesses are undertaken, pertinent regulatory laws, applications of such laws in case of market failure with case studies.</li> </ul>
7	Course Outcomes	<p>On completion of this course the learners will be able to</p> <p><b>CO 1</b> Understand that economics is about the allocation of scarce resources, that scarcity forces choice, tradeoffs exist and that every choice has an opportunity cost</p> <p><b>CO 2</b> List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.</p> <p><b>CO 3</b> Describe the general concept of elasticity for different variables in the demand or supply function and the effect of a given elasticity on economic outcomes</p> <p><b>CO 4</b> To define opportunity costs, demonstrate how they affect economic decisions, and identify these costs in a given economic decision</p> <p><b>CO5</b> Distinguish between and identify the key characteristics of perfect competition and imperfect competition</p>

		<b>CO6</b> To understand price determination in different market structure		
8	Outline syllabus			
	Unit A	<b>The Central Concepts of Economics</b>		CO Mapping
	A 1	Introduction to business, Relevance of economics in business		<b>CO1</b>
	A 2	Definition of economics, Scarcity & efficiency: The twin themes of economics Microeconomics vs. Macroeconomics		<b>CO1</b>
	A 3	The Three problems of economic organization		<b>CO1</b>
	Unit B	<b>Basic Elements of Demand and Supply</b>		
	B 1	Demand Schedule, determinants of demand, demand curve, market demand, shifts in demand		<b>CO2</b>
	B 2	Supply Schedule, determinants of supply, supply curve, shifts in supply		<b>CO2</b>
	B 3	Equilibrium of Supply and Demand		<b>CO2</b>
	Unit C	<b>Supply and Demand: elasticity and Applications</b>		
	C 1	Price elasticity of Demand, Income elasticity of Demand & Cross price elasticity of demand		<b>CO3</b>
	C 2	Price Elasticity of Supply		<b>CO3</b>
	C 3	Applications to major business issues		<b>CO3</b>
	Unit D	<b>Production and Cost</b>		
	D 1	Introduction to Inputs and Production Function, Total, Average & marginal product		<b>CO4</b>
	D 2	Economic analysis of Costs, Fixed Cost and variable cost, marginal cost		<b>CO4</b>
	D 3	Opportunity costs		<b>CO4</b>
	Unit E	<b>Market</b>		
	E 1	Revenue Concept, Perfect Competition: Features, Price and output determination		<b>CO5, CO6</b>
	E 2	Monopoly, Monopolistic Competition: Features, Price and output determination		<b>CO5, CO6</b>
	E 3	Oligopoly: concept of cartel		<b>CO5</b>
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	1. Principles of Managerial Economics (available for free download a. <a href="http://www.saylor.org/site/textbooks/Principles%20of%20Managerial%20Economics.pdf">http://www.saylor.org/site/textbooks/Principles%20of%20Managerial%20Economics.pdf</a> )		

		2. Microeconomics: Theory and Applications Dominick Salvatore 3. Harris Neil, Business Economics – Theory and Application, 2001, Butterworth-Heinemann 4. D. Salvatore: Schaum’s Outline: Principles of Economics: TMH, (latest edition)
Other References		Guided study will include text readings, articles on contemporary issues in business economics, assignments, case analysis and power point presentations

### Course Articulation Matrix

POs COs	PO 1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2	PS O3	PS O4
CO1	2	1	1	1	-	-	2	2	1	1
CO2	2	2	2	1	-	-	2	2	1	1
CO3	3	2	2	1	-	-	1	2	1	1
CO4	3	3	3	1	-	1	2	1	1	1
CO5	2	2	2	1	-	1	2	1	1	1
CO6	2	2	2	1	-	1	2	1	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	BBA 145	
2	Course Title	FINANCIAL ACCOUNTING-1	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	1. Introduce and Acquaint Students with the Concept, Significance and Principles of Accounting 2. Familiarize Students with Accounting Process 3. Explain the Basic Structure and Content of Financial Statements 4. Explain the Relevance and Accounting Treatment of Depreciation	
6	Course Outcomes	CO1: Recognize the Basic Accounting Terms and Accounting Rules Required for Business Enterprises. CO2: Illustrate Accounting Equation, Journal, Ledger and Trail Balance. CO3: Illustrate Trading, Profit & Loss Account and Balance sheet. CO4: Illustrate the Adjustments in Financial Statements. CO5: Compute the Amount of Depreciation as per SLM and WDM and understand the treatment of Reserves & Provisions. CO6: Develop the sense of applying SLM and WDV method in different situations.	
7	Course Description	This course introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement (financial performance) and balance sheet (financial position). The course focuses on detailed understanding of accounting information system, accounting cycle, recording of transactions, reconciling the Cash and Bank book and rectifying the errors in financial statements.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Accounting</b>	
	A	Basics of Accounting: Meaning, Definition, Need, Objectives and Functions, Users of accounting information.	CO1
	B	Book keeping and Accounting, Branches of accounting.	CO1
	C	Basic Accounting Terms: Assets, Liability, Capital, Equity, Expense, Income, Expenditure, Revenue, Debtors, Creditors, Goods, Cost, Stock, Purchases, Sales, Profit, Loss, Discount, Drawings.	CO1
	<b>Unit 2</b>	<b>Basic Accounting Principles and Capital &amp; Revenue</b>	
	A	Accounting Principles: Accounting Concepts and conventions.	CO2, CO4
	B	Accounting Standards (Indian context) – GAAP etc.	CO2, CO4

	C	Classification of capital expenditure, Revenue expenditure, Deferred revenue expenditure, Capital receipt, Revenue receipts.	CO2, CO4
	<b>Unit 3</b>	<b>Accounting Process</b>	
	A	Accounting Equation	CO2, CO4
	B	Classification of accounts, Rules of debit and credit.	CO2, CO
	C	Journal, Subdivision of Journal – Journal Proper, Special Journal – Cash Journal (Simple cash book, Two columnar cash book, Three columnar cash book, Petty cash book), Ledger, Trial Balance.	CO2, CO4
	<b>Unit 4</b>	<b>Negotiable Instruments &amp; Bank Reconciliation Statement.</b>	
	A	Negotiable Instruments - Promissory note, Cheque and Bill of Exchange – Meaning, characteristics and parties involved.	CO2, CO4
	B	Accounting treatment of Negotiable Instruments from the perspective of different parties involved.	CO2, CO3
	C	Bank Reconciliation Statement - Meaning, causes of difference between the two balances, preparation of bank reconciliation statement.	CO2, CO3
	<b>Unit 5</b>	<b>Rectification of errors</b>	
	A	Meaning, Classification of errors, Location of errors.	CO5,CO6
	B	Rectification of errors before preparation of Trial balance, Rectification of errors after the Trial Balance but before preparation of final accounts.	CO5,CO6
	C	Suspense Account, Rectification of errors after preparation of final accounts	CO5, CO6
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%
	Text book/s*	A textbook of Financial Accounting – Dr. A.K.Singhal, Dr. H.J. Ghosh Roy, VAYU Education of India	
	Other References	<ol style="list-style-type: none"> <li>1. Basic Accounting- Rajni Sofat &amp; Preeti Hiro, Eastern Economy Edition</li> <li>2. A textbook of Accounting for Management - S.N. Maheshwari and S.K. Maheshwari, Vikas Publishing House Pvt. Limited</li> <li>3. Accounting and Financial Analysis &amp; Management</li> </ol> <p>– Agarwal &amp; Agarwal, Pragati Prakashan, Meerut.</p>	

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA (Intgd)</b>		<b>Current Academic Year: 2023-2024</b>
<b>Branch:</b>		<b>Semester: I</b>
1	Course Code	BBA 143
2	Course Title	Principles of Management
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Type	Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the concepts of management as and how it can be applied to current environment of the workplace.</li> <li>2. To describe planning process and its importance, evaluation and limitations.</li> <li>3. To know basic organizational structure and levels of hierarchy.</li> <li>4. To understand how managers direct, communicate and motivate employees through leadership.</li> </ol>
6	Course Outcomes	<p>CO1: The student will be able to describe various functions of management.</p> <p>CO2: The student will be able to explain the various theories and principles related to management.</p> <p>CO3: The student will be able to apply the elements of organizing and directing in taking managerial decisions.</p> <p>CO4: The student will be able to analyse various organizational designs and challenges for managing the organization effectively.</p> <p>CO5: Observe the controlling process and identify the areas where controlling methods are required.</p> <p>CO6: Apply the concept and process of controlling in the organizations</p>
7	Course Description	<p>The main aim of this course is to develop the understanding about the basic concepts, principles and various theories of management for the benefit of the students aspiring for acquiring managerial positions in national or international organizations in the upcoming future. The course delivers the deep knowledge about the essential functions of management i.e., Planning, Organizing, Staffing, Directing &amp; Controlling. It also provides the awareness the nature and evolution of management.</p> <p>This course also emphasizes on conceptual clarity, working of business</p>

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
		processes and applications of basic management concepts in the organizations.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Management and Evolution of Management Theories</b>	
	A	Management: Concept and Function, Levels of Management, Managerial roles and skills	CO1
	B	Management Science or Art, Management as Profession, Administration Vs Management	CO1
	C	Classical Management theory: F. W. Taylor, Fayol's principles	CO1, CO2
	<b>Unit 2</b>	<b>Managing Contemporary Planning</b>	
	A	Introduction of planning, Types of Plans: Budget, Policy, Procedure, methods, and rules	CO1
	B	Introduction to strategic, operational, and tactical planning	CO1, CO4
	C	Planning process and limitations	CO1
	<b>Unit 3</b>	<b>Managing Contemporary Organization</b>	
	A	Defining organization structure- Division of work, Departmentalization, Hierarchy (Chain of command and Span of Control)	CO1, CO4
	B	Authority, Responsibility and Delegation, Centralization and Decentralization	CO1
	C	Common organizational Designs- Traditional Designs (Simple, Functional, divisional), Contemporary Designs (Team structures, Matrix/project structures, boundary less organization)	CO1, CO4
	<b>Unit 4</b>	<b>Directing</b>	
	A	Meaning and Significance of Directing	CO3, CO4
	B	Meaning and Importance of Communication, Motivation	CO1, CO3
	C	Meaning and Importance of Leadership, Supervision	CO3, CO3
	<b>Unit 5</b>	<b>Controlling</b>	
	A	Concept and process of control in organization	CO1, CO5
	B	Types of control - Feedback, Feed forward, Concurrent	CO5



<b>School: SSBS</b>		<b>Batch: 2023-2027</b>		
	C	Challenges before future Managers		CO5, CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	L M Prasad, Principles & Practices of Management, Sultan Chand & Sons, 2007		
	Other References	Koontz O'Donnel – Principles of Management Management by VSP Rao, Excel Publications Robbins & Coulter – Management, Prentice Hall of India, 9th edition		

### Course Articulation Matrix

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2	1	2	1	1	2	2
CO2	2	1	1	2	1	2	2	2	1	1
CO3	1	1	2	1	2	2	1	1	1	1
CO4	1	1	1	1	2	2	1	1	1	1
CO5	1	1	1	1	2	1	1	2	1	1
CO6	1	1	1	1	2	1	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		Batch: 2023-2027	
<b>Programme:</b> MBA Intgd		Current Academic Year: 2023-24	
<b>Branch:</b>		Semester:1	
1	Course Code	BBP151	
2	Course Title	Total Personality Development-I	
3	Credits	3	
4	Contact Hours (L-T-P)	0-0-6	
	Course Type	Compulsory /Elective/Open Elective [Compulsory]	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To enhance holistic development of students and improve their employability skills</li> <li>2. Emphasizing on reading a variety of texts.</li> <li>3. Enacting and analyzing texts and performing them.</li> <li>4. Time Management and prioritization</li> </ol>	
6	Course Outcomes	<p>The student will be able:</p> <p>CO 1: To understand their strength, weakness, and opportunities for and threats to them and will plan and work accordingly.</p> <p>CO2: To develop confidence and speaking skills.</p> <p>CO3: To apply effective non-verbal communication and soft skills in life.</p> <p>CO4: To hone their professional etiquettes</p> <p>CO5: To apply effective communication skills to life and professional world</p> <p>CO6: Overall, students will be able to develop positive attitude towards critical situations.</p>	
7	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>PERSONALITY: Understanding &amp; Analysing</b>	
	A	Introduction, Need for Personality Development	CO1
	B	SWOT in terms of Self Analysis	CO1
	C	Self-Awareness, Goal Setting	CO1
	<b>Unit 2</b>	<b>Oratory Presentation</b>	

	A	Presenting oneself, Confidence Building	CO2
	B	Extempore and Speech	CO2
	C	Debate, Role Play and JAM	CO2
	<b>Unit 3</b>	<b>Non-verbal communication</b>	
	A	Body Language and Para Language	CO3
	B	Attitude and behavior	CO3, CO6
	C	Time Management	CO3
	<b>Unit 4</b>	<b>Etiquettes: Social, Business, Civic Sense, Social Norms</b>	
	A	Dressing and Dining	CO4
	B	Telephone & E-mail etiquettes	CO4
	C	Ethics in Business Communication	CO4
	<b>Unit 5</b>	<b>Group Discussion &amp; Mock Interviews</b>	
	A	Group Discussion, Group Dynamics and Group Decision	CO5
	B	Interview Preparatory Process & Activity	CO5
	C	Role Plays, Presentations and Speaking Activities	CO5
	Mode of examination	Practical	
	Assessment Criteria	Internal Evaluation	External Evaluation
		50%	50%
	Text book/s*	Leader interpersonal and influence skills; The soft skills of leadership by E. Riggio and Sheryill. J. Tan	
	Other References	Love has its various ways for Life skills	

### Course Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	-	2	1	2	3	2	-	3	3	
CO2	1	2	2	3	2	3	2	2	3	
CO3	-	2	-	2	3	3	1	3	1	
CO4	1	2	1	-	2	2	2	2	2	
CO5	1	2	1	1	3	3	-	3	3	
CO6	1	2	3	2	2	3	-	3	1	

**1-Slight (Low)    2-Moderate (Medium)    3-Substantial (High)**

# Course Modules

## Term II

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	BBA 154	
2	Course Title	Marketing Management-II	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	After completing and understanding Marketing Management I (till Product Mix), this course will make the students aware and learn about remaining 3 Ps of Marketing Mix and other relevant marketing practices which are being followed now a days in organizations.	
6	Course Outcomes	CO1: The Student will be able to discover pricing basics and major challenges when prices are being set. CO2: The Student will be able to Explain the Importance, selection, motivation and evaluation process of channel members in business functioning CO3: The students will be able to understand the role of promotion in marketing CO4: The student will ne able to develop the understanding of marketing research CO5: The Student will be able to demonstrate the importance of IMC and also classify different promotional tools. CO6: The Student will be able to analyze various CRM and Marketing Research Strategies.	
7			CO Mapping
	<b>Unit 1</b>	<b>Pricing Decisions</b>	
	A	Introduction to Pricing Decisions	CO1
	B	Factors influencing pricing	CO1
	C	Pricing methods	CO1
	<b>Unit 2</b>	<b>Place / Distribution decisions</b>	
	A	Introduction to concept 'Place'	CO2
	B	Channel design decisions	CO2
	C	Types and functions of wholesalers and retailers	CO2
	<b>Unit 3</b>	<b>Promotion Decisions</b>	
	A	Integrated Marketing Communication	CO3
	B	Advertising management	CO3
	C	Personal selling, Sales promotion and Sales management	CO3
	<b>Unit 4</b>	<b>Supporting and controlling the marketing effort</b>	
	A	Market research and information system	CO4
	B	Measuring demand and forecasting sales	CO4
	C	Marketing control	CO4

	<b>Unit 5</b>	<b>Customer Relationship Management</b>			
	A	Complaint Management			CO4
	B	Loyalty Development			CO4
	C	Customer Relationship Management Process			CO4
	Mode of examination	Theory			
	Assessment Criteria	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	1. Philip Kotler, P. Keller, K.L. Koshy, A. Jha, M. Marketing Management a South Asian Prospective, Pearson, 2013.			
	Other References	1. V S Ramaswami, S Namakumari, <i>Marketing Management</i> , Macmillan, 2013. 2. RajanSaxena, <i>Marketing Management</i> , Tata McGraw Hill, 2012			

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3
CO1	2	1	3	1	2	2	3	2	2
CO2	2	2	1	2	1	2	3	2	2
CO3	2	1	1	2	2	2	3	2	2
CO4	1	3	3	2	1	1	3	1	2
CO5	1	2	2	2	1	2	2	3	2
CO6	2	2	1	2	2	3	2	2	2

**1-Slight (Low)    2-Moderate (Medium)    3-Substantial (High)**

<b>School:SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd.</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	BBA 147	
2	Course Title	Economic Environment of Business	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of this course is to familiarize the students with the concepts of the macro-economic environment of business. This course systematically explores the external environment in which businesses operate – legal & regulatory, macroeconomic, cultural, political, technological and natural. Attention will be more on some of the recent changes in the economic environment particularly in the Indian context.	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: Understand the concept, significance and changing dimensions of Business Environment.</p> <p>CO2: Identify various types of Business Environment and tools for scanning the Environment.</p> <p>CO3: To identify different factors affecting the operations of a firm in a business environment.</p> <p>CO4: To interpret the role of economic systems, economic planning, government policies and its impact on business.</p> <p>CO5: Analyze the importance of Multinational corporations, foreign investment and international institutions in business.</p> <p>CO6: To understand the global business environment and influencing factors.</p>	
7	Course Description	This course helps learners to understand how the economic environment affects businesses and how government policies, especially financial and monetary policies, impact on business. Learners will increase their awareness of how international economic events and organizations influence business.	
8	Outline syllabus		CO Mapping
	<b>UNIT 1</b>	<b>Nature and Dynamics of Business Environment</b>	
	A	The concept of Business Environment	CO1,CO2
	B	Significance of Business Environment	CO1,CO2
	C	Impact of Environment on Business and strategic decisions ( PESTEL and SWOT analysis)	CO1,CO2
	<b>UNIT 2</b>	<b>Political Environment and Economic Systems</b>	
	A	Market Economy or Capitalism(Evolution of capitalism and its features)	CO1, CO2
	B	Planned Economy or Command Economy	CO1,CO2
	C	Mixed Economy	CO1,CO2
	<b>UNIT 3</b>	<b>Economic Growth and Development</b>	
	A	Economic Growth and Development	CO1, CO3
	B	Methods to Calculate National Income	CO1, CO3
	C	Real Income and Nominal Income	CO1, CO3
	<b>UNIT 4</b>	<b>MACRO ECONOMIC POLICIES</b>	

	A	Monetary Policy		CO3, CO4
	B	Fiscal Policy		CO4
	C	India's Import –Export Policies		CO4
	<b>UNIT 5</b>	<b>GLOBAL/ INTERNATIONAL ENVIRONMENT</b>		
	A	Globalization		CO5, CO6
	B	Foreign Investment		CO5, CO6
	C	Multinational Corporations		CO5, CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Justin Paul. Business Environment: Text and cases.		
	Other References	1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3 <sup>rd</sup> Edition). 2. Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand 3. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8 <sup>th</sup> Edition). 4. N. Gregory Mankiw- Principles of Macroeconomics, Cengage Learning		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	1	2
CO2	2	3	2	1	1	1
CO3	2	2	2	2	1	2
CO4	2	2	-	1	-	1
CO5	3	1	1	2	1	2
CO6	2	2	2	1	1	1

**1-Slight (Low)    2-Moderate (Medium)    3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>
<b>Branch:</b>		<b>Semester: II</b>
1	Course Code	BBA 148
2	Course Title	Organizational Behaviour
3	Credits	04
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Compulsory
5	Course Objective	<p>This course aims to improve students understanding of human behaviour in organization and the ability to lead people to achieve more effectively toward increased organizational performance and effectiveness.</p> <p>After completing this course, students should be able to:</p> <ul style="list-style-type: none"> <li>● Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.</li> <li>● Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.</li> <li>● Understand the organizational system, including organizational structures, human resources, and change.</li> </ul>
6	Course Outcomes	<p>CO1: To list and define basic organizational behaviour principles, and describe how these influence behaviour in the workplace.</p> <p>CO2: To understand the concepts of OB to influence and manage behaviour in the organization systems.</p> <p>CO3: To demonstrate development of essential people management and good team working skills.</p> <p>CO4: To analyse the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts</p> <p>CO5: To understand the leadership behavior.</p> <p>CO6: To analyse the organizational change.</p>
7	Course Description	This course provides a comprehensive analysis of individual and group behaviour in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life.
8	Outline syllabus	CO Mapping

	<b>Unit 1</b>	<b>Introduction to OB</b>		
	A	Concept, Meaning, nature and significance of OB		CO1
	B	Contributing Disciplines, Models of OB		CO1
	C	Challenges and limitations of OB		CO1
	<b>Unit 2</b>	<b>Individual Differences</b>		
	A	Perception – Meaning, Factors influencing perception, Errors- Halo Effect, Stereotype, Projection		CO2, CO4
	B	Attitudes- components, functions and job related attitude		CO2, CO4
	C	Personality- Determinants, Trait Theory- Big 5 Model, MBTI, Freudian Theory of personality		CO2, CO4
	<b>Unit 3</b>	<b>Learning and Motivation</b>		
	A	Learning Concepts and Theories- Classical, Operant, and social learning theory		CO2, CO4
	B	Motivation– Concept, types and importance		CO2, CO
	C	Theories of Motivation- Hierarchy of needs, Two factor theory		CO2, CO4
	<b>Unit 4</b>	<b>Groups and Teams</b>		
	A	Group: Concept, Types of Groups, Group Development Process (Tuckman),		CO2, CO4
	B	Team: Meaning, Difference between groups and teams, types of teams		CO2, CO3
	C	Group Decision Making process and Techniques- Brainstorming, Nominal Group Technique, Delphi Technique, Social Loafing and Group think		CO2, CO3
	<b>Unit 5</b>	<b>Leadership and Organizational Change</b>		
	A	Leadership Theories- Trait theory, Behavioral theory (Ohio, Michigan, Managerial Grid)		CO5,CO6
	B	Situational (path goal theory); Difference between leader and manager		CO5,CO6
	C	Change: Concept, Kurt Lewin’s Model, Resistance to change, Overcoming resistance to change		CO5, CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Aswathappa K. - Organizational Behavior, Himalaya Publishing		

		House	
Other References		1. Kavita Singh, "Organization Behavior", Pearson ed. 2010 2. L. M. Prasad "Organizational Behavior", Sultan Chand and Sons	

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>
<b>Branch:</b>		<b>Semester: II</b>
1	Course Code	BBA 149
2	Course Title	FINANCIAL ACCOUNTING-2
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Type	Compulsory
5	Course Objective	<p>1. To acquaint the students with the concepts, significance and principles of Financial Accounting.</p> <p>2. To highlight the necessity of accounting process, basic structure of financial statements.</p> <p>3. To appreciate the relevance of accounting treatment of depreciation and financial statements with respect to its impact on the profitability of the firm.</p>
6	Course Outcomes	<p>On completion of this module, the students will be able to</p> <p>CO1: describe the basic concepts and key terms used in Financial Accounting.</p> <p>CO2: explain and recognize elements of financial statements and record transactions.</p> <p>CO3: prepare and critically analyse the financial statements.</p> <p>CO4: apply the accounting concepts, techniques and analytical skills at an organization level.</p> <p>CO5. Understand the applications.</p> <p>CO6. Understand valuation</p>
7	Course Description	This course introduces the basic concepts and principle of the accounting for preparing the financial statements such as income statements such as income statement and balance sheet. Several important concepts will be studied in detail including accounting cycle, recording of transactions, and treatment of depreciation and preparation of financial statements.
8	Outline syllabus	
	Unit A	<b>Depreciation Accounting</b>
	A	Concept of depreciation; Meaning, Causes of depreciation; Basic features of depreciation; Depreciation, Depletion, Amortization, and Dilapidations Meaning of depreciation Accounting; Objectives of providing depreciation;
	B	Methods of providing depreciation- fixed instalment method & diminishing balance method.
	C	Provisions and Reserves
	Unit B	<b>Final Accounts with adjustments</b>
	A	Introduction to Final Accounts – Trading Account, Profit & Loss Account, Balance Sheet.
	B	Preparation of Trading, Profit & Loss Account, Manufacturing Account and Balance Sheet (with adjustments).

	C	Marshalling of Balance Sheet		
	Unit C	<b>Inventory Valuation &amp; Goodwill Valuation.</b>		
	A	Meaning of inventory, Objectives of inventory valuation, Inventory systems.		
	B	Methods of valuation of inventory: FIFO, LIFO, HIFO.		
	C	Goodwill Valuation		
	Unit D	<b>Understanding Corporate Financial Statements in Annual reports</b>		
	A	Introduction, Features of Balance Sheet, Assets (Application of funds), Miscellaneous Expenditure and debit balance in profit & Loss Account, Liabilities (Sources of funds), Loan Funds, Shareholders' fund.		
	B	Meaning, Objectives, Process, Uses, Limitations of financial statement analysis.		
	C	Types of analysis		
	Unit E	<b>Ratio Analysis</b>		
	A	Meaning, Nature and Significance of Ratio Analysis.		
	B	Ratio Analysis ( Liquidity Ratios ,Turnover ratios)		
	C	Ratio Analysis (Solvency Ratios, Profitability Ratios, Valuation Ratios)		
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book*	1. A textbook of Financial Accounting – Dr.A.K.Singhal, Dr. H.J. Ghosh Roy, VAYU Education of India		
	Other references	1. Basic Accounting- RajniSofat&Preeti Hiro, Eastern Economy Edition 2. A textbook of Accounting for Management - S.N. Maheshwari and S.K. Maheshwari, Vikas Publishing House Pvt. Limited. 3. Accounting and Financial Analysis & Management – Agarwal & Agarwal, PragatiPrakashan, Meerut		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	BBA 155	
2	Course Title	Economics and Business Legislation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of this course is to 1.Develop an understanding about the relationship between law and business 2.Provide an overview of economic and business laws that affects the conduct of business in India	
6	Course Outcomes	On the completion of the course the student will be able to CO1: To list the necessary elements affecting the legality of contracts entered into by parties in business CO2: To identify the various types of business organisations CO3: To interpret and apply the essentials of a Contract of Sale in a sale transaction CO4. To appraise about consumer dispute and its redressal. CO5: To summarize how foreign exchange dealings are managed and regulated by FEMA CO6: To explain economic offences and its consequences	
7	Course Description	The course introduces the students to the basics of various economic and business Legislations governing business activities.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Business Contracts</b>	
	A	Indian Contract Act 1872; Essentials of a Valid Contract	CO1
	B	Discharge of Contract, Breach of Contract, Remedies	CO1
	C	E contract	CO1
	<b>Unit 2</b>	<b>Business Organizations</b>	
	A	Indian Partnership Act 1932 - Essentials of partnership, Kinds of partners	CO3
	B	Registration of Partnership Firms, Effects of non-registration, Rights and Liabilities of Partners	CO3
	C	Brief overview of The Limited Liability Partnership Act, 2008	CO3
	<b>Unit 3</b>	<b>Business Transactions</b>	
	A	The Sales of Goods Act 1930; Essentials of a contract of sale, Sale and agreement to sell,	CO2
	B	Conditions and Warranties, Nemo Dat Quod Non- Habet ,	CO2
	C	Rights of Buyers and Sellers	CO2
	<b>Unit 4</b>	<b>Consumer Protection Act 2019</b>	

	A	Objectives of Consumer Protection Act, Rights of Consumer,		CO4
	B	Consumer, Grounds of filing complaint		CO4
	C	Consumer dispute, Consumer Dispute Redressal Agencies		CO4
	<b>Unit 5</b>	<b>Foreign Payment Transactions</b>		
	A	A brief overview of Foreign Exchange Management Act,1999		CO5,CO6
	B	The Prevention of Money Laundering Act, 2002: Offence of Money Laundering		CO5,CO6
	C	Economic Offences in India		CO5,CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Business and Corporate Laws, Dr Harpreet Kaur, LexisNexis		
	Other References	<ul style="list-style-type: none"> <li>Laws for Business, MM Sulphrey &amp; Az-har Basheer, Third edition, PHI publications</li> <li>Legal Aspects of Business, Ravinder Kumar, Cengage Learning, Second impression 2009</li> <li>Legal Aspects of Business, RSN Pillai &amp; Bagavathi, S Chand Publications</li> <li>Business Law, PC Tulsian &amp; Bharat Tulsian, Third edition, McGraw Hill Education (pvt) Ltd</li> </ul>		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	1	2	2	-	2	-	1
CO2	2	1	1	2	1	-	2	2	1
CO3	3	2	2	2	2	1	2	2	2
CO4	2	1	1	1	1	2	2	2	1
CO5	2	1	1	3	2	-	1	1	1
CO6	2	1	1	3	2	-	1	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2023-2024</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	<b>BBP-153</b>	
2	Course Title	<b>Total Personality Development-II</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	<b>0-0-6</b>	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	To enhance holistic development of students and improve their employability skills. Emphasizing on reading a variety of texts and developing social skills. To enhance Listening Skills in order to follow instructions actively. Enacting, analyzing texts and performing them through written and listening skills.	
6	Course Outcomes	CO1: The student will be able: To discover and identify intrapersonal, interpersonal skills and be an effective goal oriented team player. CO2: The student will be able: To demonstrate professional skills with idealistic and practical skills. CO3: The student will be able: To apply and construct communication and pronunciation skills. CO4: The student will be able: To analyse and compare attitude and understand its influence on behaviour. CO5: The student will be able: To measure and evaluate text for validity and accuracy. CO6: The student will be able: To assess the concept of translating these reading, writing and listening into different set of skills such as proof reading, ability to convey messages through verbal and non-verbal communication.	
7	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on reading variety of texts, enacting them and performing them in order to equip them with appropriate body language and vocal aptitude.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Debates</b>	
	A	How to facilitate a debate?	CO1
	B	Difference between Interactive and Functional Debates	CO1
	C	Practice Session	CO1
	<b>Unit 2</b>	<b>Communication Interpersonal Skills</b>	
	A	Principles of Interpersonal Communication Skills	CO2,CO3 &CO4
	B	Importance of Empathy vs. Sympathy/EQ vs. IQ	CO2,CO3 &CO4
	C	Social Skill Development Methods	CO2,CO3,C O4 &6
	<b>Unit 3</b>	<b>Introduction to use of Tenses</b>	
	A	Recap of Concept of Tenses ( Past/ Future and Present )	CO3
	B	Worksheets on Tenses	CO4
	C	Sentence Correction drill	CO54
	<b>Unit 4</b>	<b>Reading Skills</b>	
	A	Importance of Reading Skills &Four basic effective reading	CO4, CO5



	B	TOEFL Reading Passages	CO4, CO3
	C	Comprehensions	CO4, CO5
	<b>Unit 5</b>	<b>Listening Skills</b>	
	A	Importance of Listening Skills	CO1 & CO2
	B	Difference between Active and Passive Listening	CO1 & CO2
	C	Poor Listening vs. Effective Listening	CO6 & CO5
	<b>Unit 6</b>	<b>Impactful Videos and Follow-ups</b>	
	A	The most Inspiring people (Life-Skills Activities	CO6 & CO4
	B	Book Review of Book 1	CO3
	C	Book Review of Book 2	CO3
	Mode of examination	Practical	
	Assessment Criteria	Internal Evaluation	External Evaluation
		50%	50%
	Text book/s*	Leader interpersonal and influence skills; The soft skills of leadership by E.Riggio and Sheryll. J. Tan &	
	Other References	Wren Martin: Books on Grammar Stephen M Covey -7 Habits of Highly Effective People (Book)	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	-	2	3	2	-	2	3	
CO2	-	3	2	3	2	3	2	3	3	
CO3	2	-	3	2	2	3	2	3	1	
CO4	1	2	1	-	2	2	2	2	2	
CO5	1	2	2	1	2	3	-	3	3	
CO6	1	2	1	1	2	2	-	3	2	

**1-Slight (Low)    2-Moderate (Medium)    3-Substantial (High)**

# *Course Modules*

## *Term III*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch: -</b>		<b>Semester: III</b>	
1	Course Code	BBA231	
2	Course Title	International Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Core Course	
5	Course Description	<p>To give an overview of the scenario on international marketing which offer unlimited opportunities to the organization.</p> <p>2. To equip students with the understanding of environments with capability to develop products and other marketing mix elements to develop effective international market plan.</p>	
6	Course Objective	<ol style="list-style-type: none"> <li>1. To make students explain the concept of International Marketing.</li> <li>2. To make students analyze the various environmental variables affecting International Marketing</li> <li>3. To make students explain various product and price strategies followed in International Marketing</li> <li>4. To make students explain various distribution and promotion strategies followed in International Marketing</li> <li>5. To make students assess the Foreign Trade Policy and Documentation structure facilitating international marketing</li> </ol>	
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: Explain the basics of international marketing and its role in competitive Globalized markets</p> <p>CO2: Illustrate core concepts and knowledge related to International Marketing ever changing disruptive product innovations.</p> <p>CO3: Develop state-of-the-art Knowledge expertise and skill development to handle product innovations in international markets</p> <p>CO4: Develop a knowledge base of upcoming international trade facilitation trends and procedures</p> <p>CO5: Explain foreign trade documentation with sound analytical domain knowledge</p> <p>CO6: Explain various contemporary issues in International Marketing</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to International Marketing	
	A 1	<ul style="list-style-type: none"> <li>• Nature and scope, basis of international trade</li> </ul>	CO1

	A 2	<ul style="list-style-type: none"> <li>Difference between domestic, international, multinational, global and transnational marketing</li> </ul>	CO1
	A 3	<ul style="list-style-type: none"> <li>EPRG framework</li> </ul>	CO1
	Unit B	International Business Environment	
	B 1	<ul style="list-style-type: none"> <li>Scanning of International Environment: Social, cultural, political and legal environments</li> </ul>	CO2
	B 2	<ul style="list-style-type: none"> <li>Market analysis and foreign market entry strategies, trade barriers, regional and international agreements</li> </ul>	CO2
	B 3	<ul style="list-style-type: none"> <li>International marketing research and information system</li> </ul>	CO2
	Unit C	International Marketing- Product & Price	
	C 1	<ul style="list-style-type: none"> <li>Product strategies: International product planning, product design strategies – standardization v/s customization (adaptation), adoption and diffusion of new products</li> </ul>	CO3
	C 2	<ul style="list-style-type: none"> <li>branding strategies, international product life cycle</li> </ul>	CO3
	C 3	<ul style="list-style-type: none"> <li>Pricing Strategies: Methods of pricing, factors affecting international pricing, transfer pricing, dumping, price escalation, balance of trade, balance of payments</li> </ul>	CO3
	Unit D	International Marketing- Distribution & Promotion	
	D 1	<ul style="list-style-type: none"> <li>Distribution Strategies: Direct and indirect channels of distribution, factors affecting channel decisions, international channel members – their role and functions</li> </ul>	CO4
	D 2	<ul style="list-style-type: none"> <li>Promotion Strategies: Promoting product/ service in international market, advertising decisions – standardization v/s localization, media decisions</li> </ul>	CO4
	D 3	<ul style="list-style-type: none"> <li>IMC in International Marketing</li> </ul>	CO4
	Unit E	Exim Policy & Documentation	
	E 1	<ul style="list-style-type: none"> <li>Overview of EXIM Policy</li> </ul>	CO5
	E 2	<ul style="list-style-type: none"> <li>Basic understanding of export &amp; import documentation and procedures</li> </ul>	CO5
	E 3	<ul style="list-style-type: none"> <li>Issues in international Marketing</li> </ul>	CO5
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%
	Text book/s*	International Marketing, P.K. Vasudeva, (Excel)	
	Other References	<ol style="list-style-type: none"> <li>Jain Subhash C., 'International Marketing', South – Western Thomson Learning</li> <li>Cateura Philip R and Graham John L, International Marketing, TMH</li> </ol>	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	-			
CO2	1	2	1			
CO3	1	2	-			
CO4	1	2	2			
CO5	1	2	2			
CO 6	2	2	2			

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch :2023-2027</b>	
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	<b>BCM 236</b>	
2	Course Title	<b>Basic Business Statistics</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. People in business, economic and social sciences are increasingly aware of the need to be able to handle a range of statistical tools.</p> <p>2. This foundation module is designed to fill this need into several practical and powerful applications of statistics.</p> <p>3. The idea is to present the basic statistics and emphasis the application of statistics for management problems.</p> <p>4. The emphasis is on developing competence in using basic statistical methods in understanding and interpreting data.</p> <p>5. The module also aims on getting students familiarize with the usage of basic tools and techniques in obtaining statistical measure and interpreting the same.</p>	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p>CO1: The student will be able to identify basic numerical processes within a statistical context.</p> <p>CO2: The student will be able to interpret data in view of evidences.</p> <p>CO3: The student will be able to solve various problems of statistics.</p> <p>CO4: The student will be able to analyze data make predictions of the future</p> <p>CO5: The students will be able to understand practical problems</p> <p>CO6: Students will be able to relate statistical problems</p>	
7	Course Description	<p>In this course, you will learn how to apply statistical tools to analyze data, draw conclusions, and make predictions of the future. The course will begin with data distributions, followed by probability analysis, sampling, hypothesis testing, inferential statistics, and, finally, regression.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Statistics and Representation of Data</b>	
	A	Statistics- Definition and functions. Scope and limitations of statistics.	CO1
	B	Collection of data and formulation of frequency distribution. Diagrammatic presentation of data-bar graph and pie charts.	CO1, CO2
	C	Graphical presentation of frequency distribution-Histograms, ogive curves	CO1, CO2, CO3
	<b>Unit 2</b>	<b>Sampling and Probability</b>	
	A	Introduction, concept of population, Sampling, Probability sampling and non-Probability Sampling	CO1
	B	Basic Probability, Conditional Probability	CO1, CO3
	C	Applications of Probability	CO2, CO3
	<b>Unit 3</b>	<b>Measures of Central Tendency</b>	

	A	Arithmetic Mean and its properties. Methods of calculating Mean The Weighted Arithmetic Mean, Correcting incorrect mean	CO1, CO2
	B	Median and Mode, Significance of median and mode, Relation among Mean, median and Mode.	CO1.CO2. CO3
	C	Partition values: quartiles, deciles and percentiles	CO2, CO3
	<b>Unit 4</b>	<b>Measures of Dispersion</b>	
	A	Introduction to Dispersion, range, IQR, quartile deviation.	CO1, CO2
	B	Methods of calculating Mean deviation	CO2, CO3
	C	Methods of calculating standard deviation and coefficient of variance.	CO3, CO4,CO5,CO6
	<b>Unit 5</b>	<b>Relationship Between Variables</b>	
	A	Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient.	CO1, CO2
	B	Simple and Multiple Linear regression	CO3, CO4
	C	Problems based on correlation and regression	CO3, CO4,CO6
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
	ETE		50%
	Text book/s*	<ul style="list-style-type: none"> <li>Gupta S.P., Gupta, M.P., Business Statistics, Sultan Chand &amp; Co</li> </ul>	
	Other References	<ul style="list-style-type: none"> <li>Vohra N D, Business Statistics, Tata McGraw Hill, Sharma J.K, Business Statistics, Pearson</li> </ul>	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	1	1	1	2	3	3	3
CO2	1	3	1	1	1	1	2	3	3	3
CO3	1	3	1	1	1	1	2	3	3	3
CO4	1	2	1	2	2	1	2	2	2	2
CO5	1	3	1	2	2	1	2	2	2	2
CO6	1	2	2	2	2	2	2	1	1	2

1. Addressed to **Slight (Low=1) extent**
2. Addressed to **Moderate (Medium=2) extent**
3. Addressed to **Substantial (High=3) extent**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch: -</b>		<b>Semester: III</b>	
1	Course Code	BBA 214	
2	Course Title	Human Resource Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Description	The course has been designed to enable the students to address the human resource management practices in organizations, by providing a strong foundation in HR related issues.	
6	Course Objective	<ul style="list-style-type: none"> <li>• The course is designed to impart basic knowledge about HRM scope, objectives and functions</li> <li>• The course aims to build students' interest and capability to perform basic HRM functions and tasks.</li> <li>• It further aims to build students' interest and capability to take HRM as specialization for studies at Master level.</li> </ul>	
7	Course Outcomes	<p>CO1: Explain the importance of human resources and their effective Management in organizations.</p> <p>CO2: Demonstrate a basic understanding of fundamental concepts, Principles, techniques of Manpower planning.</p> <p>CO3: Analyze the relevance &amp; methods of recruitment, selection &amp; Induction with reference to the effectiveness of the organization.</p> <p>CO4: Explore the conceptual basis of training and development &amp; be able to choose the suitable type of training according to organizational need.</p> <p>CO5: Analyze the importance of the performance management system in enhancing employee performance</p> <p>CO6: Analyse the importance of compensation and classify various components of compensation.</p>	
8	Outline syllabus	CO Mapping	
	Unit A	<b>Basics of HRM</b>	
	A 1	<ul style="list-style-type: none"> <li>• Human Resources- Meaning; Concept &amp; scope; Evolution of HRM, PM Vs HRM, SHRM Vs HRM</li> </ul>	CO1
	A 2	<ul style="list-style-type: none"> <li>• HRM: HRM Functions-Managerial &amp; Operative; Current Issues &amp; Challenges, HR as competitive advantage.</li> </ul>	CO1



	A 3	<ul style="list-style-type: none"> <li>Objectives of HRM, Role of HR Manager, HR Plans &amp; policies</li> </ul>	CO1
	Unit B	<b>Manpower Planning &amp; Recruitment</b>	
	B 1	<ul style="list-style-type: none"> <li>Job Analysis-meaning-Job Description &amp; Job Specification, Implications of Job Analysis</li> </ul>	CO2
	B 2	<ul style="list-style-type: none"> <li>Manpower Planning- Purpose &amp; Process, Demand &amp; Supply Forecasting</li> </ul>	CO2
	B 3	<ul style="list-style-type: none"> <li>Recruitment-Concept, Sources</li> </ul>	CO3
	Unit C	<b>Selection &amp; Induction</b>	
	C 1	<ul style="list-style-type: none"> <li>Selection Concept- Meaning &amp; Purpose</li> </ul>	CO3
	C 2	<ul style="list-style-type: none"> <li>Selection Process (From Screening to Induction)</li> </ul>	CO3
	C 3	<ul style="list-style-type: none"> <li>Induction / Orientation-Concept &amp; Process</li> </ul>	CO3
	Unit D	<b>Training</b>	
	D 1	<ul style="list-style-type: none"> <li>Training-Importance, objectives &amp; Process (ADDIE Model), Difference b/w Education, Training &amp; Development</li> </ul>	CO4
	D 2	<ul style="list-style-type: none"> <li>Methods of Employee Training – On the Job Methods (Apprenticeship, Mentoring &amp; Job Rotation)</li> </ul>	CO4
	D 3	<ul style="list-style-type: none"> <li>Training-Off the Job Methods (Lectures, Vestibule Training, Case Analysis)</li> </ul>	CO4
	Unit E	<b>Performance Appraisal &amp; Compensation</b>	
	E 1	<ul style="list-style-type: none"> <li>Concept and Objectives of Performance Appraisal, Process of PA</li> </ul>	CO5
	E 2	<ul style="list-style-type: none"> <li>Rating &amp; Ranking Method, Forced Distribution, 360 Degree Appraisal, Errors in Performance appraisal,</li> </ul>	CO5
	E 3	<ul style="list-style-type: none"> <li>Compensation-Concept, Importance &amp; Essentials , Factors influencing the employee Remuneration, Direct &amp; Indirect Compensation components</li> </ul>	CO6
	Mode of examination		Theory
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%
	Text book/s *	<ul style="list-style-type: none"> <li>Aswathappa, K. (2013). Human Resource Management: Text and Cases. India: McGraw Hill Education.</li> </ul>	
	Other References	<ul style="list-style-type: none"> <li>Human Resource Management: Text and Cases, Rao VSP, Second edition, Excel Books, New Delhi.</li> <li>Fundamentals of Human resource Management, Decinzo Robbins, Eleventh Edition, Wiley</li> </ul>	

## Course Articulation Matrix

<b>PO COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	2	2	1	2	2	1	2	1	2
<b>CO2</b>	2	1	1	1	1	1	1	1	1	2
<b>CO3</b>	3	1	2	2	2	3	1	1	1	2
<b>CO4</b>	3	2	1	1	1	2	2	1	1	2
<b>CO5</b>	2	1	1	1	2	1	1	1	1	2
<b>CO6</b>	2	2	1	1	1	1	1	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SBSS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch: -</b>		<b>Semester: III</b>	
1	Course Code	<b>BBA 269</b>	
2	Course Title	<b>Intellectual Property Rights and Competition Law</b>	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0 -0	
	Course Status	Compulsory	
5	Course Description	The course covers the basic aspects of IPR such as Copyrights; Patents; Trademarks; Industrial Designs; Geographical Indication. Further, the course covers the Law relating to Competition in India and its intersection with IPR.	
6	Course Objective	<p>The purpose of this course is to enable students:</p> <ol style="list-style-type: none"> <li>1. Acquaint them about fundamental aspects of Intellectual Property Rights.</li> <li>2. Understand the different kinds of Intellectual Property rights</li> <li>3. Deepen their understanding for the need of protecting Intellectual Property Rights.</li> <li>4. To acquaint them with the basic knowledge of competition law and anti-competitive practices that is adopted in the commercial world.</li> </ol>	
7	Course Outcomes	<p>After the completion of this course the student will be able:</p> <p>CO1: To infer the importance and need of Intellectual Property Rights.  CO2: To differentiate various types of Intellectual Property Rights.  CO3: To identify a Patent, Industrial design and Trade secret.  CO4: To evaluate the need of Competition Law and identify issues involved in anticompetitive practices  CO5: To assess the intersection between Competition and IPR  CO6: To predict the type of Intellectual Property protection needed in a Business Context</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to Intellectual Property Rights</b>	
	A 1	International Genesis and Development of IPR.	CO1, CO6
	A 2	Need and types of intellectual property rights, Importance of IPR for an entrepreneur	CO1, CO6
	A 3	IP in a digital world	CO1, CO6
	Unit B	<b>Copyrights and Trademarks, Geographical Indications</b>	
	B 1	Meaning and Scope.	CO2, CO6
	B 2	Various Copyright and Trademark issues around the World.	CO2, CO6

	B 3	Geographical Indication – Meaning, importance		CO2, CO6
	Unit C	<b>Patents, Industrial Designs, Trade Secret</b>		
	C 1	What is a patent, what is protected by a patent, Types of Patents		CO3, CO6
	C 2	Rights of a patent holder		CO3, CO6
	C 3	Industrial designs and Trade secret		CO3, CO6
	Unit D	<b>Competition Act 2002 - I</b>		
	D 1	Why do we need Competition?		<b>CO4</b>
	D 2	Abuse of dominant Position, Anti-competitive agreement		<b>CO4</b>
	D 3	Regulation of Combination		<b>CO4</b>
	Unit E	<b>Competition Act 2002-II</b>		
	E 1	Competition Advocacy		<b>CO5</b>
	E 2	Structure and Function of CCI		<b>CO5</b>
	E3	Competition and IPR		<b>CO5,CO6</b>
	Mode of examination		Theory	
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	B.L. Wadehra; Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd., India 2000		
	Other References	<ul style="list-style-type: none"> <li>● Intellectual Property Rights: Unleashing the Knowledge Economy by Prabuddha Ganguli, Tata McGraw-Hill Publishing Company, 2001</li> <li>● Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal &amp; Business Implications; Macmillan India ltd, 2006</li> <li>● P. Narayanan; Law of Copyright and Industrial Designs; Eastern law House, Delhi, 2010</li> </ul>		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	1	2	2	1	2	1	1
CO2	3	1	2	2	1	1	2	2	1
CO3	3	3	2	2	2	1	3	2	2
CO4	2	1	1	3	2	2	3	2	1
CO5	2	1	1	3	2	2	3	2	1
CO6	2	1	1	3	2	2	3	2	1

**1 Slight (Low)      2-Moderate (Medium) 3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-25</b>
<b>Branch: -</b>		<b>Semester: III</b>
1	Course Code	BBA 270
2	Course Title	Entrepreneurship Development
3	Credits	4
4	Contact Hours (L-T-P)	4 (LTP 4-0-0)
	Course Status	Core
5	Course Description	The entrepreneurship course aims at developing the entrepreneurial spirit and abilities among the students. This course will broaden a basic understanding obtained in the functional areas as they apply to new venture creation and growth, the business plan, and obtaining funding. The objective is to equip the students with the necessary knowledge, skills and competencies which are required to become a successful entrepreneur.
6	Course Objective	<ol style="list-style-type: none"> <li>1. To provide an understanding and necessary knowledge, skills and competencies for becoming a successful entrepreneur.</li> <li>2. To help in identifying and exploiting opportunities and developing business plans.</li> <li>3. To give necessary knowledge required to deal with the various issues relating to starting a new enterprise.</li> <li>4. Equip the necessary knowledge and skill sets required for managing the established enterprise.</li> <li>5. To help the students in understanding the entrepreneurial development framework available in India along-with Start-Up India and Make in India initiative.</li> </ol>
7	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe and demonstrate the knowledge, skills and competencies relating to entrepreneur and entrepreneurship.</p> <p>CO2: Understand, evaluate, and apply the knowledge of feasibility analysis and opportunity development.</p> <p>CO3: Analyze the given business opportunity and demonstrate the knowledge of various issues involved in starting a new enterprise.</p> <p>CO4: Understand and apply the knowledge of various growth strategies towards managing the growth of an enterprise.</p> <p>CO5: Understand, classify and analyze the various issues relating to entrepreneurial development framework available in India including Start-Up India and Make in India initiative.</p> <p>CO6: Create and develop the opportunity and also developing the business plan for a new enterprise.</p>

8	Outline syllabus	CO Mapping	
	<b>Unit A</b>	<b>Understanding Entrepreneurship and the Entrepreneur</b>	
	A 1	<ul style="list-style-type: none"> <li>Why Entrepreneurship</li> <li>The Concept &amp; Process of Entrepreneurship</li> <li>Exercise/Activity: Identify your entrepreneurial potential</li> </ul>	CO1, CO2
	A 2	<ul style="list-style-type: none"> <li>Type of entrepreneurship and entrepreneur</li> <li>Entrepreneur Vs. Manager Vs. Intrapreneur</li> <li>The Women &amp; Social Entrepreneurship: Opportunities &amp; Challenges</li> </ul>	CO1, CO2
	A 3	<ul style="list-style-type: none"> <li>The Qualities, Characteristics &amp; Competencies of an Entrepreneur</li> <li>An overview of corporate Entrepreneurship</li> <li>Exercise/Case study</li> </ul>	CO1, CO2
	<b>Unit B</b>	<b>Idea, Opportunity and the Business Plan Development</b>	
	B 1	<ul style="list-style-type: none"> <li>Idea vs. Opportunity and Idea generation techniques</li> <li>Identifying/ sources of opportunities and evaluating opportunities</li> <li>Idea generation exercise</li> </ul>	CO3, CO4, CO5, CO6
	B 2	<ul style="list-style-type: none"> <li>Doing Feasibility Analysis: Product, Market, Economic, Organizational, Technical, and financial feasibility</li> <li>Exercise/ Activity to conduct Feasibility Analysis</li> </ul>	CO2, CO3, CO, CO6
	B 3	<ul style="list-style-type: none"> <li>Writing and Presenting effective Business Plans</li> <li>Business model and its dimensions</li> <li>Exercise/ Discussion of Business Plan Formulation</li> </ul>	CO2, CO3, CO6
	<b>Unit C</b>	<b>Launching the New Enterprise</b>	
	C 1	<ul style="list-style-type: none"> <li>Forming the New venture Team</li> <li>Selecting appropriate Business Ownership Structure</li> <li>Exercise/ Activity: Forming New Venture Team</li> </ul>	CO2, CO4, CO4, CO5
	C 2	<ul style="list-style-type: none"> <li>IPR issues in starting an enterprise</li> <li>Legal aspects of a business</li> </ul>	CO4
	C 3	<ul style="list-style-type: none"> <li>Financing the New Venture: Various sources of finance including Angel Investors; Venture capitalist; Private equity and IPO</li> <li>Steps and Procedures to start a small-scale enterprise in India</li> </ul>	CO2, CO4, CO4, CO5
	<b>Unit D</b>	<b>Managing the Growth and Exit of the firms</b>	
	D 1	<ul style="list-style-type: none"> <li>Understanding the Stages of an Entrepreneurial</li> </ul>	CO4, CO5, CO6

		Venture <ul style="list-style-type: none"> <li>• The Strategies of growth</li> <li>• Case study</li> </ul>	
	D 2	<ul style="list-style-type: none"> <li>• Managerial mindset vs. Entrepreneurial mindset in decision making</li> <li>• Key factors to be considered during the Growth Stage</li> </ul>	CO2, CO4
	D 3	<ul style="list-style-type: none"> <li>• The Exit Strategy for a business</li> <li>• Group Presentation/ Business Plan Presentation</li> </ul>	CO4, CO5, CO6
	Unit E	<b>Understanding the Entrepreneurship Development Framework in India</b>	
	E 1	<ul style="list-style-type: none"> <li>• An overview of MSMEs in India and MSME Act.</li> <li>• Policies, Schemes &amp; Incentives available to entrepreneurs in India</li> </ul>	CO5
	E 2	<ul style="list-style-type: none"> <li>• Understanding the Institutional (National, State and District level) support Systems for Entrepreneurship Development in India</li> <li>• An overview of Start-up India &amp; Make in India Initiatives</li> </ul>	CO5
	E 3	<ul style="list-style-type: none"> <li>• Group Presentation/ Business Plan Presentation</li> </ul>	CO5, CO6
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
	ETE		50%
	Text book/s*	Entrepreneurship: A South Asian Perspective by Donald F. Kuratko & T.V. Rao, Cengage Learning,	
	Other References	<ul style="list-style-type: none"> <li>• Entrepreneurship by Hirsch &amp; Peters; McGraw Hill Publication.</li> <li>• Essentials of Entrepreneurship and Small Business Management by Norman Scarborough and Jeffery R Cornwall, Published by Pearson India; 8E</li> <li>• Entrepreneurship and Innovation in Corporations (2008); Morris Michael H. Kuratko, Donald F. &amp; Covin Jeffrey G., Cengage Learning</li> </ul>	



## Course Articulation Matrix

POs/ COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	2	-	-	3	3	2	2
CO2	2	-	2		2	3	2	2	1
CO3	2	2	3	1	-	2	3	-	2
CO4	2	1	2	-	2	-	-	2	3
CO5	1	2	2	3	3	1	2	1	3
CO6	2	2	-	3	2	-	1	1	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	BBA236	
2	Course Title	Business Communication Skills - 1	
3	Credits		
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	The objectives are: 1.To make students understand basics of Business Communication and their functional relationship with management. 2. To hone students' writing skills. 3. To develop their Speaking and listening skills. 4. To enable students to apply various communication skills effectively.	
6	Course Outcomes	CO1: The students will be able to understand basics of Business Communication and their relevance to business growth. CO2: The students will be able to prepare effective professional documents. CO3: The students will be able to demonstrate effective speaking skills CO4: The students will be able to apply various communication skills for business/Professional growth. CO5: Students will be able to develop effective listening skills. CO6: Students will be able to develop persuasive and argumentative skills.	
7	Course Description	Communication plays a crucially important role in the development of personality, in getting a good job and in all aspects of a business. The purpose of this course, therefore, is to equip students with required communication skills.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Business Communication</b>	
	A	Introduction to and Objectives of Business Communication	CO1
	B	Elements & Process Of Communication	CO1
	C	Types & Levels of Communication, barriers to Communication	CO1
	<b>Unit 2</b>	<b>Business Writing – 1</b>	
	A	Steps: Planning, Prewriting, Final writing, Revising	CO2,CO4
	B	Approaches: Direct, Indirect, Tailoring language and content to the audience	CO2, CO4
	C	7 Cs of Communication	CO2,CO4
	<b>Unit 3</b>	<b>Business Writing - 2</b>	
	A	Drafting an Application	CO2.CO4
	B	Business Letters	CO2,CO4
	C	Agenda, Minutes	CO2,CO4

	<b>Unit 4</b>	<b>Listening Skills</b>		
	A	Listening as a management tool		CO4
	B	Barriers to Listening		CO4
	C	Guidelines for improving listening skills		CO4
	<b>Unit 5</b>	<b>Speaking Skills</b>		
	A	Paralinguistic feature. Art of Speaking, Goals of Speaking, Styles of Speaking, Guidelines for developing speaking skills		CO3
	B	Debate		CO3, CO6
	C	Extempore, Speech Delivery		CO3
	Mode of examination	Theory/Jury/Practical/Viva		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	P.D.Chaturvedi & Mukesh Chaturvedi, Business Communication: Concepts, Cases, and Applications. Pearson		
	Other References			

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	2	2	3	3	3	3	1	1
CO.2	3	3	2	2	3	2	2	1	--	--
CO.3	2	2	1	2	2	2	2	1	1	--
CO.4	3	3	2	2	3	3	3	2	1	1
CO.5	2	1	3	3	2	1	3	2	1	1
CO6	2	3	1	2	2	1	3	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

# *Course Modules*

## *Term IV*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	BBA 242	
2	Course Title	Marketing Strategy	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	This course is aimed at enable critical thinking and analysis of Marketing Strategy	
6	Course Objectives	<ol style="list-style-type: none"> <li>1. To understand fundamental concepts in marketing strategy development and execution.</li> <li>2. To understand various marketing strategy factors in the competitive landscape.</li> <li>3. The role of creative decision making and innovation for marketing strategy</li> </ol>	
7	Course Outcomes	<p><b>CO1:</b> Student will be able to understand idea about the dimensions of marketing strategy formulation.</p> <p><b>CO2:</b> To apply creative decision making based on subjective and analytical skill in the evaluation of marketing strategy.</p> <p><b>CO3:</b> Student will be able to infer marketing strategies and assess key implementation issues/challenges associated with them.</p> <p><b>CO4:</b> To evaluate Markets and Strategic Issues in Marketing</p> <p><b>CO5:</b> Students will be able to understand the strategic issues in integrated marketing communication (IMC), Advertising &amp; Sales Promotion and Digital Marketing</p> <p><b>CO6:.</b> Students will be able to understand and evaluate markets, understand approach to marketing implementation and control.</p>	
8	Outline syllabus	CO Mapping	
	<b>Unit A</b>		
	A 1	Basic concepts of marketing strategy	CO1
	A 2	Strategic planning process: marketing plan	CO1

	A 3	Corporate and division Strategic Planning Mission and Vision Statement	CO1
	<b>Unit B</b>		
	B 1	Strategy Formulation; External and internal Environmental Analysis ETOP and SAP; SWOT Analysis	CO2
	B 2	Competitor analysis: identifying competitors, identifying competitors' objective.	CO2
	B 3	Developing marketing goals and objectives.	CO2
	<b>Unit C</b>		
	C 1	Product Strategy; Product Portfolio Strategy; New product development; Managing products and brands	CO3
	C 2	Pricing Strategy: Key Issues in pricing strategy, Fixed versus dynamic pricing, Case Study	CO3
	C 3	Distribution Strategy: Trends in marketing channels, Distribution concepts, collaborations.	CO3
	<b>Unit D</b>		
	D 1	Strategic issues in IMC	CO3
	D 2	Advertising Strategies	CO3
	D 3	Sales Promotion Strategies & Digital Marketing	CO3
	<b>Unit E</b>		
	E 1	Strategic issues in marketing and control,	CO4
	E 2	Evaluating markets	CO4
	E 3	Approach to marketing implementation	CO4
	Mode of examination	Theory	
	Assessment Criteria	CA 25%	MTE 25%
			ETE 50%
	Text book/s	1. Strategic Marketing by O C Ferrell & Michael D Hartline, Engage Learning	
	Other References	1. Strategic Market Management, Aaker, David A. 2. Strategic Marketing Management, Richard M.S. Wilson, 3. Strategic Marketing: An Introduction, 2000, London: Routledge 4. Strategic Marketing: Cases & Concepts John Atkinson & Ian Wilson – Addison. 5. Strategic Marketing, 5e David W Cravens – Irwin Inc Wesley Longman	

## Course Articulation Matrix

<b>POs COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	1	2	1	1
<b>CO2</b>	1	2	1	2	2	1	1
<b>CO3</b>	2	2	2	2	2	1	1
<b>CO4</b>	2	2	1	2	1	2	1
<b>CO5</b>	1	2	1	2	1	1	1
<b>CO6</b>	2	2	1	2	1	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	BBA 244
2	Course Title	Team Building & Leadership
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. To learn the interpretive framework necessary to understand how high-performance teams will function in a particular cultural location.</li> <li>2. To learn the stages of team development and gain the skills to move embryonic teams through those stages to the highest levels of team performance.</li> <li>3. To gain self-awareness of personal leadership style, strength and personality for the purpose of effective team leadership.</li> <li>4. To develop the critical coaching competencies for effective team leadership.</li> </ol>
6	Course Outcomes	<p>The students will be able to:</p> <p>CO1: Define principles &amp; concepts of groups, teams, conflicts &amp; leadership</p> <p>CO2: Explain types, models &amp; theories of conflict, leadership and team building</p> <p>CO3: Develop essential team building &amp; leadership skills</p> <p>CO4: Analyze the challenges and problems related to team building and leadership</p> <p>CO5: Evaluate the causes of conflicts and best conflict resolution technique(s) for the corresponding conflict</p> <p>CO6: the student will understand the importance of team building and leadership skills.</p>
8	Outline syllabus	CO Mapping



	<b>Unit 1</b>	<b>Understanding Teams</b>	
	A	Group vs teams, Stages of team development	CO1, CO2, CO3
	B	Types of teams, Team building process- How to build great teams?	CO1, CO2, CO3
	C	Managing cross-functional teams, diverse teams, virtual teams, self-managed teams- Challenges Team building in globalized era	CO1, CO2, CO4
	<b>Unit 2</b>	<b>Group</b>	
	A	What is a group, types of groups: Formal and informal groups	CO1, CO2
	B	Group Structure: Group roles, status, size, norms	CO1, CO3
	C	Group decision making processes- group think.	CO3, CO4
	<b>Unit 3</b>	<b>Leadership</b>	
	A	Leadership Defined, Attributes of an effective leader	CO1, CO2
	B	Managing & leading teams	CO3, CO4
	C	Leadership vs management, Leadership Styles	CO2, CO3
	<b>Unit 4</b>	<b>Theories of leadership</b>	
	A	Trait Theory-Big five/ OCEAN model.	CO2
	B	Behavioral Theory – Managerial Grid-Mouton & Model	CO2
	C	Contingency Theory -Hersey Blanchard theory.	CO2
	<b>Unit 5</b>	<b>Conflict</b>	
	A	Conflict- Concept, Causes and types	CO1, CO2, CO5
	B	Stages of conflict formation	CO6
	C	Conflict Resolution for effective Team building	CO6
	Mode of examinati	Theory	

on			
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Rathan Reddy-Team building & Leadership (Jaico)		
Other References	<ul style="list-style-type: none"> <li>• Sahu R K-Group dynamics &amp; team building</li> <li>• West Michael – Effective Team Work (Excel Books, 1<sup>st</sup> Ed.)</li> <li>• Sadler Philip – Leadership (Crest Publishing House)</li> <li>• Case studies, video clippings, TEDx Talks, Readings</li> </ul>		

### Course Articulation Matrix

PO Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	1	1	3	3	1	-	1
CO2	1	2	2	1	1	3	3	1	-	1
CO3	1	2	2	1	1	3	3	2	-	1
CO4	1	2	2	1	1	2	3	2	-	1
CO5	1	2	2	1	1	2	3	1	-	1
CO6	1	2	2	1	1	2	3	1	-	1

**1-Slight (Low) - Weak 2-Moderate (Medium) - Moderate3-Substantial (High) – Strong**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	BBA 210
2	Course Title	Financial Management
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Type	Compulsory
5	Course Objective	1. To acquaint the students with the concepts of Financial Management and the significance of decision making in finance. 2. To highlight the necessity of managing current assets and current liabilities 3. To appreciate the relevance of capital structure and dividend decisions with respect to its impact on valuation of the firm.
6	Course Outcomes	On completion of this module, the students will be able to CO1: describe the basic concepts and key terms used in Financial Management. CO2: infer the relevance of decision making under various available alternatives. CO3: apply the various tools and techniques used in financial decision making for shareholders' wealth maximization. CO4: distinguish amongst the various alternatives in the view of valuation of firm. CO5: integrate the results of analysis to make financial decisions. CO6: understand the applications.
7	Course Description	This is an introductory course in Financial Management, focusing on the major decisions made by financial managers of an organization. The course will develop students' analytical and decision-making skills in finance through the use of theory questions and practical problems.
8	Outline syllabus	
	<b>Unit 1</b>	<b>Introduction of Financial Management</b>
	A	Nature, concept and functions of financial management
	B	Finance vs. accounting, Objective of financial management; Profit maximization vs. wealth maximization
	C	Time value of money- Meaning and Objectives, present & future value, simple & comp. interest, annuity (Ordinary Annuity & Annuity Due), Perpetuity.
	<b>Unit 2</b>	<b>Capital Budgeting</b>
	A	Meaning and concepts of capital budgeting, need of capital budgeting,
	B	Practical Problems on Discounted Cash Flow Techniques: Discounting Payback period, NPV, PI, IRR
	C	Practical Problems on Non Discounted Cash Flow Techniques: Payback period and ARR
	<b>Unit 3</b>	<b>Working Capital Management</b>
	A	Concept and need of working capital management, determinants of working capital requirements, working capital cycle
	B	Receivable management- meaning and objectives Cash management- meaning and objectives, Motives of Holding cash
	C	Inventory management- meaning and objectives, Techniques of Inventory

		management - EOQ, ABC Analysis.		
	<b>Unit 4</b>	<b>Capital Structure and Cost of Capital</b>		
	A	Meaning and objective of Capital structure, optimum capital structure.		
	B	Capital structure theories- Theoretical concepts of NI, NOI, Traditional.		
	C	Cost of capital- concept and meaning, Cost of Debt, Cost of Equity (Zero-Growth Dividends, Constant Growth in Dividends), Cost of Preference Share, Calculation of WACC.		
	<b>Unit 5</b>	<b>Dividend decisions</b>		
	A	Dividend policy- meaning & concept, concept of retained earnings, factors influencing dividend policy, concept of Bonus shares and Rights Shares.		
	B	Walter's model of dividend policy and its application		
	C	Gordon model of dividend policy and its application		
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	R.P. Rustavi- Financial Management- (Taxman Publication)		
	Other References	Financial Management: I. M. Pandey (Vikas Publication) Financial management: Theory and Practice, Prasanna Chandra (Mc-Graw Hill) Financial Management: Text, Problems and Cases, M Y Khan and P K Jain, Mc Graw Hill Publication		

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)2-Moderate (Medium)3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	BBA 272	
2	Course Title	Information Technology for Managers	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<p>1. To introduce the concept of Information Technology and its application in organizations</p> <p>2. The course would expose the students to the managerial issues relating to IT and will help them identify and evaluate various organizational applications of IT.</p> <p>3. This course leads students to impart an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology.</p> <p>4. It will help them to have ability to hold progressively more responsible positions in the IT field, including positions that are supervisory or managerial in nature.</p>	
6	Course Outcomes	<p>CO1: The student will be able to identify organizational requirements and current and emerging technologies</p> <p>CO2: The student will be able to describe the impact of IT solutions in a global, societal, and ethical context</p> <p>CO3: The student will be able to apply problem solving skills, core IT concepts, best practices and standards to information technologies</p> <p>CO4: The student will be able to analyze local and global impact of computing on individuals, organizations, and society.</p> <p>CO5: The student will be able to evaluate business situations and problems related to information technology</p> <p>CO6: The student will be able to design, integrate and administer IT-based solutions into the organizational environment</p>	
7	Course Description	<p>A good understanding of information technology is of vital importance for any manager in today's scenario. Effective management and implementation of IT resources have now become routine task for many middle level and senior managers. It includes computer and information literacy, with the main emphasis on competency with software through hands-on practice. Topics include E-business, ERP, SCM and CRM, DBMS, Business Intelligence &amp; DSS, Managing IT projects.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>IT in the Organisations</b>	
	A	IT Supports Organisational Performance in Turbulent Business	CO1
	B	Information Technologies: Concept, Types and IT Support	CO2
	C	Case Study –A study on different level of MIS	CO3
	<b>Unit 2</b>	<b>Digital, Mobile and Social Commerce</b>	
	A	E-Business & E-Commerce Models and Strategies	CO1
	B	Mobile Technologies and Commerce, Web 2.0 and social media	CO4
	C	Case Study on Digital Media	CO5
	<b>Unit 3</b>	<b>Organizational Applications</b>	

	A	Functional Business Systems, Enterprise Systems ERP, SCM and CRM		CO5
	B	Inter organizational, Large-Scale and Global Information Systems		CO5
	C	Case Study- IRCTC, DBMS		CO6
	<b>Unit 4</b>	<b>Decision Making and Strategy</b>		
	A	Business Intelligence and Decision Support Systems		CO1, CO2
	B	IT Strategy and Planning, Impact of IT on Enterprises, Users and the Environment		CO4, CO5
	C	Case Study on Decision making system		CO6
	<b>Unit 5</b>	<b>Managing IT</b>		
	A	Adopting IT Projects, Implementing IT Projects		CO3
	B	Business Process Management, Managerial Issues		CO2
	C	Case Study-Expert System/AI		CO5, CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). Management Information Systems, 10/e; New Delhi: McGraw Hill Education		
	Other References	1. Laudon, Kenneth C., Laudon, P. Jane (2013). Management Information System -Managing the Digital Firm, 12/e; New Delhi: Pearson Education  2. Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	2	2	2
CO4	1	2	1	2	1	1	2	3	2	2
CO5	1	2	1	2	1	1	2	2	2	2
CO6	1	2	1	2	1	1	2	2	2	2

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intdg</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	BBA 273	
2	Course Title	Environmental Management	
3	Credits	2	
4	Contact Hours (L-T-P)	2-0-0	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the basic concepts of environment management and the issues faced therein.</li> <li>2. To provide an understanding of the natural environmental resources, hazards faced and control measures</li> <li>3. To understand the social issues surrounding environment management.</li> <li>4. To get an understanding of the various acts, policies developed to protect the environment.</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to have knowledge about fundamentals of environment and the ecosystem</p> <p>CO2: The student will be able to understand about hazards faced by environment along</p> <p>CO3: The students will gain familiarity with the growing energy needs, environment impact assessment green technologies and green design</p> <p>CO4: The student will be able to relate to the various acts for environmental protection and to green solutions</p> <p>CO5: The student will be able to analyses impact of climate change and pollution on environment and green solutions</p> <p>CO6: Students will be able to evaluate the solutions for environmental protection.</p>	
7	Course Description	This course enables students to understand their natural environment while also comprehending its conservation and management in a better manner. The course focuses on the natural environmental resources and their effective utilization.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Fundamentals of environment</b>	
	A	Fundamentals of Environment: Basic concepts on environment, environment management –definition, importance, environmental degradation, Multidisciplinary nature of environment	CO1, CO2, CO3
	B	Ecosystems ad ecological succession	CO1
	C	Global environmental issues: global warming and climate change, acid rains	CO2, CO3, CO4

	<b>Unit 2</b>	<b>Energy resources</b>		
	A	Renewable & Non-Renewable Resources of energy and Deforestation		CO1, CO2, CO4
	B	Water Resources: use and overutilization of surface and ground water, floods & droughts		CO1, CO2, CO3
	C	Energy Resources – growing energy needs, energy resources and global development		CO2, CO3
	<b>Unit 3</b>	<b>Biodiversity and pollution</b>		
	A	Biodiversity & its conservation		CO2, CO3
	B	Environmental Pollution		CO1, CO4
	C	Control measures for air, water and soil pollution; nuclear hazards		CO3
	<b>Unit 4</b>	<b>Environment protection</b>		
	A	Social Issues in Environment: Environment Protection Act, Ozone layer depletion and nuclear accidents, approaches with regard to environment protection		CO2, CO4
	B	Human Population – human health, human rights and environment		CO3
	C	Wildlife protection act, issues in enforcement of environmental legislations and public awareness		CO4
	<b>Unit 5</b>	<b>Green Solutions</b>		
	A	Environmental Impact Assessment		CO1, CO2, CO3
	B	Environmental Standards, Green Technologies and green solutions		CO2 CO3, CO4
	C	Green architecture and green design		CO2, CO3
	Mode of examination	Theory/Jury/Practical/Viva		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Principles of Environmental Studies: <u>Monarchy C</u> 2006		
	Other References			



### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	-	-	1	1	1	-	-	-	-	-
CO2	-	-	2	2	2	-	-	-	-	-
CO3	-	-	2	2	2	-	-	-	-	-
CO4	-	-	2	2	1	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-
CO6	-	-								

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-27</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2024-25</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	BBA249	
2	Course Title	Business Communication Skills-II	
3	Credits	3	
4	Contact Hours (L-T-P)	3- 0 -0	
	Course Type	Compulsory /Elective/Open Elective	
5	Course Objective	<p>The objectives are:</p> <p>1.To make students understand functional relationship between communication and management</p> <p>2. To enable them to improve their various communication skills: Writing, Speaking, Presentation, Non-verbal.</p> <p>3. To enable students to plan, manage and handle various communication related issues.</p>	
6	Course Outcomes	<p>CO1: The students will be able to identify various communication issues that make or mar the business growth.</p> <p>CO2: The students will be able to understand the value and correct application of non-verbal communication.</p> <p>CO3: The students will be able to hone their writing skills to excel in business.</p> <p>CO4: The students will be able to apply their presentational attitude and skills required in the business world.</p> <p>CO5: Students will be able to apply their spoken skills effectively to enhance persuasion and negotiation skills via group discussions.</p> <p>CO6: Students will be able to develop overall business communication skills to adapt to business situations.</p>	
7	Course Description	<p>This course is designed to give students a comprehensive view of communication, its scope and importance in business and professional world. The course aims at developing skills of effective written and oral communication in students. It will provide students the tools necessary to make their way in different business and corporate environments.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction</b>	
	A	Introduction to Effective Organizational Communication	CO1,
	B	Communication Structure: Vertical, Horizontal, Grapevine	CO1,
	C	Communication Concerns of Managers	CO1, CO6
	<b>Unit 2</b>	<b>Non-Verbal Communication</b>	
	A	Classification of Non-Verbal Communication	CO2

	B	Paralanguage	CO2
	C	Application in Professional life	CO2
	<b>Unit 3</b>	<b>Writing Skills</b>	
	A	Strategies for Different kinds of Messages: Persuasive, Informative, Bad News, Neutral tone etc.	CO3
	B	Email Writing Skills, WhatsApp Messaging in Formal/Professional Environment.	CO3
	C	Resume, Cover letter	CO3
	<b>Unit 4</b>	<b>Presentation Skills</b>	
	A	Essentials of Effective Presentation	CO4
	B	Preparing a Presentation	CO4
	C	Delivery	CO4
	<b>Unit 5</b>	<b>Speaking Skills</b>	
	A	Conversation Control	CO5
	B	Role plays, Meetings	CO5
	C	Group Discussion	CO5
	Mode of examination	Theory/Jury/Practical/Viva	
	Assessment Criteria	CA	MTE
		25%	25%
	ETE		50%
	Text book/s*	P.D.Chaturvedi & Mukesh Chaturvedi, Business Communication: Concepts, Cases, and Applications. Pearson.	
	Other References		

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intdg</b>		<b>Current Academic Year: 2024-2025</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	BCP 252	
2	Course Title	Contemporary Issues in Business	
3	Credits	2	
4	Contact Hours (L-T-P)	0-0-4	
	Course Status	Compulsory /Elective/Open Elective	
5	Course Objective	The objectives are to: 1. Familiarize students with contemporary business issues 2. Make them understand how to respond to various challenging situations 3. Equip them with certain skills to face and handle real life challenges	
6	Course Outcomes	The students will be able to: CO1: Describe various contemporary business situations CO2: Identify how to respond to challenges CO3: Demonstrate the ability to solve business issues CO4: Connect contemporary issues with real life challenges faced by them CO5: Discuss and defend your own perspective on contemporary and pervasive business & management issues CO6: Develop their autonomous research and learning capabilities and presentational skills.	
7	Course Description	This module is designed to enable students to understand and critically evaluate how current issues are affecting and will affect business management and performance. There is an emphasis upon analysing the causes of major issues and examining the various scenarios.	
8	Outline syllabus		
	<b>Unit 1</b>	<b>Corporate Social Responsibility (CSR)</b>	
	A	Discussion	CO1
	B	Case Study	CO1
	C	Project	CO2, CO3
	<b>Unit 2</b>	<b>Ethics and Corporate Governance</b>	
	A	Discussion	CO1
	B	Case Study	CO2
	C	Project	CO3
	<b>Unit 3</b>	<b>Technological Disruptions in Business</b>	
	A	Discussion	CO1, CO2
	B	Case Study	CO2
	C	Project	CO3
	<b>Unit 4</b>	<b>Business Strategy</b>	
	A	Discussion	CO1
	B	Case Study	CO1
	C	Project	CO3, CO4

	<b>Unit 5</b>	<b>Future of Business Strategy</b>		
	A	Discussion		CO1
	B	Case Study		CO2, CO4
	C	Project		CO4
	Mode of examination	Theory/Jury/Practical/Viva		
	Assessment Criteria	Internal Evaluation	External Evaluation	
		50%	50%	
	Text book/s*	News Papers, TV/Radio News etc.		
	Other References			

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

# *Course Modules*

## *Term V*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch:</b>		<b>Semester: V</b>	
1	Course Code	<b>MBA 134</b>	
2	Course Title	<b>Quantitative Techniques for Business Decisions</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
5	Course Objective	An introductory course in statistics, designed to provide with the basic concepts and methods of statistical analysis for processes and products. The cardinal objective of the course is to increase the extent to which statistical thinking is embedded in management thinking for decision making. The course includes tools such as MS-Excel, Minitab and SPSS so as to make teaching pragmatically oriented rather being confined to books, thereby contributing towards enhancing the employability in Industry	
6	Course Outcomes	<b>CO1:</b> The student will be able to demonstrate understanding of basic concepts of probability and statistics embedded in various management problems <b>CO2:</b> The student will be able to demonstrate proficiency in analyzing data using statistical methods in their course which is required as a stepping stone to study other management modules <b>CO3:</b> The student will be able to show proficiency in basic statistical skills embedded in their course for effective decision making <b>CO4:</b> The student will be able to analyze data for business organization <b>CO5:</b> The student will be able to align the business needs with corporate goals and strategies by using subject learning <b>CO6 :</b> The students will be able to relate practical applications with theory	
7	Course Description	The course provides with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>	<b>Introduction to Statistics and Data Collection &amp; Presentation</b>	
	A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics	CO1, CO2
	B	Collection of Data, Data and Information	CO2,
	C	Frequency Distribution, Bar Diagrams, Histograms, Ogives, Pie Charts,	CO2, CO3
	<b>Unit 2</b>	<b>Measures of Central Tendency</b>	
	A	Introduction, Requisite of a good measures of a central tendency	CO1, CO2

	B	Averages, Combined Mean, Weighted Arithmetic Calculating Mean and Harmonic Mean	CO1, CO2
	C	Geometric Mean for grouped and grouped data, Median, Mode, Empirical relation between mean, median and mode. Quantiles, Constructing Polygons and Ogives and using them to find median, Quantiles and mode	CO2, CO3, CO6
	<b>Unit 3</b>	<b>Measures of Dispersion</b>	
	A	Range and Interquartile range and deviation, Mean Deviation and Mean Absolute Deviation,	CO1, CO2, CO3, CO4
	B	Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation	CO2, CO3, CO6
	C	Measures of Skewness, Measures of Kurtosis, five number summary	CO2, CO3
	<b>Unit 4</b>	<b>Correlation and Regression</b>	
	A	<b>Correlation</b> Correlation analysis-meaning and types of correlation, Karl Pearson 's coefficient of correlation, Spearman 's rank correlation	CO2, CO3, CO5
	B	<b>Regression:</b> Regression analysis, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression.	CO2, CO3, CO4, CO5, CO6
	C	<b>Class Exercise: USING Excel to run statistics tools.</b>	CO2, CO3, CO4
	<b>Unit 5</b>	<b>Probability &amp; Probability Distributions</b>	
	A	<b>Probability: Basic</b> set theory, Addition and Multiplication Theorem of Probability, Conditional Probability, Bayes Theorem	CO1, CO2
	B	<b>Probability Distributions:</b> Random variable, Discrete RV and Continuous RV,	CO1, CO2, CO3
	C	Probability Distributions: - Binomial, Poisson and Normal Probability distributions	CO1, CO2, CO3, CO5
	Mode of examination	Theory	



Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	1. Business Statistics-S. P Gupta & M.P Gupta, 2014 Edition.		
Others	1. Levin & Rubin, Statistics for Business 2. Paul Newbold, Statistics for Business and Economics (Pearson Education) 3. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay) 4. R.S Bhardwaj, Business Statistics (Excel, N. Delhi) 5. J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, Delhi)		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	1	1	1	2	3	3	3
CO2	1	3	1	1	1	1	2	3	3	3
CO3	1	3	1	1	1	1	2	3	3	3
CO4	1	2	1	2	2	1	2	2	2	2
CO5	1	3	1	2	2	1	2	2	2	2
CO6	1	2	2	2	2	2	2	1	1	2

1. ***Slight (Low=1)***
2. ***Moderate (Medium=2)***
3. ***Substantial (High=3)***

School: SSBS		<b>Batch: 2023-2027</b>	
Programme: MBA(INTGD)		<b>Current Academic Year: 2025-2026</b>	
Branch:		<b>Semester: V</b>	
1	Course Code	<b>MBA 133</b>	
2	Course Title	<b>Economic Analysis for Business Decisions.</b>	
3	Credits	<b>3</b>	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. To provide a conceptual framework of how a business firm operates and makes decisions on output, input, pricing and strategizing 2. To orient them towards economic theories which are critical in managerial decision-making. 3. To expose the learners into operation of economic concepts in real time decision making and market activities around them. 4. To make them conscious about interaction of macroeconomic factors with decision-making approaches and techniques	
6	Course Outcomes	CO1: Describe firm level business decisions through conceptual framework of an economic unit as well as of an economic system consisting external environment. CO2: Analyse constraints and scope of consumer demand with the help of economic methods. CO3: Analyse constraints and scope of producer 's supply potential with the help of economic methods. CO4: Evaluate the impact of business decisions in economic terms and assess their viability, efficacy and sustainability. CO5: Demonstrate a clear grasp on role of government policy, firm level competition and external sector in explaining economic growth. CO6: Assess managerial decisions in local and global scenarios with economic perspective.	
7	Course Description	The Emphasis of this course is on interdisciplinary approaches of learning economic concepts and their applications. A fair bit of understanding of Economics is essential for managers for contextualizing business scenarios in view of prevailing economic conditions. This course is concerned about the application of economic methods in the managerial decision-making process. It includes microeconomic approaches along with macroeconomic variables and country specific economic policy issues. Plentiful Case Studies, Examples and Numerical Problems are key elements of pedagogical features of this course. The recommended text book is well equipped with problem solving approaches in each of chapter-ends.	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Nature, Scope and Methods of Managerial Economics Theory of Firm</b>	<b>CO1</b>

A 1	Definitions and Relationships with other Disciplines Elements of Managerial Economics	CO1, CO2,CO 3
A 2	Theory of the Firm, Nature of the Firm; Transaction Cost Theory, Motivation Theory, Property Rights Theory	CO1, CO2, CO3
A 3	Basic Profit Maximizing Model Multi- product strategy Product Line Profit Maximization & Product Mix Profit Maximization	CO1, CO2, CO3
<b>Unit B</b>	<b>Demand Theory and Consumer Theory in Business Decisions</b>	<b>CO2, CO1, CO3</b>
B 1	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply	CO1, CO2, CO3
B 2	Consumer Behavior -Utility: - Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2, CO3
B 3	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2, CO3, CO4
<b>Unit C</b>	<b>Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions</b>	<b>CO1, CO2, CO3</b>
C 1	Short Run and Long Run Production Decisions , Break-Even Points, Economies of Scale, Scope and Diseconomies	CO1, CO2, CO3
C 2	Short Run & Long Run Cost Behavior, Normal Profit, Super Normal Profit and Optimization of Cost	CO1, CO2, CO3, CO5
C 3	Market Structure and Pricing, (Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3, CO5
<b>Unit D</b>	<b>The Economics of Information, Market Failure and Application of Game Theory</b>	<b>CO3, CO4, CO5</b>
D 1	The Problem of Adverse Selection and Moral Hazard	CO3, CO4
D 2	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,	CO3, CO4, CO5
D 3	Games of Complete Information- Pure Strategy, Mixed Strategy, Nash Equilibrium and Games of Incomplete Information- Contract, Auctions, Signaling in job markets	CO3, CO5

Unit E	Macroeconomic Concepts and Policies in Business Decisions		CO1, CO2, CO4
E 1	Macroeconomic Environment, National Income Accounting, Definition and application of Key Macroeconomic Terms; (GDP, Balance of Payment, Inflation, Unemployment, Repo/Reverse Repo Rates, Fiscal Deficit and IIP- Index of Industrial Production)		CO1, CO2, CO3, CO4
E 2	Keynesian Aggregate Demand, Autonomous Investment,		CO1, CO2,
	Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions		CO3, CO4
E 3	Government Regulations in Business Decisions – Meaning, Objectives and Effects of Industrial Policy, Competition Policy and Foreign Exchange Management Policy,		CO1, CO2, CO3, CO4
Mode of examination: - Theory	Theory		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Textbook/s	<ol style="list-style-type: none"> <li>1. Managerial Economics: A Problem-Solving Approach – Author- Nick Wilkinson, Cambridge University Press. (Available Online) <a href="http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf">http://www.railassociation.ir/Download/Article/Books/Managerial%20Economics-%20A%20Problem%20Solving%20Approach.pdf</a></li> <li>2. Principles of Economics – Author- N. Mankiw, Cengage Publishing. (Available in School Library)</li> <li>3. Indian Economy- Sanjeev Verma, Unique Publisher 2<sup>nd</sup> Edition</li> </ol>		
Other References	<ol style="list-style-type: none"> <li>1. Managerial Economics: Principles and Worldwide Applications Author: Dominick Salvatore, Adapted by Raikes Srivastava (Available in School Library)</li> <li>2. Microeconomics for Management Students- Author- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library)</li> <li>3. Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library)</li> <li>4. Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017)</li> <li>5. Indian Economy: - Mishra and Puri, Himalya Publishing House, (Available in School Library)</li> </ol>		

**Course Articulation Matrix**

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	1	1	1	2	2	1	1
CO2	2	2	2	1	1	1	2	2	2	1
CO3	2	2	2	1	1	1	2	2	1	2
CO4	2	2	2	1	1	1	2	2	1	2
CO5	2	2	2	1	1	1	2	2	1	2
CO6	2	2	2	1	1	1	2	2	1	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch: HR</b>		<b>Semester: V</b>	
1	Course Code	MBA304	
2	Course Title	Industrial Relations and labor law	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of the course is <ul style="list-style-type: none"> <li>● To Expose students to labor legislations in India</li> <li>● To identify the current labour legislations and its applicability to industries</li> <li>● To learn about Various compliances under the provisions of the different Acts</li> <li>● To understand the implications of noncompliance of relevant provisions as applicable to each industry.</li> </ul>	
6	Course Outcomes	The students will be able to: CO1: To understand the impact of the New labour codes -labour codes 2020 on industries CO2:Identify the different labour legislations applicable to relevant segment of industry. CO3: Interpret the important provisions of various labour legislations. CO4: Apply the relevant provisions of the act for specific industry. CO5: Analyse critically various provisions of the labour legislations. CO6: Assess the importance of each provision of the acts for its application and maintenance of records.	
7	Course Description	The course aims to develop an understanding of various laws under Indian labour legislation and how to apply the same to relevant industry.	
8	Outline syllabus		CO Mapping
	<b>UNIT A</b>	<b>labour Codes 2020 and Payment of wages Act 1936 and Minimum Wages Act 1948</b>	CO1/CO2/CO6

	Topic 1	<ul style="list-style-type: none"> <li>Labour Codes 2020- Brief overview and its impact on industry</li> </ul>	CO1/CO2/CO3
	Topic 2	<ul style="list-style-type: none"> <li>Overview of payment of wages and Minimum wages Act ,Applicability of the acts</li> </ul>	CO3/CO4
	Topic 3	<ul style="list-style-type: none"> <li>Main provisions of Payment of wages Act and Minimum Wages Act.</li> </ul>	CO1/CO2
	<b>UNIT B</b>	<b>Employee provident fund and Misc. Act 1952</b>	
	Topic 1	<ul style="list-style-type: none"> <li>Overview, important definition and applicability of the act</li> </ul>	CO1/CO2
	Topic 2	<ul style="list-style-type: none"> <li>Employee Provident Fund and employee Pension schemes</li> </ul>	CO3/CO4
	Topic 3	<ul style="list-style-type: none"> <li>Employer /employee contribution, administrative charges and various records to be maintained by the employer</li> </ul>	CO5
	<b>UNIT C</b>	<b>Employee State Insurance Act 1948</b>	
	Topic 1	<ul style="list-style-type: none"> <li>Overview, important definition and applicability of the act</li> </ul>	CO1/CO2
	Topic 2	<ul style="list-style-type: none"> <li>Various benefits under ESIC Scheme</li> </ul>	CO3/CO4
	Topic 3	<ul style="list-style-type: none"> <li>Employer /employee contribution and various records to be maintained by the employer</li> </ul>	CO5
	<b>UNIT D</b>	<b>Payment of Gratuity Act 1972</b>	
	Topic 1	<ul style="list-style-type: none"> <li>Overview, important definition and applicability of the act</li> </ul>	CO1/CO2
	Topic 2	<ul style="list-style-type: none"> <li>Eligibility for Gratuity</li> </ul>	CO3/CO4
	Topic 3	<ul style="list-style-type: none"> <li>Calculation of Gratuity and records to be maintained</li> </ul>	CO5/CO6
	<b>UNIT E</b>	<b>Payment of Bonus Act 1965</b>	
	Topic 1	<ul style="list-style-type: none"> <li>Overview, important definition and applicability of the act</li> <li>Eligibility of an employee for Bonus</li> </ul>	CO1/CO2/CO3 CO3/CO4
	Topic 2	<ul style="list-style-type: none"> <li>Calculation of Bonus – Process (set off and set on) and Percentage</li> </ul>	CO5/CO6
	Topic 3	<ul style="list-style-type: none"> <li>Records to be maintained</li> </ul>	CO5
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
	ETE	50%	
	Text book/s*	Labour laws for Managers, B.D Singh, Excel Books	
	Other References	1.Bare Acts 2. Labour laws journal	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO 1	2	1	1	1	2	2	1	1	1	1
CO 2	3	3	2	2	2	2	2	1	1	1
CO 3	3	3	2	2	2	3	1	2	2	1
CO 4	2	3	2	2	1	3	1	1	2	2
CO 5	2	3	2	1	2	2	1	1	1	1
CO 6	2	3	2	1	2	2	1	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA (Integrated)</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch:</b>		<b>Semester: V</b>
1	Course Code	FINANCIAL REPORTING & ANALYSIS
2	Course Title	MBA 129
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
Course Type		Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the applications of financial accounting in various managerial decisions.</li> <li>2. Understand the Accounting Cycle and Financial statements.</li> <li>3. Apply the understanding of different techniques of analysis of financial statements in managerial planning and decision making;</li> <li>4. To provide students with a firm foundation for their second year studies in financial specialization.</li> <li>5. Acquire refined numerical, analytical, presentational, group work and time management skills.</li> </ol>
6	Course Outcomes	CO1: Define the key concepts of financial reporting & financial statements CO2: Explain the element of financial statement of corporate and non corporate entities CO3: Application of accounting concepts, standards and IFRS. CO4: Analysis and understanding of different techniques of analysis of financial statements in managerial planning and decision making. CO5: Evaluate the financial statement of various sectors. CO6: Composition of important components of an annual report.
7	Course Description	Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on.
8	Outline syllabus	
	<b>Unit 1</b>	
	A	Introduction of course and its significance in business. Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.
	B	Meaning and types of financial statements, Types of financial analysis; steps involved in Financial Statement Analysis; Techniques and limitations of Financial Analysis.
	C	<ol style="list-style-type: none"> <li>(i) GAAP in India,</li> <li>(ii) Accounting Standards (AS) –applicability, brief introduction and scope.</li> <li>(iii) International Financial Reporting Standards (IFRSs)</li> </ol>
	<b>Unit 2</b>	

	A	Definition, functions Uses, Understanding of various items of Balance-sheet and Income Statement.		
	B	Forms of Balance Sheet & Income Statement –Contents & Presentation, Relationship between Balance-sheet & Income Statement		
	C	Revenue & Capital Expenditures and Receipts, Inventories, Receivables, Assets (Fixed, Tangible, Intangible) Revenue, Retained Earnings, Income Tax , Dividend, Diluted Dividend etc.		
	<b>Unit 3</b>			
	A	The Analyst’s checklist; Reformulation of Balance sheet		
	B	The Analyst’s checklist; Reformulation of Income State - <b>Workshop</b>		
	C	Notes to the Accounts and Significant Accounting Policies.- <b>Workshop</b>		
	<b>Unit 4</b>			
	A	Introduction, Techniques –Comparative Financial Statements and Interpretation of Financial Statements		
	B	Common Size Statement analysis –Introduction, Analysis and Interpretation – Demonstration of various sectors - <b>Workshop</b>		
	C	Trend Analysis - Introduction, Analysis and Interpretation – Demonstration of various sectors – <b>Workshop</b>		
	<b>Unit 5</b>			
	A	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3		
	B	Annual Report –Director’s Report, Auditor’s Report, Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - <b>Workshop</b>		
	C	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc.		
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Financial Statement Analysis and Reporting by Peddina Mohana Rao, PHI Learning Private Limited, New Delhi		

Other References	<ul style="list-style-type: none"> <li>● Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd.</li> <li>● Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata Mc Graw Hill</li> <li>● Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd.</li> <li>● Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books</li> <li>● Introduction to Financial Accounting, Horngren, Pearson Education</li> <li>● Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3<sup>rd</sup> Edition PHI Learning Pvt Ltd.</li> </ul> <p><b>Journals</b></p> <ul style="list-style-type: none"> <li>➤ Management Accountant</li> <li>➤ Chartered Accountant</li> <li>➤ Chartered Finance Analyst</li> <li>➤ Journal of Accounting and Finance</li> </ul> <p><b>Websites</b></p> <ul style="list-style-type: none"> <li>➤ Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (<a href="http://hbsp.harvard.edu/">http://hbsp.harvard.edu/</a>)</li> <li>➤ For Accounting standards please refer to the following link <a href="http://www.icai.org/post.html?post_id=474">http://www.icai.org/post.html?post_id=474</a></li> </ul>
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### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-27</b>	
<b>Programme: MBA-Intgd</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch:</b>		<b>Semester: V</b>	
1	Course Code	MBA 305	
2	Course Title	Project Planning and Management of Innovative Ventures	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the nuances of project management.</li> <li>2. Understand the key functions to launch an innovative venture</li> <li>3. Understand the various growth and strategic exit options available to an innovative venture</li> </ol>	
6	Course Outcomes	<p>CO1: The student will be able to describe the basics of project management</p> <p>CO2: The student will be able to identify different requirements for and functions of an innovative venture</p> <p>CO3: The student will be able to develop a marketing plan for the venture</p> <p>CO4: The student will be able to prepare a blueprint for their innovative venture</p> <p>CO5: The student will be able to assess suitable growth strategies for new ventures</p> <p>CO6: The students will be able to design the exit strategies for new ventures</p>	
7	Course Description	<p>Project planning and management is an essential skillset for many entrepreneurial ventures. The course aims to guide students by exposing students to various facets such as what is project management; how to understand and start an entrepreneurial venture; operational and financial landscape of an entrepreneurial set-up; marketing; the new product development associated with a project and growth and exit strategies available to the projects</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Project Management and Entrepreneurial Landscape in India</b>	
	A	Characteristics of projects, Definition and objectives of Project Management	CO1, CO2
	B	Doing Business in India-Challenges; Types of Organizations and Legal Compliances	CO1, CO2
	C	The Role of Intellectual Property Rights in the Entrepreneurial Landscape	CO1, CO2

	<b>Unit 2</b>	<b>Operations and Financial Management for Innovative Ventures</b>	
	A	Introduction; Purchasing Process and Inventory Management Managing During Disasters-Identifying; reducing; planning for disasters	CO1, CO2
	B	Understanding and Preparing Financial Statements and their limitations	CO2, CO3
	C	Understanding Cash Flow Management-Cash Management; Financial Blue-Print for One's own venture	CO 2; CO 3
	<b>Unit 3</b>	<b>Human Resource Management of an Innovative Venture</b>	
	A	Introduction-Hunting for Suitable Candidates; Conducting Interviews and Induction and creating a blue print for the same.	CO 1; CO2; CO3
	B	Motivating Employees-Fixing a salary; perks and other ways of motivating employees and creating a blue-print for the same.	CO2; CO 3
	C	Training and Termination-Different kinds of training and dealing with situations of firing	CO 2
	<b>Unit 4</b>	<b>Marketing for an Innovative Venture</b>	
	A	Characteristics of Entrepreneurial Marketing	CO 2
	B	Market Research and Segmentation, Targeting and Positioning; Branding and creating a blue -print for the same.	CO2; CO 4
	C	4Ps and creating a blue-print for the same and New Product Development in the context of Entrepreneurship	CO2; CO 4
	<b>Unit 5</b>	<b>Growth and Exit Strategies for an Innovative Venture</b>	
	A	Stages of Growth; Growth Strategies; Global Expansion and Financing Growth for an entrepreneurial firm	CO 2; CO5
	B	Reason for exiting; long- and short-term preparation for an exit	CO 2; CO6
	C	Seller Financing and IPO	CO3. CO6
	Mode of examination	Theory/Jury/Practical/Viva	
	Assessment Criteria	CA	MTE
		25%	25%
	Text book/s*	Entrepreneurship by Rajeev Roy; 2e; Published by Oxford Higher Education.	
	Other References	Articles from various publications.	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	3	1	1	3
CO2	2	3	1	1	1	2	1	1	2
CO3	3	3	3	3	1	1	3	1	3
CO4	3	3	3	3	1	1	3	1	3
CO5	2	1	2	1	2	2	1	1	2
CO6	2	1	2	1	2	2	1	1	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch:</b>		<b>Semester: V</b>	
1	Course Code	MBA 145	
2	Course Title	Cross Cultural Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory	
5	Course Objective	1. To introduce the key concepts and main theoretical framework of culture. 2. To introduce how cultural differences may impact the management of individuals, teams and organizations. 3. To introduce effective human resource management practice in multinational organizations. 4. To develop the students' critical thinking and creativity.	
6	Course Outcomes	CO1: The student will be able to define different facets of culture like value beliefs etc. CO2: Examine components and characteristics of cultural codes. CO3: The student will be able to explain the various models related to culture. CO4: The student will be able to illustrate the role of culture, religion and intercultural communication on business. CO5: The student will be able to analyse the link between different cultural spheres as well as challenges for Multinational Corporations. CO6: The students will understand cross cultural communication and negotiation.	
7	Course Description	This Course provides an understanding of culture and its importance for organizational and individual success. The course describes the various facets of culture like values, beliefs, attitudes etc., This course also explains the various cultural models and concept of Industry/corporate and Professional culture.	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>	<b>Understanding of Culture</b>	

	A	Culture and its Importance- concept of culture and cross-cultural management	CO1, CO2
	B	Facets of culture: Ethos, values, beliefs, unique history, attitudes	CO1
	C	Impact of culture on International Business.	CO1, CO2
	<b>Unit 2</b>	<b>Cultural Models</b>	
	A	Hofstede cultural dimensions, cross-cultural dimensions	CO1, CO3
	B	Hampden & Trompenaars's Model	CO1, CO3
	C	Kluckhohn -Strodtbeck Model	CO1, CO3
	<b>Unit 3</b>	<b>Global Business Environment and Cross-Cultural Management</b>	
	A	Major characteristics and challenges of Multinational Corporations.	CO1, CO5
	B	Culture and workforce diversity	CO1
	C	Impact on Expatriates-Repatriation and cross-cultural training	CO1, CO5
	<b>Unit 4</b>	<b>Role of regional, industry/corporate culture &amp; professional culture and link between different cultural spheres</b>	
	A	Regional culture and it's role	CO2
	B	Industry/corporate and Professional culture	CO2
	C	Link between different cultural spheres	CO5
	<b>Unit 5</b>	<b>Cross Culture communication and Negotiation</b>	
	A	Barriers to intercultural communication	CO6
	B	Non - verbal communication	CO6
	C	Negotiation in cross cultural environment	CO1, CO5
	Mode of examination	Theory/Jury/Practical/Viva	
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s *	Browaeys, M.J. 7 Prince, R., Understanding Cross Cultural Management by II edition, Pearson Publication, New Delhi		
Other References	Luthans, F.& Doh, P.J. (2006), International management: Culture, Strategy and Behaviour, 8 Edition, Tata Mc -Graw Hill		

### Course Articulation Matrix



POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	2	1	1	1	1	1	1
CO2	1	1	1	1	1	2	1	1	1	1
CO3	2	1	2	2	1	1	2	1	1	1
CO4	2	1	2	1	1	1	1	1	1	1
CO5	2	1	2	1	1	1	1	1	1	1
CO6	2	1	2	1	1	1	1	1	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>BATCH: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>SESSION: 2025-2026</b>
1	Course Code	MBP162
2	Course Title	Corporate Project Report and Presentation
3	Course Status	Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. Introduce and Acquaint Students with the Concept and Significance of Corporate Project Report</li> <li>2. Familiarize Students with tools &amp; techniques of making corporate project report</li> <li>3. Explain the basic structure and content of corporate project report</li> <li>4. Explain the relevance and significance of corporate project report.</li> </ol>
6	Course Outcomes	CO1: Describe the fundamentals of writing a corporate project report CO2: Classify the various tools and techniques of writing corporate project report CO3: Apply the methods used in data analysis CO4: Interpret the results and findings and provide recommendations. CO5: Solving the problem and writing the final report CO6: Demonstrate the art of giving proper viva voce
7	Course Description	This course enables students to do a corporate research with use the corporate experience for knowledge building. It will enable them to appreciate the relevance of practical exposure and with theory.
8	Outline syllabus	<p><b>Guidelines for Research Report</b></p> <p>As per course-curriculum of MBA, every student needs to do a corporate project. The guidelines for the preparation and submission of the report:</p> <ul style="list-style-type: none"> <li>• The project should be done with the guidance of the faculty guide and industry guide and the student should be in regular touch with the faculty guide to complete the work.</li> <li>• The content of the the report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 25%. The plagiarism report has to be attached within the research report at the end.</li> <li>• The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.</li> </ul> <p><b>Following are the guidelines for the structure and format of the project report:</b></p> <p>The font size should be headings 16, subheadings 14 and content 12 and it should be written in Times New Roman format.</p> <p>The page numbering for the pages up to and including Table of Contents should be in Roman small numbers (i.e. i, ii, iii and so on). Thereafter, starting from Part 1, pages should be numbered as 1, 2, 3 and so on.</p>
	Mode of examination	Project Report and Viva Presentation

Assessment Criteria	Internal Evaluation	External Evaluation	
	50%	50%	

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	1	1	1	3	3	1	1
CO2	3	3	2	1	1	1	1	3	1	3
CO3	3	3	2	2	1	1	1	3	3	3
CO4	3	3	3	1	1	1	1	3	3	3
CO5	2	1	1	2	1	1	3	1	2	2
CO6	2	2	2	2	2	2	3	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme:MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch: -</b>		<b>Semester: V</b>
1	Course Code	RBL001
2	Course Title	<b>Research Based Learning :1 (RBL1)</b>
3	Credits	Audit
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory Audit
5	Course Objective	To understand and develop the basic research skills including a research plan.
6	Course Outcomes	<p><b>On the completion of this Course, the students will be able to:</b></p> <p>CO1: To understand the concepts and components of research.</p> <p>CO2: To understand the steps involved in formulation of Dissertation and Research Project/Plan.</p> <p>CO3: To identify the field of research to be undertaken</p> <p>CO4: To identify the research gaps in the identified topic</p> <p>CO5: To identify the research problem based on the existing literature available on the identified topic</p> <p>CO6: To finalize a Dissertation/Research project title</p>
7	Course Description	<p>Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.</p>
8	Outline syllabus	<p>General Guidelines:</p> <ul style="list-style-type: none"> <li>• Publishing research paper and development of the product/process /case that the students work on during the semester to demonstrate identified problem through extensive literature.</li> <li>• Students work on the projects in teams with <b>four</b> students per team, and teams may form in interdisciplinary nature.</li> <li>• The deliverables for the projects include submission of reports on regular basis as per the rubrics.</li> </ul>

		<ul style="list-style-type: none"> <li>• The students also present their work at the end of the semester in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.</li> <li>• It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.</li> <li>• The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.</li> <li>• The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.</li> <li>• The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.</li> </ul> <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>	
		RBL 1: Zeroth Level/Title approval phase, it would have three levels of evaluation divided into three phases. The review of work in progress would be in three phases in RBL 1(R0, R1, R2) Annexures I/R1.1/R1.2	
<b>R0</b>			
	A	Information collection and analysis of identified problem: Student collects information from multiple sources and analyzes the information in-depth.	CO1,CO2
	B	Knowledge Acquired on Problem Domain: Complete explanation of the key concepts of the identified problem.	CO1, CO2
	C	Appropriateness of Problem Title: Title is clearly defined and context for research provided	CO1,CO2
<b>R1</b>			
	A	Interpreting Findings from the Collected Information: Student provides a logical interpretation of the findings and reaches a conclusion.	CO3,CO4
	B	Creativity and Originality in Problem:	CO3,CO4
	C	Scope of Problem: Effectively defines the scope of the research question or problem.	CO3,CO4

<b>R2</b>			
A	Literature Review of Problem Domain: Collects a detailed and extensive explanation of the specifications. Clearly elaborated the limitations and benefits of the existing systems.	CO5	
B	Knowledge of related problem and proposed use of resources and methodology/ approach / tool: Extensive knowledge related to the problem. Synthesizes in-depth information from relevant sources representing various points of view/approaches.	CO5	
C	Synthesis of Idea/Problem: demonstrated insight into problem; conclusions strongly supported	CO6	
<b>Oral Communication (Presentation), Report Writing and Submission after every review process</b>			
Mode of examination	CA and Oral presentation		
Assessment Criteria	CA	Report and oral presentation	
	50%	50%	
Other References	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach.</i> Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition.</i> FT Prentice Hall.		

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3	3	3	1	2	2	2
CO2	1	1	2	2	1	1	1	1	2	2
CO3	2	2	3	2	2	1	2	2	1	2
CO4	3	3	2	1	2	3	2	1	2	2
CO5	3	3	2	3	2	2	2	1	1	1
CO6	3	3	2	2	2	3	2	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

# *Course Modules*

## *Term VI*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd.</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch: -</b>		<b>Semester: VI</b>	
1	Course Code	MBA311	
2	Course Title	Research Methodology	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	This Course provides an understanding of research and its importance for developing research plan for identified problems in business. This subject will sensitize the student to handle complexities problems in the organization. The course will help the student to research project in organisation.	
6	Course Objective	To provide the students with an adequate understanding of how business research methods can be used as a decision-making tool by the managers in organizations	
7	Course Outcomes	CO 1: The student will be able to understand the concepts of Research CO 2: The student will be able to collect data and information for research CO 3: To select and define appropriate research problem and parameters CO 4: The student will be able to analyse data and information CO 5: To have basic awareness of data analysis-and hypothesis testing procedures CO 6: The student will be able to do report writing using systematically.	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to research</b>	
	A 1	Meaning, Nature Scope of Research.	CO1
	A 2	Types of Research, Ethical issues in business research	CO1
	A 3	Criteria of good research, Types of research, Methods of Research. .	CO1
	Unit B	<b>Fundamentals of Research Process</b>	
	B 1	Business Research: An overview <ul style="list-style-type: none"> <li>• Research process</li> <li>• Steps involved in preparing business research plan/proposal</li> </ul>	CO1
	B 2	<ul style="list-style-type: none"> <li>• problem formulations</li> </ul>	CO2
	B 3	Understanding Research Methodology	CO2



Unit C	<b>Business Research Design</b>		
C 1	Exploratory research: Meaning, suitability, collection, hypothesis formulation		CO2
C 2	Descriptive research: Meaning, types of descriptive studies, data collection methods.		CO2
C 3	Causal research: Meaning, various types of experimental designs, types of errors affecting research design		CO3
Unit D	<b>Data Collection Methods</b>		
D 1	Data collection Methods: Primary and Secondary data – Sources – advantages/disadvantages.		CO3
D 2	Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert’s Scale		CO3
D 3	Data collection Types – Qualitative & Quantitative		CO4
Unit E	<b>Data Presentation, Analysis &amp; Interpretation, Writing Report</b>		
E 1	Editing, Coding, Classification, Tabulation, Analysis, & Interpretation.		CO4
E 2	Data analysis-I: Testing of hypothesis-- Tests of significance Z, t, F and Chi-Square.		CO4
E 3	Data analysis-II: Correlation and Regression techniques Components of written research report		CO4
Mode of examination	Theory		
Assessment Criteria	CA 25%	MTE 25%	ETE 50%
Text book/s*	Business Research Methods by Naval Bajpai Pearson		
Other References	Research methodology by, C R Kothari		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	1	1	1	3	3	1	1
CO2	3	3	2	1	1	1	1	3	1	3
CO3	3	3	2	2	1	1	1	3	3	3
CO4	3	3	3	1	1	1	1	3	3	3
CO5	2	1	1	2	1	1	3	1	2	2
CO6	2	2	2	2	2	2	3	2	2	2

**1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch :2023 – 2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch: General</b>		<b>Semester: VI</b>	
<b>1</b>	<b>Course Code</b>	MBA193	
<b>2</b>	<b>Course Title</b>	Operations Research	
<b>3</b>	<b>Credits</b>	3	
<b>4</b>	<b>Contact Hours (L-T-P)</b>	3-0-0	
	<b>Course Type</b>	Compulsory	
<b>5</b>	<b>Course Objective</b>	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach a practical approach to modeling time series data</li> <li>3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.</li> <li>4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>	
<b>6</b>	<b>Course Outcomes</b>	<p><b>CO1:</b> The student will be able to list the application of optimization techniques in managerial decision making</p> <p><b>CO2:</b> The student will be able to describe some real time business situations as a mathematical model</p> <p><b>CO3:</b> The student will be able to solve a problem, work out its optimum solution and interpret the result</p> <p><b>CO4:</b> The student will be able to infer the excel output for taking business decisions</p> <p><b>CO5:</b> The student will be able to recommend the best possible solution of a problem under the given constraints.</p> <p><b>CO6:</b> The student will be able to design mathematical model on excel.</p>	
<b>7</b>	<b>Course Description</b>	<p>In this age of information and technology boom and the era of increasing integration of economies where geographical boundaries are becoming meaningless for trade and business, winning firms and managers will be those who are in sync with the fast-changing business dynamics. Business managers need to identify and analyze the resource available with them. They need to optimally utilize these resources and come up with best possible solution under the given constrains. In this context, the course aims to provide students with a methodological framework and foundation for management decision making and to be of long-lasting value through their careers irrespective of management field that they choose.</p>	
<b>8</b>	<b>Outline syllabus</b>		<b>CO Mapping</b>
	<b>Unit 1</b>	<b>Introduction to Operations Research</b>	
	<b>A</b>	Scope and applications of Operations Research in managerial decision making. Modelling Approach- Mathematical Models and algorithms. Phases of Operations Research	CO1, CO2

	<b>B</b>	<b>Decision making environments:</b> Decision making under certainty, uncertainty and risk situations, Maxmin ,	CO1, CO2
		Minmax, Maxmax, Minmin, Hurwitz and Savage principle. EMV, EOL, EVPI. Decision Tree Approach and its applications.	
	<b>C</b>	Using MS-Excel to create Payoff and Opportunity loss tables and interpreting them for decision making	CO1, CO2
	<b>Unit 2</b>	<b>Linear Programming Applications in Marketing, Finance and Operations Management</b>	
	<b>A</b>	Formulations of LP Problems Graphical Method of solving LP problems- Maximization and Minimization Problems Infeasible, feasible and infinite solutions	CO1, CO2
	<b>B</b>	Degeneracy in LP Problems. Applications of LPP - Portfolio management, media selection, A-Make-or-Buy Decision, shadow price, Sensitivity analysis	CO1, CO2, CO3
	<b>C</b>	<i>Using Excel Solver to Solve LPP and derive and interpret Sensitivity report</i>	CO1, CO2, CO3
	<b>Unit 3</b>	<b>Transportation &amp; Transshipment and Assignment &amp; Travelling Salesman Problems</b>	
	<b>A</b>	<b>Transportation Problem:</b> Introduction to transportation problem, NW corner rule, Transshipment Problems- Formulation (Solving to be done by Excel)	CO3, CO4
	<b>B</b>	Application of transportation problem- Human Resource, Inventory Management, Calculation of Layover time. <i>Using Excel Solver for solving transportation problems</i>	CO3, CO4
	<b>C</b>	<b>Assignment Model:</b> Introduction and its application- Maximization and minimization problem. Travelling salesman problem with breaking incomplete loop <i>Applications of transportation and assignment problems, Using Excel Solver for solving assignment problems</i>	CO3, CO4
	<b>Unit 4</b>	<b>Game Theory</b>	
	<b>A</b>	Concept of Game: Solving Two person zero- sum game; Pure and mixed strategy games; Saddle point; Dominance Rule, LPP method to solve Game Theory Problems	CO3, CO4, CO5
	<b>B</b>	<i>Using Excel Solver for solving Game theory problems</i>	CO3, CO4, CO6
	<b>C</b>	<i>Applications of Game theory in business and economics</i>	CO3, CO4, CO6
	<b>Unit 5</b>	<b>Replacement Problem</b>	
	<b>A</b>	Replacement of assets that deteriorate with time;	CO3, CO4, CO5

<b>B</b>	Replacement of assets which fail suddenly, both cases- When Time value of Money is considered and when not considered.		CO3, CO4, CO5
<b>C</b>	<i>Using excel to draw and interpret various tables for replacement problems.</i>		CO3, CO4, CO6
<b>Mode of examination</b>	Theory and Practical		
<b>Assessment Criteria</b>	CA	MTE	ETE
	25%	25%	50%
<b>Text book/s*</b>	HamdyA.Taha; Operations Research-An Introduction, Pearson Education,8 <sup>th</sup> Edition		
<b>Other References</b>	1. M.P. Gupta and R.B. Khanna; Quantitative Techniques for Decision Making, PHI 4 <sup>th</sup> Edition 2. J.K. Sharma Operations Research Theory and Applications; Macmillan India Ltd. 4 <sup>th</sup> Edition		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	1	1	1	2	1	1	1
CO2	2	2	2	2	2	1	1	1	1	2
CO3	1	2	1	1	1	2	1	2	2	1
CO4	1	2	2	1	2	1	2	2	2	2
CO5	1	2	1	1	2	1	2	2	2	2
CO6	1	2	2	2	3	1	2	2	1	2

- 1- Slight (Low)
- 2- Moderate (Medium)
- 3- 3-Substantial (High)

SCHOOL: SSBS		TEACHING DEPARTMENT OM SCM	Batch: 2023-2027	<b>Current Academic Year: 2025-2026</b>
1	Course number	MBA163		
2	Course Title	Production and Operations Management		
3	Credits	3		
4	Contact Hours (L-T-P)	3-0-0		
5	Course Objective	<p>The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.</p> <p>The focus of this course is to:</p> <ul style="list-style-type: none"> <li>• Provide students with the understanding of role and importance of operations as core of business.</li> <li>• Facilitate students to identify, apply and analyze various issues of challenges faced by operations manager.</li> <li>• Develop skills to use of different tools for solving operations management problems.</li> </ul>		
6	Course Outcomes	<p>At the end of this course, Students will be able to:</p> <p>CO1 The student will be able to identify and define type of process as per the requirement of particular product and also importance of Production</p> <p>CO2. The student will be able to explain and differentiate various issues and challenges faced by operations manager.</p> <p>CO3.To solve numerical and calculate the data for problems in operations.</p> <p>CO4.The students should be able to analyze critical dimensions of production.</p> <p>CO5.The students should be able to evaluate alternatives and take decision about operational problems.</p> <p>CO6: To apply concepts of POM and interpret technical issues which are theoretical as well as practical in real life.</p>		
7	Course Description.	In this course, you will learn how to apply the various concepts of POM and interpret technical issues which are theoretical as well as practical in real life.		
8	Outline Syllabus Topics		CO Mapping	
	Unit I	Introduction to POM		
	A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.	CO1	
	B	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service layout design, Service blueprinting.	CO1, CO2	
	C	Types of production Systems – Intermittent and Continuous production systems, Project type manufacturing, Cellular Manufacturing, Flexible Manufacturing System (FMS), Robotics.	CO2, CO3, CO4	
	Unit II	Facility Location and Layout		
	A	Facility location – factors to be considered, Site location	CO1	

		decisions - Point Rating Method.	
B		Facility Layout – facility layout for different types of production systems.	CO1, CO2
C		Capacity Planning and Aggregate Planning; Master production scheduling (MPS).	CO2, CO3, CO4
Unit III		Materials Management	
A		Purchase Management - Concept, Objectives, Functions	CO1, CO2, CO3
B		Inventory Management – EOQ, EBQ, ABC Analysis.	CO1, CO2, CO3
C		Material Requirement Planning (MRP).	, CO1CO2, CO3
Unit IV		Project Management	
A		Introduction to the concepts of project management.	CO1, CO3
B		Critical Path Method (CPM) and Programme Evaluation and Review Technique (PERT)	CO2, CO3
C		Introduction to Microsoft Project software for project planning, management, and control.	CO2, CO3
Unit V		Quality Management & Quality Control Techniques	
A		Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.	CO2, CO3
B		Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.	CO3, CO4, CO5, CO6
C		Quality Circles and its applications.	CO3, CO4, CO5, CO6
Mode of Examination: Theory			
Assessment Criteria		CA	MTE
		25%	25%
			ETE
			50%
Text book		Operations Management by William J Stevenson, Tata McGraw Hill Education, 9th edition.	
Other references		1. Operations Management, Theory & Practice, by B. Mahadevan, Pearson Education, 2 <sup>nd</sup> edition 2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012	

### Couse Articulation Matrix

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO5	PO 6	<i>PSO1</i>	<i>PSO2</i>	<i>PSO3</i>	<i>PSO4</i>
CO1	2	2	2	1	1	2	2	2	2	2
CO2	2	2	2	2	1	2	2	2	2	2
CO3	2	3	2	1	2	2	3	2	3	2
CO4	2	3	2	1	2	2	2	3	2	2
CO5	2	2	2	1	1	2	2	2	2	1
CO6	2	2	2	1	1	2	2	3	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch:</b>		<b>Semester: VI</b>	
1	Course Code	MBA 157	
2	Course Title	International Business	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	<u>Compulsory</u>	
5	Course Objective	<p>1. To make students relate with the Prospects and Consequence of Globalisation and to make them awareness about major issues in international business today.</p> <p>2. To make the students explain various trade theories and hence, make them understand the reason for the international trade.</p> <p>3. To make students illustrate various Environmental Forces affecting the international trade.</p> <p>4. To make students categorize factors impacting international business strategy</p> <p>5. To make students explain contemporary issues in International Operations</p>	
6	Course Outcomes	<p>After the completion of the course, the students will be able to:</p> <p>CO1: relate to the Prospects and Consequence of Globalization and with major issues in international business today.</p> <p>CO2: explain various trade theories and hence, would be able to understand the reason for the international trade.</p> <p>CO3: Illustrate various Environmental Forces affecting the international trade.</p> <p>CO4: Categorize the factors impacting international business strategy in terms of country evaluation selection and the impact of trade policy.</p> <p>CO5: Explain contemporary issues in International Business Operations.</p> <p>CO6: Evaluate major issues is international business</p>	
7	Course Description	International Business course is a great mix of theories and practices that will prepare the students for business on a global platform. The course with cover topics such as Globalization issues, trade theories, global environment, factors impacting international strategy making and International Operations.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Globalization and forces pushing it</b>	
	A	Introduction to Globalization: Features, effects of Globalisation. Case – The global playground. Opening case of Chapter number 1.	CO1
	B	Measurement of Globalisation, Indices of globalization.	CO1
	C	Eastward shift in balance of economic power: Reading - <a href="https://ourworldindata.org/trade-and-globalization">https://ourworldindata.org/trade-and-globalization</a> , Modes of entry into IB, International Trade and FDI: Reading	CO1



		Chapter 1 – page 18 to 21.		
	<b>Unit 2</b>	<b>Theories of International Trade</b>		
	A	Balance of Payment - theory and practice. Case – Costa Rica. Opening case of chapter 6 of the text book.		CO2
	B	Mercantile theory, Absolute cost advantage theory, Comparative cost advantage theory. Factor endowment theory, Stolper-Samuelson theorem and new trade theory.		CO2
	C	Product Life Cycle (PLC) and Porter Diamond Theory. Case – Factor Mobility Theory in IT Industry. Chapter ending case of chapter 6 of the text book.		CO2
	<b>Unit 3</b>	<b>International Business Environment</b>		
	A	Brief of PESTLE framework. Culture and its impact of international and Global Business. Case – “The Java Lounge – adjusting to Saudi Arabian Culture”. Opening case of chapter 2.		CO3
	B	Financial Environment: IMF, Foreign Exchange Market. Case – “Going down to the wire in money transfer market”. Opening case of chapter 9.		CO3
	C	Trade Blocks – PTA, FTA, Customs Union, Common Market, Monetary Union and Political Union. Case – “Toyota’s European Drive”. Opening case of chapter 8.		CO3
	<b>Unit 4</b>	<b>International Business Strategy</b>		
	A	Country Evaluation and Selection. Case – “Carrefour: finding retail space in all the right places”. Opening case of chapter 12.		CO4
	B	Foreign Trade Policy and reasoning. Case – “A Small-Business Export Strategy”. Opening case of chapter 13.		CO4
	C	WTO. Reading – Chapter 8.		CO4
	<b>Unit 5</b>	<b>International Business and Operations</b>		
	A	International pricing mechanisms. Reading – Chapter 16, Page 625.		CO5
	B	International Marketing. Case – “Avon Calls for Global Market”. Opening case study of chapter 16.		CO5
	C	Global Manufacturing. Case – “Samsonite’s Global Supply Chain”. Opening case study of chapter 17.		CO5
	Mode of examination	<b>Theory/Jury/Practical/Viva</b>		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Daniels John D., Lee H. Radebaugh, Daniel P. Sullivan and Prashant Salwan, <i>International Business- Environment and Operations</i> , 12 <sup>th</sup> Edition (2010), Pearson, New Delhi.		
	Other References	1. Swami (Rd.) Parthasarathy: 2010: Global Trade in New Millennium: 2 <sup>nd</sup> edition		

		2. Krugman, P & Obsfield, Maurice: International Economics. 3. Ministry of Commerce, Handbook of procedure, Vol I & II, Government of India, New Delhi. 4. Ball, Donald A., Wendell H. Mc Culloch, Jr.; J Michael Geringer, Michael S. Minor and Jeanne M Mc Nett, <i>International Economics</i> , 2008, McGraw Hill, Chapter 7 & 13. 5. Samuelson Paul A. and William D. Nordhaus, <i>Economics</i> , (18 <sup>th</sup> Ed.), Tata McGraw Hill Publishing Company; Part 4. 6. Hanley, Nick, Jason F.Shogren, and Ben White <i>Environmental Economics in Theory and Practice</i> , Macmillan, reprinted 2008, Chapter 14. 7. Dobson, Wendy, <i>Gravity shift—How Asia’s New Economic Powerhouses will shape the 21<sup>st</sup> century</i> . Hachette India, 2010. 8. Mahabir Sawhney and Philip Kotler— ‘Marketing in the Age of Information Democracy’ in <i>Kellogg on Marketing</i> , Edited by Dawn Iacobucci, Wiley, India,2006. <i>Harvard Business Review on Emerging Markets</i> , Harvard Business Press,2008.
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### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2			
CO2	2	3	1			
CO3	3	2	1			
CO4	2	2	2			
CO5	2	2	2			
CO6	2	2	2			

**1-Slight (Low)**

**2-Moderate (Medium)**

**3- Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd.</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch:</b>		<b>Semester: VI</b>
1	Course Code	MBA312
2	Course Title	Organizational Change Management
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	<ol style="list-style-type: none"> <li>1. To understand the functioning of business organisations, basic concepts of organisational structure and design.</li> <li>2. To explain the various concept related to organizational change and development.</li> <li>3. To understand the organisational change process and examine individual, group as well as organisational reactions to change.</li> <li>4. To provide different perspectives on Organizational Development at the individual, group, and organizational levels of analysis.</li> <li>5. To identify organizational situations that would benefit from Organisational Development interventions.</li> </ol>
6	Course Outcomes	<p>The student will be able to:</p> <p>CO1: Describe the functioning of organisations, basic concept of organisational design, structure and system.</p> <p>CO2: Explain the concept of organisational change, different approaches of its management, how organisations behave and react to change, why change efforts can fail, overcoming organisational resistance, making change successful, the strategic role of change in the organisation and the impact of change (or failure to change) on organisational performance.</p> <p>CO3: Apply the competencies which are required for effective change management at organisation, group and individual levels.</p> <p>CO4: Analyse change management process in an organisation and various change models.</p> <p>CO5: Analyse challenges to effective change management and resistance to change.</p> <p>CO6: Able to Identify organizational situations that would benefit from</p>

		Organisational Development interventions.	
7	Course Description	This course aims to provide a deep understanding about the key concepts of organisational changes, issues in managing organisational changes, the need for change, why organizations fail to change, why individuals resist for change and how change helps organizations become more competitive and profitable. In this course, students will also be exposed to the concept and significance of organisational development and its intervention.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Understanding Organizational System, Structure and Design</b>	
	A	Definition – Organization, Organizing, Organisational Structure; Types of Organisational Structure	CO1
	B	Organisational Systems; Open System Approach	CO1
	C	Concept of Organisational Design; Bureaucratic Model and Behavioural Model; Business Process Re-engineering	CO1
	<b>Unit 2</b>	<b>Introduction to Organisational Change</b>	
	A	Concept and Nature of Organizational Change; Forces for change, Barriers of Change	CO2
	B	Types of Change: Continuous or Incremental Change, Discontinuous or Radial Change, Participate Change and Directive Change, Planned Change, Emergent Change, Developmental, Transitional and Transformational Change	CO2
	C	Levels of Change: Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes; Key Elements for success in organisational change	CO2
	<b>Unit 3</b>	<b>Managing Organisational Change</b>	
	A	Skills required for change management, Change Management Iceberg	CO3
	B	Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change	CO3
	C	Meaning and Concept of Change Agents, Types of Change Agents, Change Agent Styles	CO3
	<b>Unit 4</b>	<b>Change Models and Process</b>	
	A	Change Management Process	CO4
	B	Lewin's change management model, ADKAR Model	CO4
	C	Kotter's Eight-Step Model, The McKinsey 7-S model	CO4
	<b>Unit 5</b>	<b>Resistance to Change</b>	

	A	Concept of Resistance to Change, Forms of Resistance- individual and organizational, Reactions to Change		CO5
	B	Techniques to Overcome Resistance		CO5
	C	Change and Culture- impact on organizational		CO5/CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	<ol style="list-style-type: none"> <li>1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford University Press.</li> <li>2. Kavitha Singh Organizational change and Development, Excel Books New Delhi, 2010.</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>1. Nilekani, V. and Ramnarine, S., Managing Organizational Change, Response Books, New Delhi.</li> <li>2. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organizational Change, Harvard University Press, Mass.</li> <li>3. Robert A Paton, James Mc Colman, 'Change Management; A guide to effective implementation', Response books, 2005.</li> </ol>		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	1	3	1	1	1
CO2	3	1	1	1	1	1	3	2	1	1
CO3	1	2	1	1	2	2	3	2	1	2
CO4	1	3	1	1	2	1	3	2	1	1
CO5	2	3	1	1	2	2	3	2	1	1
CO6	2	3	1	1	2	2	3	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch:</b>		<b>Semester: VI</b>
1	Course Code	<b>CORPORATE FINANCE</b>
2	Course Title	MBA 139
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	<p>Every decision that a firm makes has a corporate finance component to it. The subject, corporate finance thus includes all of a firm's decision that has financial implications. Those broadly include (i) Financial Decisions, (ii) Investment Decisions &amp; (iii) Dividend Decisions. These decisions have the implications on the firms' market/share value.</p> <p>As a Finance Manager, you have to take the above decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above financial issues and the techniques to manage them efficiently and effectively. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of financial management is a must</p>
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Examine key concepts of corporate finance.</p> <p>CO2. Interpret the time value of money and risk.</p> <p>CO3. Apply various methods of capital budgeting and cost of capital.</p> <p>CO4. Explain the sequential steps of working capital management.</p> <p>CO5. Evaluate dividend decisions for a firm.</p> <p>CO6. Integrate contemporary issues in corporate finance.</p>
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions
8	Outline syllabus	
	<b>Unit 1</b>	
	A	Introduction of the module, need and Importance of financial management, Financial Functions , Financial Decisions, Objectives & Scope of Financial Management
	B	Operating environment, Risk and Uncertainty, Measurement of Risk, Relationship between Risk and Return.
	C	Time Value of Money, Valuation concepts. Techniques, Practical applications of Compounding and Present Value Techniques.

	<b>Unit 2</b>		
	A	A brief description of various instruments of long-term sources of finance; Introduction, Meaning & definition of capital structure, Determinant and Pattern of Capital Structure, Optimum Capital Structure.	
	B	Concept, Classification & Importance of cost of capital, Measurement of cost of capital of different components of cost of capital, Computation of Weighted Average Cost of Capital,	
	C	Meaning of Lease, Types of Lease, Difference between Operating lease and Finance Lease	
	<b>Unit 3</b>		
	A	Introduction, Need, Scope, Importance and Limitations of Capital Budgeting Decisions,	
	B	Capital Budgeting process and Approaches of Capital Budgeting Decisions – Traditional approaches	
	C	Discounted Cash Flow (DCF) approaches.	
	<b>Unit 4</b>		
	A	Introduction, Meaning , types & Determinants of working capital; Importance of the Management of Working Capital, Sources of Financing of Working Capital, Components of Working Capital, Working Capital Cycle.	
	B	Introduction, Meaning & Objective of Receivables Management, Factors affecting the size of Receivables, Motives for holding cash, Factors determining cash.	
	C	Introduction, Objectives, Importance of Inventory Management, Techniques of Inventory Control.	
	<b>Unit 5</b>		
	A	Introduction, Meaning and Types of dividends; Dividend Policy –Meaning, Factors influencing dividend policy. Relationship between Dividend Policy and Value of Firm, Relevance Theory of Dividend – Walter’s approach & Criticism.	
	B	Gordon’s approach to dividends & Criticism.	
	C	Irrelevant concept of dividend, Modigliani and Miller’s approach, Criticism of M-M Approach.	
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
		ETE	50%
	Text book/s*	<b>“Financial Management – Theory and Practice”, Prasanna Chandra, 7ed. (Tata McGraw Hill)</b>	
	Other References	- “Financial Management”, IM Pandey (Vikas Publishing House) - “Financial Management & Policy”, James C. Van Horne, (Prentice Hall, New Delhi) - “Fundamentals of Corporate Finance” by Ross, Waterfield Jordan, (Tata McGraw Hill) - “Corporate Finance – Theory & Practice” Aswath Damodaran, (John Wiley & Sons) - Financial Management, MY Khan and PK Jain, (Tata McGraw Hill)	

		<p><b>Newspaper, Magazines and Journals</b></p> <ul style="list-style-type: none"> <li>- Economic Times, Business Line, Business Standard</li> <li>- Journal of Finance</li> <li>- Business India, Business Today, Capital Market</li> <li>- Management Accountant</li> <li>- Chartered Accountant</li> <li>- Chartered Finance Analyst</li> <li>- Journal of Accounting and Finance</li> </ul>
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### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch:</b>		<b>Semester: VI</b>
1	Course Code	<b>MANAGERIAL ACCOUNTING FOR BUSINESS DECISIONS</b>
2	Course Title	MBA159
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. Understand the applications of cost accounting in various managerial decisions</li> <li>2. Understand the various cost terms in managerial decisions.</li> <li>3. Apply the understanding of different techniques of managerial accounting in planning and decision making;</li> <li>4. Awareness about few selected contemporary developments in cost and management accounting.</li> <li>5. To provide students with a firm foundation for their second year studies in financial specialization.</li> <li>6. Acquire refined numerical, analytical, presentational, group work and time management skills</li> </ol>
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1: Examine the key concepts of cost and management accounting.</p> <p>CO2: Interpret different components of cost sheet.</p> <p>CO3: Application of Marginal costing and cost volume profit analysis.</p> <p>CO4: Explain the sequential steps of the project management</p> <p>CO5: Evaluate different budgetary tools.</p> <p>CO6: Plan Activity Based Costing.</p>
7	Course Description	The Objective of this course is to provide the information they need for planning, control and decision making. If your goal is to be an effective manager, thorough understanding of managerial accounting is essential. Emphasis is placed on the interpretation and use of accounting information rather than its creation and accumulation.
8	Outline syllabus	
	<b>Unit 1</b>	
	A	Introduction of the module, need and Importance in various business decisions, Functions, Tools, Scope, and limitations of Management Accounting, Distinction between Financial Accounting and Management Accounting; Installation of Management Accounting System; Organization of Management Accounting.

	B	Introduction of cost, costing, Cost Accounting; Distinction between Cost Accounting and Management Accounting.		
	C	Various Types of Cost concepts for Decision make and Profit Planning.		
	<b>Unit 2</b>			
	A	Introduction, Components of Cost Sheet		
	B	Preparation of Cost-sheet		
	C	Introduction, Computation of cost & Profit; Advantages and Limitations of Variable Costing.		
	<b>Unit 3</b>			
	A	Introduction, Break-Even Analysis, Break-Even Chart; Profit-Volume Analysis; Margin of Safety; Key Factor		
	B	Concept of Decision-making, Steps in Decision-making; Make or Buy decision, Shut down or continue.		
	C	Introduction, Budget –Definition, Objectives, Advantages & Limitations; Types of Budgets; Preparation of Cash Budget, Flexible Budget, Master Budget etc. Zero Base Budgeting.		
	<b>Unit 4</b>			
	A	Introduction, Meaning & types of Standards		
	B	Establishment of Cost Standards; Components of Standard Cost; Quality Costs.		
	C	Introduction, Material Variances and Labour Variances,		
	<b>Unit 5</b>			
	A	Introduction, Meaning and Objectives and Types of Responsibility Centers.		
		An Introduction of emerging terms used in managerial accounting.		
	B	Introduction, Cost driver, Application of Activity Based Costing, Difference between traditional costing and activity based costing.		
	C	Introduction, Meaning and Objectives and Types of Responsibility Centers.		
	Mode of examination		Theory	
	Assess ment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s *	- <i>Management Accounting by M Y Khan &amp; P K Jain, TATA McGraw Hill Publication, Latest Edition.</i>		
	Other Refere nces	<ul style="list-style-type: none"> <li>- Introduction to Management Accounting by Charles T.Horngren, Gary L. Sundem, William O. Stratton, Pearson Education, Thirteenth Edition.</li> <li>- <i>Management and Cost Accounting by Colin Drury, International Thomson Business Press, Fourth Edition.</i></li> <li>- Managerial Accounting by James Jiambalvo; Wiley India Pvt. Ltd, New Delhi</li> <li>- <i>Advanced Management Accounting – Robert S.Kaplan &amp; Anthony A. Atkinson – Pearson Education Asia, Third Edition.</i></li> </ul> <p><b>Journals</b></p> <ul style="list-style-type: none"> <li>➤ Management Accountant</li> </ul>		

		➤ Chartered Accountant ➤ Chartered Finance Analyst <b>Journal of Accounting and Finance</b>
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### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>	
<b>Branch:</b>		<b>Semester: VI</b>	
1	Course Code	MBA313	
2	Course Title	Corporate Law	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective is to enable students to understand the impact of Companies Act, role of the Securities and Exchange Board of India (SEBI), and the impact of scams etc.	
6	Course Outcomes	<p>On the completion of the course the student will be able to:</p> <p>CO1: Outline the process of incorporation of a Company</p> <p>CO2: Describe the financial structure of a Public Ltd Company</p> <p>CO3: Distinguish the various types of director and meetings of a company</p> <p>CO4. Appraise the responsibility of the Company to the society</p> <p>CO5: Examine the effect of other regulations affecting the functioning of the companies.</p> <p>CO6: Determine the various compliances required to be followed by a company for its functioning</p>	
7	Course Description	The course introduces the students to the various aspects of Corporate Law.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Characteristics of a company, Landmark case - Salomon vs. Salomon Co Ltd- Separate legal entity, Lifting the corporate veil	CO1
	B	Types of companies, Promoters, Formation and incorporation of a company.	CO1
	C	Memorandum of association. Doctrine of ultra vires. Articles of association. Doctrine of indoor management and its exceptions	CO1
	<b>Unit 2</b>	Financial Structure and Membership	
	A	Meaning of the term 'Capital', Shares – Kinds, Equity Shares and Preference Shares (including distinction), Raising of Capital, Public issue of shares, Right Shares/Bonus Shares	CO2
	B	Salient features of Prospectus, Shelf Prospectus, Red-Herring	CO2

		Prospectus, Statement in lieu of Prospectus, Share capital, Liability for untrue statement in Prospectus.	
	C	Debentures – Characteristics, Kinds of Charges, Allotment of Shares, Essentials of Valid Allotment, Demat Account, Members vs. Shareholders, Methods of becoming a Member, Termination of Membership, Rights and Duties of Members	CO2
	<b>Unit 3</b>	Company Management and Meetings	
	A	Directors - Qualification and Disqualification of Directors, Appointment of Directors, Number of Directorship, Removal of Directors, Powers and Liabilities of Directors, Remuneration of Directors	CO3,CO6
	B	Meetings – Annual General Meeting, Extraordinary General Meeting, Statutory requirements – Notice, Agenda, Quorum, Proxy, Chairperson, Methods of Voting, Resolution – Ordinary and Special Resolution distinguished, Minutes	CO3,CO6
	C	Prevention of oppression and Mismanagement	CO3
	<b>Unit 4</b>	Winding Up, CSR, Annual Report	
	A	Meaning, Modes of Winding up, Official Liquidator and his Duties	CO4
	B	Corporate Social Responsibility -Provisions in Companies Act 2013	CO4, CO5,CO6
	C	Role of SEBI, Annual Report	CO4, CO5,CO6
	<b>Unit 5</b>	Emerging areas – A Brief Overview	
	A	Securities and Contract Regulation Act	CO5,CO6
	B	Compétition Act 2002	CO5,CO6
	C	Insolvency Law in India	CO5
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%
	Text book/s*	The New Company Law, Dr N.V. Paranjape, Central Law Agency	
	Other References	<ul style="list-style-type: none"> <li>The Companies Act 2013 with Rules , 17<sup>th</sup> Edition, 2022</li> <li>Bare The Companies Act 2013</li> </ul>	

### **Course Articulation Matrix**

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	3	2	2	-	2	-	1	1
CO2	2	1	1	2	1	-	2	2	1	1
CO3	2	2	2	2	2	1	2	2	2	1
CO4	2	1	1	1	1	2	2	2	1	1
CO5	2	1	3	1	2	-	1	1	1	1
CO6	2	1	3	2	2	-	2	-	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme:</b> MBA INTGD		Current Academic Year: <b>2025-2026</b>
<b>Branch:</b>		<b>Semester VI</b>
1	Course Code	MBP 164
2	Course Title	Employability Skill Development -1
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
Course Type		Compulsory
5	Course Objective	<p>To demonstrate competency on each of the employability skills to meet the expectations of the corporates by upgrade students across varied industry enhancing their employability skills.</p> <p>To enhance holistic development of students and improve their employability and analytical skills.</p> <p>Provide a 360-degree exposure to learning elements of Business Ethics, Behavioural traits and positive self-branding along with positive altitudinal abilities.</p> <p>To Understand the concept of Business Communication (written) and be able to</p> <p>i. Draft reports ii. Prepare summer project report.</p> <p>To attract employment opportunities through the vast social networking medium by reaching out to different people and communities using such platforms as LinkedIn, Facebook, Twitter, Wats app etc.</p>
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1: The students will understand the working culture of the corporates and further improve their skills.</p> <p>CO2: Inculcate Innovation &amp; Critical Thinking abilities/Problem solving attitude.</p> <p>CO3: Inculcate flexibility in their attitude and be open learning in order to progress.</p> <p>CO4: Learn Business Communication and its importance in the present scenarios.</p> <p>CO5: Practice effective use and utility of visual aids.</p> <p>CO6: Synthesize various professional Skills to enhance overall personality &amp;</p>

		employability skills	
7	Course Description	To enhance the holistic development of students and improve their employability skills with the help of various tools and also emphasizing on presentation through Project report and case studies, enacting them in order to equip themselves with appropriate body language and vocal aptitude.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Employability Skills: An introduction</b>	
	A	Introduction & importance	CO1
	B	Types of Employability Skills	CO1
	C	How to Improve Employability Skills	CO1,CO6
	<b>Unit 2</b>	<b>Etiquette &amp; Manners</b>	
	A	Introduction, Importance	CO2, CO3 &CO4,CO6
	B	Types of Etiquette	CO2, CO3 &CO4
	C	Business /Office Etiquettes for Managers	CO2, CO3, CO4,5&6
	<b>Unit 3</b>	<b>Netiquette (Social Media Etiquette)</b>	
	A	Introduction	CO3
	B	Basic Rules of Social Media Ethics & Etiquette	CO4
	C	Responsible Use of social media	CO5, CO4
	<b>Unit 4</b>	<b>Effective Public Speaking</b>	
	A	Planning Preparation & Delivery	CO4, CO5
	B	To Overcome Anxiety & Nervousness	CO4, CO3
	C	Using Non-Verbal Communication in Public Speaking	CO4, CO5,CO6
	<b>Unit 5</b>	<b>Employment Communication: Resume &amp; Job Application</b>	
	A	Introduction: Resume, CV, Job Application or Cover Letter	CO1 & CO2 & 6
	B	Different Formats of Resume	CO1 & CO2 & 6
	C	How to develop an Impressive Resume	CO5. CO6
	Mode of examination	Practical/Viva	
	Assessment Criteria	Internal Evaluation	External Evaluation
		50%	50%
	Text book/s*	P.D. Chaturvedi and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson	
	Other References	<b>Managing Soft Skills &amp; Personality Development, M.S.Rao, Wiley</b>	



### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	2	1	2	3	2	-	2	3	1
CO 2	1	2	2	3	2	2	2	3	3	1
CO 3	-	2	-	2	3	2	2	3	1	3
CO 4	-	1	2	3	-	2	1	2	2	-
CO 5	2	3	3	1	2	2	-	3	3	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

SCHOOL:SSBS		TEACHING DEPARTMENT: Community Connect	ACADEMIC SESSION : <b>2025-2026</b>	FOR STUDENTS BATCH :MBA INTG (2023-2027)
1	Course Number	CCU 201		
2	Course Title	Community Connect		
3	Credits	2		
3.01	(L-T-P)	(00-00-02)		
4	<b>Learning Hours</b>		<i>Contact Hours</i>	20
			<i>Project/Field Work</i>	20
			<i>Assessment</i>	10
			<i>Guided Study</i>	10
			<i>Total hours</i>	60
5	<b>Course Objectives</b>	<p>1. The objective of assigning the project related to community work is to expose our students to different social issues faced by the people in different sections of society.</p> <p>2. This type of project work will help the students to develop better understanding of problems of people living in disadvantage position in the society, may be socially, medically, economically, or otherwise.</p> <p>3. This type of live project work will help our students to connect their class-room learning with practical issues/problems in the society.</p>		
6	<b>Course Outcomes</b>	<p><i>CO1: Students learn to be sensitive to the living challenges of disadvantaged communities.</i></p> <p><i>CO2: Students learn to appreciate societal realities beyond textbooks and classrooms</i></p> <p><i>CO3: Students learn to apply their knowledge via research, and training for community benefit</i></p> <p><i>CO4: Students learn to work on socio-economic projects with teamwork and timely delivery</i></p> <p><i>CO5: Students learn to engage with communities for meaningful contribution to society</i></p> <p><i>CO6: Students learn to address the social issues with a management viewpoint.</i></p>		
7	<b>Theme</b>	<p><b>Major Sub-themes for research:</b></p> <ul style="list-style-type: none"> <li>a. Impact of government projects in community</li> <li>b. Social issues</li> <li>c. Environment issues</li> <li>d. Economic issues</li> <li>e. Technology-adaption</li> <li>f. HR issues affecting Community</li> <li>g. Marketing issues affecting Community.</li> <li>h. Other industrial issues affecting community.</li> </ul>		

8.1	<b>Guidelines for Faculty Members</b>	<p>It will be a group assignment (10 to 12 students), the student will work together as a team, they have to survey at least 250 respondent, and the faculty guide will guide the students and approve the project title and help the student in preparing the questionnaire and final report (the faculty member will collect all the questionnaires of survey and final report and submit to CCC coordinator within stipulated time).</p> <p>The questionnaire should be well design and it should carry at least 20 questions (Including demographic questions).</p> <p>The topic of the research should be related to social, economical or environmental issues concerning the common man.</p> <p>The report should contain 2,500 to 3,000 words and relevant charts, tables and photographs.</p> <p>The student should <b>submit the report</b> to CCC-Coordinator signed by the faculty guide.</p> <p>The students have to send the hard copy of the <b>Report and PPT</b> to CCC coordinator and then only they will be allowed for External Exam.</p>
8.2	<b>Role of CCC-Coordinator</b>	<p>The CCC Coordinator will supervise the whole process and assign students to faculty members.</p> <p>UG- BA, BCOM, BBA—the students will be allocated to faculty member (mentors/faculty member) in odd term.</p>
8.3	<b>Layout of the Report</b>	<p>Abstract(250 words)</p> <ol style="list-style-type: none"> <li>a. Introduction</li> <li>b. Literature review(optional)</li> <li>c. Objective of the research</li> <li>d. Research Methodology</li> <li>e. Finding and discussion</li> <li>f. Conclusion and recommendation/ Suggestion( The report without recommendation/suggestion will not be accepted)</li> <li>g. References</li> </ol> <p>Note: Research report should base on primary data.</p>
8.4	<b>Guideline for Report Writing</b>	<p><b>Title Page: The following elements must be included:</b></p> <ul style="list-style-type: none"> <li>• Title of the article;</li> <li>• Name(s) and initial(s) of author(s), preferably with first names spelled out;</li> <li>• Affiliation(s) of author(s);</li> <li>• Name of the faculty guide and Co-guide</li> </ul> <p><b>Abstract:</b> Each article is to be preceded by a succinct abstract, of up to 250 words, that highlights the objectives, methods, results, and conclusions of the paper.</p> <p><b>Text: Manuscripts should be submitted in Word.</b></p> <ul style="list-style-type: none"> <li>• Use a normal, plain font (e.g., 12-point Times Roman) for text.</li> <li>• Use italics for emphasis.</li> <li>• <i>Use the automatic page numbering function to number the pages.</i></li> <li>• <i>Save your file in docx format (Word 2007 or higher) or doc format (older Word versions)</i></li> </ul> <p><b>Reference list:</b></p> <p>The list of references should only include works that are cited in the text and that have been published or accepted for publication.</p> <p>The entries in the list should be in alphabetical order.</p> <p>Journal article</p> <p>Hamburger, C.: Quasimonotonicity, regularity and duality for nonlinear systems of partial differential equations. Ann. Mat. Pura Appl. 169, 321–354 (1995)</p>

		<p>Article by DOI          Sajti, C.L., Georgio, S., Khodorkovsky, V., Marine, W.: New nanohybrid materials for biophotonics. Appl. Phys. A (2007). Doi:10.1007/s00339-007-4137-z</p> <p>Book          Geddes, K.O., Czapor, S.R., Labahn, G.: Algorithms for Computer Algebra. Kluwer, Boston (1992)</p> <p>Book chapter          Broy, M.: Software engineering — from auxiliary to key technologies. In: Broy, M., Denert, E. (eds.) Software Pioneers, pp. 10–13. Springer, Heidelberg (2002)</p> <p>Online document          Cartwright, J.: Big stars have weather too. IOP Publishing PhysicsWeb. <a href="http://physicsweb.org/articles/news/11/6/16/1">http://physicsweb.org/articles/news/11/6/16/1</a> (2007). Accessed 26 June 2007</p> <p>Always use the standard abbreviation of a journal's name according to the ISSN List of Title Word Abbreviations, see <a href="http://www.issn.org/2-22661-LTWA-online.php">www.issn.org/2-22661-LTWA-online.php</a></p> <p>For authors using End Note, Springer provides an output style that supports the formatting of in-text citations and reference list.  <a href="#">End Note style (zip, 2 kB)</a></p> <p><b>Tables: All tables are to be numbered using Arabic numerals.</b>  <b>Figure Numbering: All figures are to be numbered using Arabic numerals.</b></p>
8.5	<b>Format:</b>	<p><b>The report should be Spiral/ hardbound</b></p> <p>The Design of the Cover page to report will be given by the Coordinator- CCC</p> <p>Cover page          Acknowledgement          Content          Project report          Appendices</p>
8.6	<b>Important Dates:</b>	<p>INITIATION OF THE COMMUNITY CONNECT PROJECT :          CONCEPTUALIZATION &amp; REVIEW OF LITERATURE :          PREPARATION OF QUESTIONNAIRE :          COLLECTION OF DATA :          DATA ANALYSIS :          SUBMISSION OF THE REPORT WRITING :          EXTERNAL ASSESSMENT :</p> <p><b>The students should submit the soft copy of the PPT to CCC-Coordinator signed by the faculty guide within specified time.</b></p>
8.7	<b>ETE</b>	<b>The students will be evaluated by panel of faculty members</b>

### CO-PO Mapping

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	2	2	2	1	2	2	2	2
CO6	1	2	2	2	2	1	2	2	2	2

**1-Slight (Low)    2-Moderate (Medium)    3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2025-2026</b>
<b>Branch:</b>		<b>Semester: VI</b>
1	Course Code	RBL002
2	Course Title	<b>Research Based Learning :2 (RBL2)</b>
3	Credits	Audit
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory Audit
5	Course Objective	To understand and develop the basic research skills including a research plan.
6	Course Outcomes	<p><b>On the completion of this Course, the students would be able to:</b></p> <p>CO1: Identify the research gap.</p> <p>CO2: List the research objectives.</p> <p>CO3: Frame the research objectives of the identified research topic.</p> <p>CO4: Select the appropriate research tools to attain the identified research objectives.</p> <p>CO5: Identify the appropriate research methodology to implement the research study.</p> <p>CO6: Schedule the research process to be undertaken on the identified research topic.</p>
7	Course Description	<p>Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.</p>
8	Outline syllabus	
		<b>Guidelines</b>

		<ul style="list-style-type: none"> <li>• Publishing research paper and development of the product/process /case that the students work on during the semester to demonstrate identified problem through extensive literature.</li> <li>• Students work on the projects in teams with <b>four</b> students per team, and teams may form in interdisciplinary nature.</li> <li>• The deliverables for the projects include submission of reports on regular basis as per the rubrics.</li> <li>• The students also present their work at the end of the semester in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.</li> <li>• It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.</li> <li>• The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.</li> <li>• The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.</li> <li>• The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.</li> </ul> <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>	
		RBL 2: The review of work in progress would be in two phases in RBL 2(R1 and R2) <b>Annexure I/R2.11/R2.2</b>	
<b>R1</b>			
	A	Research Gap: Important issues or ideas were raised, which may not have been represented in the literature cited. The gaps in current knowledge were clearly identified, and significant directions and approaches that fill these gaps were identified.	CO1, CO2
	B	Formulation of Research Objectives: All objectives of the proposed work are well defined	CO3

	C	Identify & prioritize relevant constraints and requirement specification: Accurately identifies & prioritize all relevant constraints, additional information and tools/formulas needed to solve the problem.	CO3
<b>R2</b>			
	A	Methodology: Methodology for addressing the identified research problem. Steps to be followed to solve the defined problem are clearly specified	CO4
	B	Planning & Scheduling: Developed a comprehensive plan and schedule of research work activities/ tasks with realistic due dates.	CO5
	C	Distribution of work among Team: Followed appropriate distribution of research work	CO6
<b>Oral Communication (Presentation), Report Writing and Submission after every review process</b>			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria	CA	Presentation and report
		50%	50%
	Reference books.	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i> . Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i> . FT Prentice Hall.	

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3	3	3	1	2	2	2
CO2	1	1	2	2	1	1	1	1	2	2
CO3	2	2	3	2	2	1	2	2	1	2
CO4	3	3	2	1	2	3	2	1	2	2
CO5	3	3	2	3	2	2	2	1	1	1
CO6	3	3	2	2	2	3	2	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



# *Course Modules*

## *Term VII*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: -</b>		<b>Semester: VII</b>	
1	Course Code	MBA226	
2	Course Title	Global Competitiveness Analysis	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	This course provides a detailed study of global competitiveness analysis. Competitiveness analysis helps countries identify those sectors and products in which they have the greatest competitive potential and in which they could be competitive in the medium to long term.	
6	Course Objective	<p>The objectives of this course are:</p> <ul style="list-style-type: none"> <li>a) to provide a conceptual and analytical framework for estimating competitiveness of a country sector</li> <li>b) to introduce excel based analytical tools to estimate competitiveness and</li> <li>c) to expose the learners to India's global competitiveness across sectors</li> <li>d) to provide a critical understanding of various business and competition centered management perspectives</li> <li>e) to develop effective interpretation, analysis and decision-making processes of firms of any size.</li> </ul>	
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: Recognise the complexity and the elusiveness of "competitiveness", for any country.</p> <p>CO2: Examine the links between the concepts of competitiveness and development of a country.</p> <p>CO3: Identify the economic, political and social determinants of competitiveness and their interdependencies.</p> <p>CO4: Analyse different quantitative and qualitative approaches regarding the creation and measurement of competitiveness.</p> <p>CO5: Summarize strategic and tactical decisions taken by firms to enter international markets</p> <p>CO6: Summarize decisions taken by firms to compete in international markets</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Global Competitiveness Index</b>	
	A 1	The 12 pillars of global competitiveness: Country specific analysis - Providing background & overview of the global competitiveness,	CO1

		the global competitiveness index (GCI)	
	A 2	Analytical methods in estimating global competitiveness - Analyze the fundamental analytical methods used to measure global competitiveness, describing & discussing 12 pillars of global competitiveness	CO1
	A 3	Trends in India's Competitiveness Profile – Understand India's position & trend of the competitiveness vis-à-vis other countries, peer comparison, analyzing in details each 12 pillars - institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation	CO1
	Unit B	<b>Measuring Competitiveness of a sector (Reading 2)</b>	
	B 1	Price and cost competitiveness – Elucidate basic concepts of competitiveness with respect to price and cost, analytical details	CO2
	B 2	Import, export and overall competitiveness – Analyze the details of Import, export and overall competitiveness, peer comparison, explaining implication of outcomes	CO2
	B 3	Indicators of global competitiveness – Understand and analyse in details indicators of global competitiveness and implications thereof	CO2
	Unit C	<b>Developing Policy Analysis Matrix (PAM) to analyse competitiveness in agricultural sector (Reading 3)</b>	
	C 1	Definition, Representation and Meaning of PAM – Analysing in details concepts, purposes & meaning of PAM, understanding Framework for Agricultural Policy Analysis, private & social profitability	CO3
	C 2	EPAM – including environmental components in PAM – Understanding environmental externalities in PAM, - environmental market failures due to environmental degradation/negative externalities, public policy to combat such externalities and implications thereof.	CO3
	C 3	Calculating nominal protection coefficient and effective protection coefficient (using Excel) Learning hands on experience about calculating nominal protection coefficient (npc) and effective protection coefficient (epc); understanding concepts of npc epc using excel and implications thereof	CO3
	Unit D	<b>Domestic Resource Cost Ratio (Reading 3)</b>	
	D 1	DRCR – an analytical framework - Understanding concepts of DRCR, its calculation and implications	CO4

D 2	Estimating private and social prices - Concepts of private and social prices, methodology of estimation & implications		CO4
D 3	Sensitivity analysis – Basic understanding of sensitivity analysis, methodology, implications		CO4
Unit E	<b>Revealed Comparative Advantage (Reading 4)</b>		
E 1	Concept and meaning – trade creation and trade diversion – Understanding concepts of trade creation & trade diversion and their implications through historical as well as contemporary events/incidents, country studies		CO5
E 2	Estimating RCA using excel – Understanding how revealed comparative advantages (RCAs) can be calculated in excel, their implications and use in international economics & trade, conceptual understanding of RCAs		CO5
E 3	Analysing Free Trade agreement using RCA - Understanding how FTAs can be analyzed through the concepts & applications of RCAs		CO5
Mode of examination	Theory		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<a href="https://www.weforum.org/reports/the-global-competitiveness-report-2020/">https://www.weforum.org/reports/the-global-competitiveness-report-2020/</a>		
Other References	Internet and secondary sources		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2			
CO2	3	1	1			
CO3	3	2	2			
CO4	2	3	1			
CO5	1	1	1			
CO6	2	2	2			

**1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgtd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: -</b>		<b>Semester: VII</b>	
1	Course Code	TO BE CREATED	
2	Course Title	Foreign Trade Policy, Procedure and Documentation	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Discipline Specific Course	
5	Course Description	This course provides a detailed study of International Marketing, Exports Procedures / Imports Procedures Foreign Trade Policy, Economic Survey so on and so forth. Thus making the student well prepared in rules relating to Foreign Trade Policy of India.	
6	Course Objective	a) To build upon concept of trade policy based upon basic understanding of international trade. b) To make students aware about trends in international trade and its linkages with foreign trade policy c) To provide a systematic understanding of policy through policy framework d) To impart knowledge about various documents and procedures along with two recent EXIM policies.	
7	Course Outcomes	After the completion of the course the students will be able to: <b>CO1:</b> Illustrate foreign trade composition and direction <b>CO2:</b> Classify various provisions of FTP, institutional structure and schemes for exporters <b>CO3:</b> Explain the Export-Import Documents and the working of Electronic Data Interchange System <b>CO4:</b> Explain the process of exports <b>CO5:</b> Explain the process of imports <b>CO6:</b> Explain the future of regional and global trade	
8	Outline syllabus		CO Mapping
	Unit A	Foreign Trade Composition and Direction	
	A 1	<ul style="list-style-type: none"> <li>Nature, history, and basis of foreign trade</li> </ul>	CO1
	A 2	<ul style="list-style-type: none"> <li>Scope and Instruments of FTP</li> </ul>	CO1

A 3	<ul style="list-style-type: none"> <li>• Various Trade Policies in India</li> </ul>	CO1	
Unit B	Present Foreign Trade Policy		
B 1	<ul style="list-style-type: none"> <li>• Key Provisions Of The Foreign Trade Policy</li> </ul>	CO2	
B 2	<ul style="list-style-type: none"> <li>• Institutional structure of FTP</li> </ul>	CO2	
B 3	<ul style="list-style-type: none"> <li>• Various Schemes for exporters under the FTP</li> </ul>	CO2	
Unit C	Various Documents Required for Exporters and Importers		
C 1	<ul style="list-style-type: none"> <li>• Commercial Documents needed by exporters</li> </ul>	CO3	
C 2	<ul style="list-style-type: none"> <li>• Regulatory Documents Needed by Exporters</li> </ul>	CO3	
C 3	<ul style="list-style-type: none"> <li>• Import Documentation</li> </ul>	CO3	
Unit D	Procedure of Exports		
D 1	Negotiation stage	CO4	
D 2	Procurement and operational stage	CO4	
D 3	Transportation and clearance stage	CO4	
Unit E	Procedure of Imports and Future of regional & world trade		
E 1	<ul style="list-style-type: none"> <li>• Negotiation stage, Pricing and payment modes</li> </ul>	CO5	
E 2	<ul style="list-style-type: none"> <li>• Transportation and custom clearance</li> </ul>	CO5	
E 3	<ul style="list-style-type: none"> <li>• Future of regional and global trade</li> </ul>	CO5	
Mode of examination	Theory		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Foreign Trade - Theory, Procedures, Practices and Documentation Author : Dr. Khushpat S. Jain and Apexa V. Jain. Jain Book Agency  HANDBOOK ON FOREIGN TRADE POLICY AND GUIDE TO EXPORT & IMPORT- ICAI, New Delhi FOREIGN TRADE POLICY WITH Handbook of procedures, Appendices and aayat niryat forms), DUTY DRAWBACK 2015-2020 Paperback – 2015- Hansraj Chug, Young Global Publications		
Other References	Department of Commerce, Ministry of Commerce and Industry Publishes FTP. Handbook of Procedures and Documentation		

***Course Articulation Matrix***

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2			
CO2	3	3	2			
CO3	3	3	2			
CO4	3	3	2			
CO5	3	3	2			
CO6	3	3	2			

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 222
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
5	Course Objective	<p>1. To cover the basic concepts &amp; techniques/practices of Human Resource Management in the International context.</p> <p>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</p> <p>3. To understand the concept of cross-cultural diversity &amp; management.</p> <p>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</p>
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g., globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>CO4: Exhibit a global mind-set and sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training &amp; development, performance management, and compensation</p> <p>CO6: Demonstrate the knowledge and skills needed to effectively manage international human resources.</p>
7	Course Description	<p>This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize cross-national differences and challenges facing the management of multinational firms.</p>



8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>IHRM- overview</b>	
	A 1	Difference between HRM and international HRM	CO1
	A 2	Factors affecting IHRM	CO1
	A 3	Challenges to IHRM	CO1, CO2
	<b>Unit B</b>	<b>Diversity</b>	
	B 1	What is diversity, Dimensions of Diversity and Reasons for increasing diversity	CO1
	B 2	Management of Diversity	CO1, CO4
	B 3	Challenges and barriers to managing diversity at workplace	CO1
	<b>Unit C</b>	<b>IHRM- Functions &amp; Practices</b>	
	C 1	Influences of cross-cultural issues on organizations Selection of international employees	CO1, CO4
	C 2	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff	CO1
	C 3	Compensation and Performance Management – An international perspective	CO1, CO4
	<b>Unit D</b>	<b>Expatriation and Repatriation</b>	
	D 1	Reasons for expatriation	CO3, CO4
	D 2	Reasons for expatriate failure	CO1, CO3
	D 3	Repatriation process	CO3, CO3
	<b>Unit E</b>	<b>International Labour relations – A brief overview</b>	
	E 1	Role of International Organizations	CO1
	E 2	Employment and Labour Laws – An international perspective	CO1
	E 3	Trade unions	CO4
	Topic	Individual incentives Plans-straight piece rate, standard hour,	

E3	Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s *	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION		
Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch:</b>		<b>Semester: VII</b>	
1	Course Code	MBA 214	
1	Course Code	Project Finance and Management	
2	Course Title	MBA-214	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Type	Compulsory /Elective	
5	Course Objective	<ol style="list-style-type: none"> <li>1. The objective of this course is to familiarize the student with both, capital budgeting aspect and the contents of a bankable feasibility report.</li> <li>2. Working knowledge of estimating cash flows for a project.</li> <li>3. Behavioural aspects of project finance are also dealt with.</li> <li>4. Students should develop working knowledge of preparing market and technical report.</li> <li>5. Aware of the practical difficulties in implementing a project</li> </ol>	
6	Course Outcomes	<p>On completion of this module the student will be able to:</p> <p>CO1. Recognize complexities involved in Project Management.</p> <p>CO2. Interpret the market and demand through technical projections of the project</p> <p>CO3. Apply various methods of capital budgeting and risk analysis</p> <p>CO4. Explain the sequential steps of the project management</p> <p>CO5. Evaluate the project scope, project time, project cost and budgets, project resources, project quality</p> <p>CO6. Integrate contemporary issues and project reviews</p>	
7	Course Description	Project Finance and Management deals with the decision of project planning, analysis, selection, financing, Implementation and review. A project manager will be concerned with project financial and managerial decisions	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	<ul style="list-style-type: none"> <li>• Project: Concept</li> <li>• Phases of Capital Budgeting</li> <li>• Facets of Project Analysis</li> <li>• Generation &amp; Screening of project ideas</li> </ul>	CO1

	B	<ul style="list-style-type: none"> <li>Monitoring the environment</li> <li>Tools for identifying investment opportunities</li> <li>Corporate Appraisal</li> </ul>	CO1,CO2
	C	<ul style="list-style-type: none"> <li>Preliminary Screening</li> <li>Project Rating Index</li> <li>Sources of Positive Net Present value</li> </ul>	CO1,CO2
	<b>Unit 2</b>		
	A	<ul style="list-style-type: none"> <li>Objectives</li> <li>Collection of Secondary Information, Industry specific sources of information</li> <li>Conduct of market survey</li> <li>Analysis tools</li> </ul>	CO2
	B	<ul style="list-style-type: none"> <li>Demand Forecasting</li> <li>Qualitative methods : Jury of executive method, Delphi method</li> <li>Time series projection method: Trend projection, Exponential smoothing and moving average method.</li> <li>Casual methods: Chain ratio , consumption level method, End use method, Bass diffusion method</li> </ul>	CO2
	C	<ul style="list-style-type: none"> <li>Technical Analysis of projects</li> <li>Financial Estimates &amp; Projections of projects</li> </ul>	CO2
	<b>Unit 3</b>		
	A	<ul style="list-style-type: none"> <li>Investment Criteria</li> <li>Discounted Cash flow techniques</li> </ul>	CO3
	B	<ul style="list-style-type: none"> <li>Project Cash flows</li> <li>Project Cost of Capital</li> </ul>	CO3
	C	<ul style="list-style-type: none"> <li>Project Risk Analysis</li> </ul>	CO3,CO4
	<b>Unit 4</b>		
	A	<ul style="list-style-type: none"> <li>Social Cost Benefit Analysis</li> <li>UNIDO approach</li> </ul>	CO4,CO5
	B	<ul style="list-style-type: none"> <li>Network techniques for project management CPM &amp; PERT Models</li> </ul>	CO4,CO5
	C	<ul style="list-style-type: none"> <li>Practical applications of CPM &amp; Models</li> <li>Time and Resource planning</li> </ul>	CO4,CO5

<b>Unit 5</b>				
A	<ul style="list-style-type: none"> <li>Control of in-progress projects</li> <li>The post-audit</li> <li>Abandonment Analysis</li> </ul>			CO6
	<ul style="list-style-type: none"> <li></li> </ul>			
B	<ul style="list-style-type: none"> <li>Evaluating the capital budgeting</li> </ul>			CO3,CO6
C	<ul style="list-style-type: none"> <li>Financing Infrastructure Projects</li> <li>Financing Power Projects.</li> <li>Public Private Partnership (PPP- Model)</li> </ul>			CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	30%	20%	50%	
Text book/s*	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 <sup>th</sup> Edition, Mc Graw Hill			
Other References	Prasana Chandra , ‘ Projects: Planning , Analysis, Selection, Financing , Implementation, and Review, 7 <sup>th</sup> Edition, Mc Graw Hill			

## Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	3	3	3	3	3	3	2	3	3	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>			
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>			
<b>Branch:</b>		<b>Semester: VII</b>			
1	Course Code	MBA215			
2	Course Title	Security Analysis and Portfolio Management			
3	Credits	3			
4	Contact Hours (L-T-P)	3-1-0			
	Course Status	Compulsory /Elective/Open Elective - Elective			
5	Course Objective	1. To acquaint the students with theoretical and practical background of financial investments. 2. To highlight the importance of valuing financial securities 3. To comprehend the working knowledge of the methods of calculating risk and managing it. 4. To adept in developing portfolio of Financial securities and measuring its performance.			
6	Course Outcomes	On completion of this module the student will be able to: CO1. Describe the basic concept of investment, securities, security market, risk and return. CO2. Analyse the security's performance through Fundamental and Technical analysis CO3: Apply security analysis techniques to select financial securities for investment. CO4: Construct portfolio of financial investments for investors. CO5: Appraise and review portfolio performance.			
7	Course Description	Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.			
8	Outline syllabus				
8.01	MBT .A	Unit A	<b>Introduction to Security Analysis and Portfolio Management</b>		
8.02	MBAXXX.A1	Unit A Topic 1	Investment: A conceptual framework, Objectives, Investment V/S Speculation, Investment Attributes and Avenues, Meaning of Security- Types of Securities Structure of Indian Security markets- An overview, Investment Alternatives, Securities and Exchange Board of India – regulatory functions and role, Recent development in Securities markets	1-17	CO1
8.03	MBAXXX.A2	Unit A Topic 2		21-37	CO1

8.04	MBAXXX.A3	Unit A Topic 3	Understanding the risk and return of a security, Systematic and Unsystematic Risks, Measurement of Risk, Beta Coefficient and its applications.	139-160	CO1 CO2
8.05	MBAXXX.B	Unit B	<b>Valuation of Securities and introduction to Financial Derivatives</b>		
8.06	MBAXXX.B1	Unit B Topic 1	Valuation of Equity Shares: Constant growth rate, Two stage growth model and Multiple period holding models, Valuation through P/E ratio.	189-200	CO2
8.07	MBAXXX.B2	Unit B Topic 2	Valuations of Bonds: Measurement of bond prices and yields - Yield to maturity, risk in bonds.	162-186	CO2
8.08	MBAXXX.B3	Unit B Topic 3	An overview of Financial Derivatives – Forward, Futures, Options and Swaps	295-310	CO1
8.09	MBAXXX.C	Unit C	<b>Fundamental and Technical Analysis</b>		
8.10	MBAXXX.C1	Unit C Topic 1	Introduction to Fundamental Analysis: E-I-C Framework – Economic Analysis: Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables.	215-253	CO1, CO2
8.11	MBAXXX.C2	Unit C Topic 2	Fundamental Analysis: E-I-C Framework – Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation	215-253	Co1, CO2
8.12	MBAXXX.C3	Unit C Topic 3	Fundamental v/s Technical Analysis, Advantages, Challenges, Tools and Techniques of Technical Analysis: Charting Techniques, Dow Theory, technical indicators, Efficient Market Hypothesis: Concept of ‘Efficient Market’ and its implications for security analysis and portfolio management	257-293	CO1, CO2
8.13	MBAXXX.D	Unit D	<b>Portfolio Analysis and Selection</b>		
8.14	MBAXXX.D1	Unit D Topic 1	Portfolio Construction: Analysis of Constraints, Determination of Objectives	319-327	CO3, CO4
8.15	MBAXXX.D2	Unit D Topic 2	Portfolio Analysis: Portfolio Risk and Return upto three security. Markowitz and Sharpe index model.	329-354	CO1, CO3, CO4,
8.16	MBAXXX.D3	Unit D Topic 3	Portfolio Analysis: Sharpe index model and selecting optimal Portfolio	355-364	CO3, CO4
8.17	MBAXXX.E	Unit E	<b>Asset Pricing Theories and Portfolio Performance Measurement</b>		
8.18	MBAXXX.E1	Unit E Topic 1	Capital Market Theory, Capital Asset Pricing	379-	CO3,

			Model(CAPM), Arbitrage Pricing Theory (APT)	408	CO4
8.19	MBAXXX.E2	Unit E Topic 2	Sharpe's Performance measure, Treynor's Performance measure, Jensen's Performance measure.	411-419	CO4, CO5
8.20	MBAXXX.E3	Unit E Topic 3	Mutual Fund Operations, Mutual Funds Performance Evaluation Portfolio revision and strategies	411-419	CO1, CO4, CO5

### Course Articulation Matrix

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO.1	3	3	1	1	3	2	1	2	--	--
CO.2	3	2	1	2	3	2	1	2	1	--
CO.3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intg</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA216
2	Course Title	TAX PLANNING & MANAGEMENT
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
	<b>Course Requisite</b>	<b>Attendance:</b> Students are required to have a <b>minimum of 65%</b> regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.
5	Course Objective	The basic objective of this course is to provide an in-depth insight into the concept of Corporate Tax Planning & Management and to equip the students with a reasonable knowledge of tax planning devices. The focus of this course would be exclusively on Direct Taxes.
6	Course Outcomes	The specific learning outcome of this course is able to : <b>CO1: define the key terms used in Taxation and its significance in business decisions;</b> <b>CO2: describe the significance of tax planning &amp; management in various business decisions;</b> <b>CO3: analyse the tax planning strategies to increase the return on investment</b> <b>CO4: evaluate and monitor the various tax compliances applicable to business entity.</b> <b>CO5: To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filing of tax returns.</b>

7	Course Description	As a Finance Manager, you have to take the various decisions. The objective of this course is to provide you with the conceptual framework necessary to understand above taxation issues and the techniques to manage tax efficiently and effectively. Here in this course, students will learn and able to analyse the various constituents of tax planning, tax evasion, tax avoidance and tax management etc. You may choose a career in manufacturing companies, non-governmental or service sector, investment banks or management consultancy, thorough learning of the art of Taxation management is a must.
8	Outline syllabus	CO Mapping
	<b>Unit A</b>	<b>Introduction to Income Tax Act, 1961. – An Overview</b>
	A -1 <b>Basic concepts</b>	Income, Agricultural Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income.
	A-2 <b>Residential Status</b>	Individual, Hindu Undivided Family (HUF), Firm, Company, Association of Persons (AOP), Body of individuals (BOI) etc.
	A-3 <b>Incidence of Tax</b>	Scope of Total Income, Exempted Income, Agricultural Income & its tax treatment, Aggregation of Income & Tax computation.
	<b>Unit B</b>	<b>Introduction to Tax Planning</b>
	B-1 <b>Tax Planning</b>	Meaning, objectives, per-cautions in tax planning, Limitations of tax planning, Tax evasion, Tax avoidance, Tax management
	B-2 <b>Taxation of Companies &amp; Tax planning</b>	Computation of tax liability and tax liability of companies; Minimum Alternative Tax.
	B-3 <b>Dividend Tax</b>	Dividend tax – When the additional tax should be paid? Basis of charge
	<b>Unit C</b>	<b>Employee Remuneration and Tax Planning</b>

C-1 <b><i>Income under the head of Salary</i></b>	Meaning of Employee Remuneration, Allowances, Perquisites, Deductions etc.	CO2, CO3, CO5
C-2 <b><i>Special provisions for tax planning</i></b>	Special provisions for tax planning relating to Employee's remunerations from the point of view of Employer and Employee.	CO2, CO3, CO5
C-3 <b><i>Total Income and tax computation</i></b>	Computation of Taxable Salaries, and tax liability on employee remuneration.	CO2, CO3, CO5
<b>Unit D</b>	<b>Tax Planning and Managerial Decisions</b>	
D-1 <b><i>Tax Planning for new business</i></b>	Tax Planning for new business with reference to location, nature and form of organization of new business	CO3, CO5
D-2 <b><i>Tax Planning relating to Financial Management</i></b>	Tax Planning relating to capital structure decision, dividend policy and bonus shares	CO3, CO5
D-3 <b><i>Tax Planning relating to various corporate decisions.</i></b>	Tax Planning in respect of own or lease, Make or Buy decisions, Repair, Replace, Renewal or Renovation and Shut-down or Continue Decisions & Tax issues relating to Amalgamation	CO3, CO5
<b>Unit E</b>	<b>Tax Management</b>	
E-1 <b><i>Tax Deductions and Collection at Source</i></b>	Payments covered by TDS Schemes When and how tax is to be deducted at source from various incomes; Tax collection at source – who is responsible to collect tax at source. Tax compliance about the tax deductions and collection at source.	CO4 , CO5
E-2 <b><i>Advance payment of tax</i></b>	Liability to advance tax – when to arise; Due dates of payment of advance tax; Tax compliance about the advance payment of tax.	CO4, CO5

	E-3 <b>Filing of Return &amp; Assessments</b>	Time for filing return of income, When return of loss should be filed? Types of Return, Interest and Penalties on default.			CO4, CO5
	Mode of examination	Theory/Jury/Practical/Viva			
	Weightage Distribution	CA	MTE	ETE	
		30%	20%	50%	
	Text book/s*	- Ahuja Girish, Dr. Gupta Ravi, Simplified Approach to Corporate tax, Planning and Management, Flair Publications Pvt Ltd. New Delhi			
	Other References	<p>1. Dr.Vinod Singhania &amp; Dr Monica Singhania - Direct Taxes Planning &amp; Management by Taxman Publications Pvt., Ltd., Latest publication;</p> <p>2. Dr. S.P.Goyal - Corporate Tax Planning and Management; Sahitya Bhawan Publications, Agra</p> <p><b>Newspaper, Magazines and Journals</b></p> <ul style="list-style-type: none"> <li>➤ The Tax Law Weekly</li> <li>➤ Chartered Accountants Today</li> <li>➤ Economic Times, Business Line, Business Standard.</li> <li>➤ Journal of Finance.</li> <li>➤ Business India, Business Today.</li> <li>➤ Management Accountant.</li> <li>➤ Chartered Accountant.</li> <li>➤ Chartered Finance Analyst.</li> <li>➤ Journal of Accounting and Finance</li> <li>➤ <a href="http://www.incometaxindia.gov.in">www.incometaxindia.gov.in</a></li> <li>➤ <a href="https://incometaxindiaefiling.gov.in/">https://incometaxindiaefiling.gov.in/</a></li> </ul> <p><a href="http://www.tdscpc.gov.in">www.tdscpc.gov.in</a>.</p>			

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	1	1	3	2	1	2	--	--
CO2	3	2	1	2	3	2	1	2	1	--
CO3	3	2	2	1	3	2	1	2	1	--
CO4	3	2	2	1	3	2	1	2	1	--
CO5	3	2	1	3	3	3	1	2	1	
CO6	3	2	1	3	1	1	1	2	1	-

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

School: SSBS		Batch: 2023-2027	
Programme: MBA Intgd		<b>Current Academic Year: 2026-2027</b>	
Branch: -		Semester: VII	
1	Course Code	MBA217	
2	Course Title	Service Marketing	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Description	The course equips the students with specialized skills in Services Mktg. and Provides overall Service Quality aspects in various Service Sectors.	
6	Course Objective	<ul style="list-style-type: none"> <li>To equip the students with thorough understanding of Services Marketing core concepts &amp; its role in employability of students.</li> <li>To specialize the students with Services Marketing as their choice with reference to ever changing Demand in Service sector globally.</li> </ul>	
7	Course Outcomes	<p>CO1: To primarily understand the key differentiating factors between products and services and how service quality aspects play a unique role in planning service quality and execution at the work place</p> <p>CO2: To articulate the key service strategies which play a significant role in operations, management information systems and human resource systems in effective handling of service design in organizations</p> <p>CO3: To analyze the typical problems faced by services marketing professionals and the demand for unique service Talent across the globe in various segments</p> <p>CO4: To be in a position to formulate the best Service positioning strategies for Service organizations to compete in the changing global environment</p> <p>CO5: To analyze CRM strategies in Service Industry</p> <p>CO6: To develop service polices and apply relevant service marketing theory and communicate outcomes for the organization</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to services</b>	
	A 1	Service economy – evolution and growth of the service sector – nature and scope	Co1

	A 2	Characteristics and classification of services	Co1
	A 3	Service market potential	Co1, Co2
	<b>Unit B</b>	<b>Fundamentals of services marketing</b>	
	B 1	Assessing opportunities for services marketing; expanded marketing-mix for services	Co2
	B 2	Consumer behaviour specific to services; service quality	Co2
	B 3	Service market segmentation; targeting and selection of service markets	Co2
	<b>Unit C</b>	<b>Customer relationship management in services marketing</b>	
	C 1	Relationship marketing in service consumption; understanding customer needs and expectations in services	Co3
	C 2	Strategic responses to the intangibility of service performance	Co3
	C 3	Service life cycle; new service development	Co3
	<b>Unit D</b>	<b>Service delivery</b>	
	D 1	People in services; service process	Co4
	D 2	Distributing services – direct distribution, channel functions, channel selection	Co4
	D 3	Design and layout of service delivery; capacity and demand management	Co4
<b>C</b>	<b>Unit E</b>	<b>Services Marketing &amp; Information Technology</b>	
	E 1	Service-marketing strategies in various Sectors	Co5
	E 2	Role of information technology in services marketing	Co5
	E 3	Designing communications-mix for promoting services	Co6
	E 4	Applying relevant marketing theory	CO6
	Mode of examination	Theory	
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<ul style="list-style-type: none"> <li>Services Marketing - Integrating Customer Focus Across the Firm' by Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit (McGraw-Hill) Services Marketing, People, Technology, Strategy, 7<sup>th</sup> Edition, by Lovelock Wirtz Chatterjee (Pearson)</li> </ul>		

Other References	<p>‘Services Marketing – The Indian Context’ by R. Srinivasan (Prentice Hall) ‘Services Marketing – Text and Cases by Harsh V. Verma (Pearson) <u>Case studies</u> Air Lines &amp; Air India</p> <ul style="list-style-type: none"> <li>● Mc-Donalds</li> <li>● Apollo Hospitals</li> <li>● ICICI Bank</li> <li>● Life Insurance Corporation &amp; Private Insurance Cos</li> </ul>
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#### Course Articulation Matrix

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	3	3	2	2	3
CO2	2	2	2	3	2	2	2	3	2	3
CO3	2	3	2	2	2	2	3	3	3	3
CO4	2	3	2	2	2	3	2	2	3	3
CO5	2	1	2	2	1	1	2	2	1	2
CO6	1	-	1	2	2	2	2	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch:</b>		<b>Semester: VII</b>	
1	Course Code	MBA 218	
2	Course Title	Advertising Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Description	This course is intended to provide the students with a conceptual understanding as well as practical execution skills of advertising.	
6	Course Objective	1. To make the students aware of the theoretical principles and best practices of advertising 2. To make the students familiar with the mechanics of advertising campaign planning and execution 3. To make the students comprehend the intricacies of media management in advertising	
7	Course Outcomes	CO1: The student will be able to list, define and describe the different components of promotion mix CO2: The student will be able to explain the relative merits and demerits of advertising and also classify advertisements. CO3: The student will be able to prepare an action plan for a proposed advertising campaign. CO4: The student will be able to distinguish among the different components of an advertisement copy and also explain the different kinds of appeals used in advertising. CO5: The student will be able to choose media options for a proposed advertising campaign and also evaluate the ethical aspects of a given advertisement. CO6: The student will be able to develop advertising campaign and measure advertising effectiveness	
8	Outline syllabus		CO Mapping
	Unit A		
	A1	Role of promotion in marketing mix	CO1
	A2	Components of promotion mix	CO1
	A3	Integrated marketing communications	CO1
	Unit B		
	B1	Need, scope, objectives and importance of advertising	CO2
	B2	Strengths and weaknesses of advertising as a promotional tool	CO2

	B3	Types of advertisements	CO2
	Unit C		
	C1	Role of advertising in modern marketing	CO3
	C2	Setting advertising goals - the DAGMAR approach	CO3
	C3	Message strategies and tactics	CO3
	Unit D		
	D1	Creative approaches, copy-writing and copy-testing	CO4
	D2	Advertising copy design - copy layout	CO4
	D3	Advertising appeals and themes	CO4
	Unit E		
	E1	Types of media; media planning and scheduling	CO5
	E2	Ethical aspects of advertising	CO5
	E3	Advertising budget; measuring advertising effectiveness	CO6
	Mode of examination	Theory	
	Assessment Criteria	CA 25%	MTE 25%
			ETE 50%
	Text book/s	'Advertising and Promotion – An IMC Perspective' by George E. Belch, Michael A. Belch and Keyoor Purani (McGraw-Hill)	
	Other References	'Advertising and Promotions – An IMC Perspective' by Kruti Shah and Alan D'Souza (McGraw-Hill) 'Advertising – Planning and Implementation' – Sangeeta Sharma and Raghuvir Singh (Prentice Hall)	

### Course Articulation Matrix

POs COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	1	1	1	2	2	1	1
CO2	2	2	2	1	1	1	2	2	2	1
CO3	2	2	2	1	1	1	2	2	1	2
CO4	2	2	2	1	1	1	2	2	1	2
CO5	2	2	2	1	1	1	2	2	1	2
CO6	2	2	2	1	1	1	2	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: -</b>		<b>Semester: VII</b>	
1	Course Code	MBA 219	
2	Course Title	SALES AND DISTRIBUTION MANAGEMENT	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Description	This course intent to cover the basic aspect of sales management and distribution management. It also covers the basic aspects of supply chain management	
6	Course Objective	<ul style="list-style-type: none"> <li>● To familiarize the students with the various Sales &amp; Distribution concepts and strategies used.</li> <li>● To enable them to develop the Sales &amp; Distribution strategies and plans</li> <li>● To develop an acumen among the students to understand the practices of Sales &amp; Distribution industry in India.</li> </ul>	
7	Course Outcomes	<p>After the completion of the course the students will be able to:</p> <p>CO1: To define fundamental concepts of sales management            CO2: To explain various sales management models for organizations            CO3: To understand various concepts of distribution management            CO4: To illustrate various channels of distribution and new trends in distribution.            CO5: To analyze different aspects of supply chain management            CO6: To develop sales policies and plan strategies for sales organization and distribution channels</p>	
8	Outline syllabus		CO Mapping
	Unit A	Introduction to Sales Management	
	A 1	What are Sales, Difference in sales and Marketing	CO1
	A 2	Selling skills and Different Sales Strategies	CO1
	A 3	Emerging trends in sales Management	CO1
	Unit B	Selling Process & Sales Management	
	B 1	Selling Process	CO2
	B 2	Sales Forecasting, Market Demand, Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages	CO2
	B 3	Sales organizations, Recruitment of sales force, sales territory management, sales force motivation and compensation, sales force controls.	CO2
	Unit C	Distribution & Management of Marketing Channels	
	C 1	Understanding Dimensions of Distribution Mix	CO3
	C 2	Introduction to Distribution Channels – Designing	CO3

		Distribution Channels Structure, Functions and Flows – Channel participants - Type and Number of Intermediaries, Selecting a channel	
C 3		Logistics Management, Channel Information Systems, Channel Controls.	CO3
Unit D		<b>Channels and New trends in distribution</b>	
D 1		Classifications, Functions, Key Tasks, Limitations	CO4
D 2		Retail Mangement, International Channels	CO4
D 3		e- distribution	CO4
Unit E		SCM	
E 1		Introduction to SCM, Inbound, Outbound Logistics	CO5
E 2		Benefits & Issues Related to SCM	CO5
E 3		Reverse Logistics	CO5
E 4		Developing sales and distribution strategies	CO6
E 5		Planning sales policies	CO6
Mode of examination		Theory	
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	<b>Sales and Distribution Management by Dr Ramendra Singh- Vikas Publication</b> <b>Sales and Distribution Management by Dr Dr Tapan K. Panda, Dr Sunil Sahadev – Oxford Press</b>		
Other References	Marketing Channels, Stern, L.W. El Ansari, A.L., Coughlan, A.T.PHI		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	-	1	1	2	2	2	2	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: - SCM</b>		<b>Semester: VII</b>
1	Course Code	MBA 228
2	Course Title	Logistics Management, Application & Cases
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
6	Course Objective	To acquaint the students with the role and importance of Logistic Management in industry applications and to make students understand various concepts and applications related to transportation, inventory management, distribution with importance of Information Technology in logistic management
7	Course Outcomes	<p>CO1: To understand basic functions of logistic and its transformation to supply chain over few decades. To analyse its contribution to customer service across value chain.</p> <p>CO2: To understand role of logistic management in inventory, handling of cycle stock and determination of safety stock.</p> <p>CO3: To be aware of drivers of transportation, various mode of transportation, selecting appropriate mode of transportation based on total cost concept. Understanding basics of consolidation break bulk and milk run in transportation.</p> <p>CO4: To understand role of logistics in network design, ware house management</p>

		<p>system and significance of material handling equipment's.</p> <p>CO5: To understand and analyse growing importance of vendor managed inventory, cross docking facilities, third party logistics, reverse logistics prevalent in industries and role of logistic management in handling uncertain situations.</p> <p>CO6: To relate theory with practical applications</p>	
8	Outline syllabus	CO Mapping	
	Unit A	Introduction to logistics	
	A 1	Concepts and functions of logistics	CO1,CO6
	A 2	Enablers of supply chain performance	CO1,CO2
	A 3	Customer service, order processing	CO1, CO2
	Unit B	Outsourcing / Inventory Management	
	B 1	Outsourcing: Make versus Buy	CO2, CO3
	B 2	Types of inventory, inventory costs	CO2
	B 3	Managing cycle stock and safety stock	CO2
	Unit C	Transportation and distribution	
	C 1	Importance of transportation in logistics - including multimodal transportation	CO3

	C 2	Freight transport and distribution – Consolidation, Break Bulk, Milk Runs, etc.,		CO3
	C 3	Vehicle scheduling		CO3
	Unit D	Logistics Network and role of IT		
	D 1	Network design and operations: facility location;		CO3,CO4, CO6
	D 2	Warehousing and material Handling Equipment's		CO4 , CO6
	D 3	Role of IT in logistics network		CO4, CO6
	Unit E	Latest trends in logistics		
	E1	Importance of reverse logistics;		CO4, CO3
	E 2	Concept of postponement – product differentiation		CO4
	E 3	Vendor Managed Inventory (VMI): Emergence of Third-Party Logistics Provider (3PL); Cross docking		CO4, CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%

	Text book/s*	<ul style="list-style-type: none"> <li>· Janat Shaw, Supply Chain management: Text and Cases, Pearson, Delhi</li> <li>· Supply chain management, Strategy Planning and Operation, by Sunil Chopra and Peter Meindl, Third edition</li> </ul>
	Other References	<ul style="list-style-type: none"> <li>● Raghuram, Logistics and Supply Chain Management: Cases and concepts,</li> <li>● Ronald H. Ballou, Business Logistics / Supply Chain Management, Pearson.</li> <li>● Cases:</li> <li>● Walmart's: Sustainability Strategy</li> <li>● Samsung electronics and Nokia Distribution Strategy</li> <li>● Amazon and Flipkart Supply chain solutions</li> <li>● Alibaba Logistics and Supply chain model</li> <li>● GATI Model of Logistics and Distribution strategy</li> </ul>

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	1	2	2	1	1	1	1
CO2	2	3	2	1	1	2	2	2	2	2
CO3	2	3	2	2	1	2	3	2	1	3
CO4	2	2	2	2	3	3	2	2	2	2
CO5	1	3	2	1	2	2	2	2	2	2
CO6	2	2	1	2	2	1	1	2	1	1

**1-Slight (Low)      2-Moderate (Medium)      3-Substantial (High)**



<b>SCHOOL: SSBS</b>		<b>BATCH: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: -</b>		<b>Semester: VII</b>
1	Course Code	MBA 229
2	Course Title	Operational, Strategic & Implementation issues in SCM
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
6	Course Objective	To equip the students with basic understanding of Supply chain Operations and implementation challenges in specific sectors. To gain insights into the role of Information technology in facilitating the Supply chain strategic role in optimum utilization of resources.

7	Course Outcomes	<p>CO1: To understand the strategic role of supply chain in production, purchasing, Distribution and Sourcing of its operations.</p> <p>CO2: To understand the role of supply chain in Scheduling the operations and its significant role in aggregate planning with focus on Materials Requirement and planning.</p> <p>CO3: To understand the importance of Quality control and inspection in the organization and its significance in Material procurement and planning. To further analyses the role of supply chain in Decision support systems.</p> <p>CO4: To know the importance of Inventory management significance and the role of Vendors in handling inventory. To gain insights into the role of Information technology enabled Supply chain co-ordination and collaborative planning in Organizations.</p> <p>CO5: To enrich the students with Risk handling in Supply chain operations and applications of Software in day-to-day operations.</p> <p>CO6: To know the importance of third Party Logistic Providers.</p>	
8	Outline syllabus		CO Mapping
	Unit A	<b>Outsourcing: Make versus Buy</b>	
	A 1	Sourcing and purchasing strategy	CO1
	A 2	Production strategy	CO1, CO2
	A 3	Distribution strategy	CO1, CO2
	Unit B	<b>Materials Requirement planning</b>	
	B 1	Master scheduling	CO2, CO3

	B 2	Aggregate planning	CO3
	B 3	Material Requirement Planning,	CO3
	<b>Unit C</b>	<b>Quality control and Inspection</b>	
	C 1	Inspection and quality control	CO3, CO4
	C 2	Types of Contracts in sourcing & purchasing	CO3, CO5
	C 3	Procurement in detail with the current techniques,	CO3, CO5
	<b>Unit D</b>	<b>Supply chain collaboration and Design</b>	
	D 1	Decision support systems	CO3, Co4
	D 2	Role of I.T in Supply chain Co-ordination	CO4
	D 3	Data mining & warehousing	CO4, CO5
	<b>Unit E</b>	<b>Multi-Item Inventory management</b>	
	E 1	Vendor Managed Inventory VMI	CO4, CO3
	E 2	Third Party Logistic Providers	CO4,CO6
	E 3	Managing Risk in the supply chain	CO5,CO6

	Mode of examination	Theory			
	Assessment Criteria	CA	MTE	ETE	
		25%	25%	50%	
	Text book/s*	Janat Shah; Supply Chain Management Text and Cases; Pearson Education 2016			
	Other References	Case studies: 1. Flipkart 2. Samsung Electronics 3. Kodak 4. Dell Computers 5. Indigo and SpiceJet airlines comparison			

## Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	2	2	2	2
CO2	3	2	3	3	2	2	2	2	2	2
CO3	2	1	2	2	3	2	3	2	2	2
CO4	1	3	2	3	2	2	2	3	2	2
CO5	1	2	2	2	2	2	2	3	2	2
CO6	2	2	1	2	2	2	2	3	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 230
2	Course Title	Recent Trends in SCM
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Elective
5	Course Objective	<ol style="list-style-type: none"> <li>1. This course introduces the benchmarking parameters for efficient and highly profitable supply chains will be developed for future managers.</li> <li>2. This course will help students to develop concepts of extended enterprise, outsourcing practices and supply chain reengineering</li> <li>3. This course will lead students to implement effective Vendor Managed Inventory system for supply chain efficiency</li> <li>4. The course would expose the students to Use technology to enhance logistics and supply chain management practices for improved efficiency</li> </ol>

6	Course Outcomes	<p>CO1: The student will be able to describe alternative ways to organize for supply chain management.</p> <p>CO2: The student will be able to demonstrate detailed knowledge and understanding of specialised areas pertaining to different supply chain functions</p> <p>CO3: The student will be able to prepare an effective plan supply chain inventory requirement.</p> <p>CO4: The student will be able to align the management of a supply chain with corporate goals and strategies.</p> <p>CO5: The student will be able to evaluate and manage supply chain.</p> <p>CO6: The student will be able to synthesize various theories, concepts, issues, problems and as a result develop and articulate ideas, views and insights pertaining to supply chain management.</p>	
7	Course Description	<p>Supply chain management has evolved from manual, logistics- and mechanization-focused optimization to modern, digital, and automated integration and coordination of all supply chain elements. It plays a vital role in addressing the growing complexity of today's global supply chains. Primarily, it facilitates and optimizes the flow of products, information, and finances, allowing companies to create better relationship value and improve overall business efficiency.</p>	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>	<b>Lean and Agile SCM</b>	
	A	Lean, agile supply chain strategies	CO1, CO2
	B	Extended Enterprise concepts	CO1, CO2
	C	Integration of supply chain	CO1, CO2
	<b>Unit 2</b>	<b>Role of IT in SCM</b>	

	A	Re-engineering the supply chain and coordination	CO1, CO3
	B	E-procurement	CO1, CO3
	C	E-commerce, Project work for 3 <sup>rd</sup> party web-based purchasing hubs	CO1, CO3
	<b>Unit 3</b>	<b>Green SCM</b>	
	A	Green supply chain management	CO4, CO5
	B	Business ethics and values	CO4, CO5
	C	Sustainability, Industrial visits	CO4, CO5
	<b>Unit 4</b>	<b>CPFR</b>	
	A	Vendor managed inventory	CO2, CO5
	B	Collaborative planning, forecasting and replenishment (CPFR) in industrial setting,	CO2, CO5
	C	Industrial project on IT infrastructure needs for CPFR	CO2, CO5
	<b>Unit 5</b>	<b>Outsourcing</b>	
	A	Outsourcing supply chain operations	CO4, CO5, CO6



	B	Postponement decision flexibility of supply chain		CO4, CO5, CO6
	C	Mass customization		CO4, CO5
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).		
	Other References	X-SCM: The New Science of X-treme Supply Chain Management by Lisa H Harrington, <a href="#">Sandor Boyson</a> ; Routledge		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	2	1	1	-	2
CO2	2	2	2	3	2	2	2	2	-	1
CO3	2	2	2	2	2	2	2	2	-	1
CO4	2	3	2	2	2	3	2	2	-	1
CO5	2	3	2-	3	2	2	2	2	-	1
CO6	2	3	2	2	3	3	3	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: -</b>		<b>Semester: VII</b>	
1	Course Code	MBA220	
2	Course Title	Compensation Management	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	The course aims to give an understanding of the various components of employee compensation and its importance. It further aims to develop the skills of the students to design compensation policies of employees at different levels in the organisation.	
6	Course Objective	1.To understand the nature and types of compensation 2. To know the legal framework of compensation in India 3.To evaluate and analyse the compensation systems of Indian and multinational companies 4.To understand the role of incentive schemes in overall compensation system	
7	Course Outcomes	CO1: To understand the concept and types of compensation CO2: To understand the legal system of compensation in India CO3: To develop compensation plan for various cadres of employees for domestic industry. CO4: To analyse and evaluate compensation systems in various industries CO5: To apply specific compensation system in specific industry CO6: To understand and apply specific compensation system at global level - multinational organizations.	
8	Outline syllabus		CO Mapping
	Unit A	<b>Introduction to Compensation Management</b>	<b>CO1</b>
	A 1	<ul style="list-style-type: none"> <li>Meaning, objectives and nature</li> </ul>	<b>CO1</b>
	A 2	<ul style="list-style-type: none"> <li>Types of compensation</li> </ul>	<b>CO1/CO2</b>

A 3	Various theories of compensation		CO3
	<ul style="list-style-type: none"> <li>● Purchase Power theory,</li> <li>● Two Factor theory</li> <li>● ERG Theory</li> </ul>		
Unit B	<b>Management of Compensation</b>		
B 1	● Strategic Compensation Planning, Determination of compensation- workers and executives		CO3/CO4/CO5
B 2	● Workers Compensation- Legal framework		CO3/CO4/CO5
B 3	● Components of Workers Compensation, Executive compensation-importance and Components in factories		CO3/CO4/CO5
Unit C	<b>Pay Systems</b>		
C 1	● Various type of pay systems- Performance based pay system		CO3/CO4/CO5
C 2	● Knowledge based pay system and Market based pay system		CO3/CO4
C 3	● Skill based pay systems		CO3/CO4
Unit D	<b>Incentive Plans</b>		
D 1	● Concept and Scope		CO1
D 2	● Types of Incentives –Individual and Group based incentives		CO3
D 3	● Individual incentives Plans-Performance based incentives, Merit pay, Profit sharing, Stock options, Group Incentive Plans- Team incentive Plans		CO2/CO3
Unit E	<b>Global Compensation</b>		
E 1	● Overview, Importance		CO3
E 2	● Compensation Practices of Multinational companies		CO4/CO5/CO6
E 3	● Components of Compensation at Global level		CO5/CO6
Mode of examination	Theory		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Compensation Management by Dipak Kumar Bhattacharyya, Oxford University Press, 2009		
Other References	<ol style="list-style-type: none"> <li>1. Paying for Performance: A Guide to Compensation Management, by Peter T. Chingos,</li> <li>2. Strategic Compensation: A Human Resource Management Approach, Book by Joseph J Martocchio</li> <li>3. <a href="https://home.kpmg.com/.../management.../performance-compensation-management.ht">https://home.kpmg.com/.../management.../performance-compensation-management.ht</a></li> </ol>		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	2	1	1	-	2
CO2	2	2	2	3	2	2	2	2	-	1
CO3	2	2	2	2	2	2	2	2	-	1
CO4	2	3	2	2	2	3	2	2	-	1
CO5	2	3	2-	3	2	2	2	2	-	1
CO6	2	3	2	2	3	3	3	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA (Intgd)</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 221
2	Course Title	Employee Training and Development
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Compulsory /Elective/Open Elective
5	Course Objective	<p>1. To provide the systematic Knowledge of training and development</p> <p>2. To enable the students to conduct assessment of the training needs.</p> <p>3. To guide them for designing, developing and implementing the training and development Programmes.</p> <p>4. To develop capability to evaluate the effectiveness of training and development Programmes.</p>
6	Course Outcomes	<p>CO1: Describe the relevance of Training &amp; development for organizational growth.</p> <p>CO2: Explain how to assess training as well as non-training needs and design training Programmes in an organizational setting, prepare- training objectives, design &amp; develop content.</p> <p>CO3: Categorise the training and development methods and analyse their feasibility as per the situation.</p> <p>CO4: Develop and Implement training Programme and instruction strategy.</p> <p>CO5: Evaluate training and development outcomes for maximizing training Programme effectiveness.</p> <p>CO6: Explain the importance of a management development Programme and develop blue print of MDP.</p>
7	Course Description	This course deals with the process of training and developing people in organisations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It comprises of a mix of theory and application aspects related to design and conduct needs analyses and to plan, implement and evaluate training Programmes.
8	Outline syllabus	CO Mapping

	<b>Unit 1</b>	<b>TRAINING IN ORGANIZATIONS</b>	
	A	Overview of Training and development, training goals and roles	CO1
	B	Strategy and Training, Opportunities and challenges for Training	CO1
	C	Training Process Model, KSAs, Training development & education	CO1
	<b>Unit 2</b>	<b>TRAINING NEED ANALYSIS &amp; DESIGN</b>	
	A	TNA, Training & Non-Training Needs, Types of Training Needs, Determination of Training Needs.	CO2
	B	TNA Model- A systematic view to TNA.	CO2
	C	Training Design, Developing Objectives, Identifying Trainees, Trainer and training design, Constraints in designing a training Programme. (Organizational and Trainee population)	CO2
	<b>Unit 3</b>	<b>TRAINING METHODS</b>	
	A	On the Job and off the job training methods, benefits and disadvantage involved with each	CO3
	B	Traditional training methods: lectures and demonstrations, Games and simulations- equipment simulators, business games, in basket technique, case studies, role play, behaviour modelling.	CO3
	C	Computerized training methods: Programmmed Instructions, Intelligent Tutoring System, Interactive multimedia training, Virtual Reality	CO3
	<b>Unit 4</b>	<b>TRAINING IMPLEMENTATION &amp; EVALUATION</b>	
	A	Development of training and its Alternatives.	CO4
	B	Implementation of Training: factors facilitating the implementation process. Create Instructional strategy	CO4
	C	Evaluation of Training, Kirkpatrick Four Level Approach, resistance to training evaluation, Designing Evaluation form	CO5
	<b>Unit 5</b>	<b>MANAGEMENT DEVELOPMENT</b>	
	A	Management Development Programmes	CO6
	B	Types of methods for executive level management	CO6
	C	Create a blueprint for an MDP	CO6
	Mode of	Theory	

examination			
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Blanchard P. Nick and James W. Thacker (2009) Effective Training- Systems, Strategies and Practices. Pearson Education		
Other References	Rao, P. L. (2008). Enriching Human Capital Through Training & Development. Excel Books Sahu, R. K. (2005). Training for Development. Excel Books.		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	3	3	3	3	3	3	2	3	3	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 222
2	Course Title	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
3	Credits	3
4	Contact Hours(L-T-P)	3-0-0
5	Course Objective	<p>1. To cover the basic concepts &amp; techniques/practices of Human Resource Management in the International context.</p> <p>2. To make the students sensitive to cross cultural issues and understanding of international approaches to dealing with people in organizations.</p> <p>3. To understand the concept of cross-cultural diversity &amp; management.</p> <p>4. To outline the key concerns of International Organizations and trade unions and the potential constraints that trade union may have on multinationals.</p>
6	Course Outcomes	<p>On completion of this course, students will be able to:</p> <p>CO1: Develop generic skills- especially in diagnosing international HR issues.</p> <p>CO2: Evaluate the developing role of human resources in the global arena.</p> <p>CO3: Understand external forces (e.g., globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and</p> <p>CO4: Exhibit a global mind-set and sensitivity to cultural issues in organizations.</p> <p>CO5: Identify the Human Resource Management challenges facing multinational corporations, including staffing, training &amp; development, performance management, and compensation</p> <p>CO6: Demonstrate the knowledge and skills needed to effectively manage international human resources.</p>
7	Course Description	<p>This course examines both applied and theoretical perspectives of the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations. We look at the diverse ways to conceptualize</p>



		cross-national differences and challenges facing the management of multinational firms.	
8	Outline syllabus		CO Mapping
	Unit A	<b>IHRM- overview</b>	
	A 1	Difference between HRM and international HRM	CO1
	A 2	Factors affecting IHRM	CO1
	A 3	Challenges to IHRM	CO1, CO2
	Unit B	<b>Diversity</b>	
	B 1	What is diversity, Dimensions of Diversity and Reasons for increasing diversity	CO1
	B 2	Management of Diversity	CO1, CO4
	B 3	Challenges and barriers to managing diversity at workplace	CO1
	Unit C	<b>IHRM- Functions &amp; Practices</b>	
	C 1	Influences of cross-cultural issues on organizations Selection of international employees	CO1, CO4
	C 2	Global Training and appraisal systems for a cross cultural workforce Training, and development of International Staff	CO1
	C 3	Compensation and Performance Management – An international perspective	CO1, CO4
	Unit D	<b>Expatriation and Repatriation</b>	
	D 1	Reasons for expatriation	CO3, CO4
	D 2	Reasons for expatriate failure	CO1, CO3
	D 3	Repatriation process	CO3, CO3
	Unit E	<b>International Labour relations – A brief overview</b>	
	E 1	Role of International Organizations	CO1
	E 2	Employment and Labour Laws – An international perspective	CO1

E 3	Trade unions		CO4
Topic E3	Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests Mans plan		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	INTERNATIONAL HUMAN RESOURCES MANAGEMENT- PETER J. DOWLING, MARION FESTING & ALLEN D. ENGLE CENGAGE FIFTH EDITION		
Other References	IHRM TONY EDWARDS CHRIS REES PEARSON 2007		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: Business Analytics</b>		<b>Semester: VII</b>
<b>1</b>	<b>Course Code</b>	MBA297
<b>2</b>	<b>Course Title</b>	Optimization Techniques Using Excel
<b>3</b>	<b>Credits</b>	3
<b>4</b>	<b>Contact Hours (L-T-P)</b>	3-0-0
	<b>Course Type</b>	Elective
<b>5</b>	<b>Course Objective</b>	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach a practical approach to modeling time series data</li> <li>3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.</li> <li>4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>

6	<b>Course Outcomes</b>	<p><b>CO1:</b> List the application of optimization techniques in Managerial Decision Making</p> <p><b>CO2:</b> Describe some real time business situations as a mathematical model</p> <p><b>CO3:</b> Solve a problem, work out its optimum solution and interpret the result</p> <p><b>CO4:</b> Infer the excel output for taking business decisions</p> <p><b>CO5:</b> Evaluate the problems using Optimization techniques</p> <p><b>CO6:</b> Design solutions for various Optimization problems</p>	
7	<b>Course Description</b>	<p>In this age of information and technology boom and the era of increasing integration of economies where geographical boundaries are becoming meaningless for trade and business, winning firms and managers will be those who are in sync with the fast-changing business dynamics. Business managers need to identify the sources of and scan for relevant information. They need to collect and analyse them scientifically and cost effectively, interpret them properly and apply them effectively to meet and even periodically revise their business goals. In this context, the course aims to provide students with a methodological framework and foundation for management decision making and to be of long-lasting value through their careers irrespective of management field that they choose.</p>	
8	<b>Outline syllabus</b>		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Operations Research</b>	
	<b>A</b>	Scope and applications of Operations Research in managerial decision making. Modelling Approach- Mathematical Models and algorithms. Phases of Operations Research	CO1, CO2

	<b>B</b>	<b>Decision making environments:</b> Decision making under certainty, uncertainty and risk situations, Maxmin , Minmax, Maxmax, Minmin, Hurwitz and Savage principle.  EMV, EOL, EVPI. Decision Tree Approach and its applications.	
	<b>C</b>	<i>Using MS-Excel to create Payoff and Opportunity loss tables and interpreting them for decision making</i>	CO1,C02
	<b>Unit 2</b>	<b>Linear Programmement Applications in Marketing, Finance and Operations Management</b>	
	<b>A</b>	Formulations of LP Problems Graphical Method of solving LP problems- Maximization and Minimization Problems Infeasible, feasible and infinite solutions	CO1, CO2
	<b>B</b>	Degeneracy in LP Problems. Applications of LPP - Portfolio management, media selection, A-Make-or-Buy Decision, shadow price, Sensitivity analysis	CO1, CO2, CO3
	<b>C</b>	<i>Using Excel Solver to Solve LPP and derive and interpret Sensitivity report</i>	CO1, CO2, CO3
	<b>Unit 3</b>	<b>Transportation &amp; Transshipment and Assignment &amp; Travelling Salesman Problems</b>	
	<b>A</b>	<b>Transportation Problem:</b> Introduction to transportation problem, NW corner rule, Transshipment Problems-Formulation (Solving to be done by Excel)	CO3, CO4

	<b>B</b>	Application of transportation problem- Human Resource, Inventory Management, Calculation of Layover time.  <i>Using Excel Solver for solving transportation problems</i>	CO3, CO4
	<b>C</b>	<b>Assignment Model:</b> Introduction and its application- Maximization and minimization problem. Travelling salesman problem with breaking incomplete loop  <i>Applications of transportation and assignment problems, Using Excel Solver for solving assignment problems</i>	CO3, CO4
	<b>Unit 4</b>	<b>Game Theory</b>	
	<b>A</b>	Concept of Game: Solving Two person zero- sum game; Pure and mixed strategy games; Saddle point; Dominance Rule, LPP method to solve Game Theory Problems	CO3, CO4
	<b>B</b>	<i>Using Excel Solver for solving Game theory problems</i>	CO3, CO6
	<b>C</b>	<i>Applications of Game theory in business and economics</i>	CO5, CO6
	<b>Unit 5</b>	<b>Replacement Problem</b>	
	<b>A</b>	Replacement of assets that deteriorate with time;	CO3, CO4

	<b>B</b>	Replacement of assets which fail suddenly, both cases- When Time value of Money is considered and when not considered.		CO3, CO5
	<b>C</b>	<i>Using excel to draw and interpret various tables for replacement problems.</i>		CO5, CO6
	<b>Mode of examination</b>	Theory and Practical		
	<b>Assessment Criteria</b>	CA	MTE	ETE
		25%	25%	50%
	<b>Text book/s*</b>	Hamdy A.Taha; Operations Research-An Introduction, Pearson Education, 8 <sup>th</sup> Edition		
	<b>Other References</b>	1. M.P. Gupta and R.B. Khanna; Quantitative Techniques for Decision Making, PHI 4 <sup>th</sup> Edition  2. J.K. Sharma Operations Research Theory and Applications; Macmillan India Ltd. 4 <sup>th</sup> Edition		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	1	1	1	1	1	2	2	2	2
CO6	1	2	1	1	2	1	2	2	2	2

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)



<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA(INTGD)</b>		Current Academic Year: <b>2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 298
2	Course Title	Data Analytics using R and Excel
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	This course is designed to provide prospective management studies students with the skills necessary to generate reports, analyses and decisions based on a study of relevant data. This course provides the set of skills that are most frequently used in the work place to generate and critically analyze reports.

6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Describe basic quantitative techniques with reference to business and management problems / issues</p> <p><b>CO2:</b> Express research approaches, techniques and strategies in appropriate manner for managerial decision making</p> <p><b>CO3:</b> Apply basic knowledge and understanding of data analysis and interpretation in relation to the research process</p> <p><b>CO4:</b> Select an appropriate technique for addressing the requirement of data analysis</p> <p><b>CO5:</b>The student will be able to evaluate problems, issues, and trends using predictive analytics.</p> <p><b>CO6:</b>The student will be able to plan using predictive analytics.</p>
7	Course Description	The course provides with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Review of basic statistics</b>
	A	<p><b>Measures of Central Tendency:</b> Introduction, Arithmetic Mean, Geometric Mean, Harmonic Mean for ungrouped as well as grouped data, relation between these, Median, Mode, Empirical relation between mean, median and mode, Quantiles (Quartiles, Percentiles, Deciles), Characteristics and Merits and Demerits of various measures of central tendency. Constructing Polygons and Ogives and using them to find median, quantiles and mode.</p>

	B	<b>Measures of Dispersion:</b> Range, Inter-quartile range and deviation, Mean Deviation, Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation (Six Sigma philosophy) Measures of Skewness, Measures of Kurtosis.	CO1, CO2
	C	<b>Probability and Probability Distributions:</b> Basic set theory, basic concepts and approaches, Addition and Multiplication Theorem of Probability, Conditional Probability, Probability Distributions: Binomial, Poisson, Normal and Exponential distributions.	CO1, CO2
	<b>Unit 2</b>	<b>Correlation and Regression</b>	
	A	Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation.	CO3
	B	Multiple Correlation, Bivariate Correlation, Partial Correlation	CO3
	C	Simple linear regression with one independent variable, Method of least square-meaning and two lines of regression	CO3
	<b>Unit 3</b>	<b>Hypothesis Testing (Parametric)</b>	
	A	Formulation of null and alternative hypothesis, Level of Significance, Type I, Type II errors, Steps for hypothesis testing, One tail and two tailed tests.	CO1,CO4
	B	Test concerning single mean-Population variance known and unknown, Tests concerning single proportion	CO1,CO4

	C	Test concerning difference between two means and two proportions, F-Test	CO2, CO3, CO4, CO5
	<b>Unit 4</b>	<b>Non-Parametric Tests:</b>	
	A	Chi Square Test- Goodness of fit, Run Test	CO2, CO3, CO4
	B	Sign Test- One sample and two sample, Mann-Watney U test	CO2, CO3, CO4, CO6
	C	Kruskal-Wallis test, Kolmogorov –Smirnov Test	CO2, CO3, CO4, CO6
	<b>Unit 5</b>	<b>ANOVA</b>	
	A	Introduction-What is ANOVA?	CO2, CO3, CO4
	B	One way ANOVA	CO2, CO3, CO4
	C	Two-way ANOVA	CO2, CO3, CO5, CO4, CO6
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		ETE	
		25%	25%
			50%
	Text book/s*	1. Levin & Rubin, <i>Statistics for Business</i> (Prentice Hall of India, N. Delhi)	

	Other References	<p>1. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education)</p> <p>2. S. P. Spiegel &amp; Murray, <i>Theory &amp; Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill)</p> <p>3. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay)</p> <p>4.R.S Bhardwaj, <i>Business Statistics</i> (Excel, N. Delhi)</p> <p>5.J.S. Chandan, <i>An Introduction to Statistical Methods</i> (Vikas Publishing House, Delhi)</p> <p>6.Business Statistics-S. P Gupta &amp; M.P Gupta, 2014 Edition.</p>	
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### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1. Slight (Low=1) extent 2. Moderate (Medium=2) extent 3. Substantial (High=3) extent**

<b>School: SSBS</b>		<b>Batch :2023-2027</b>
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	MBA 299
2	Course Title	Predictive Analytics using R and Excel
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Elective
5	Course Objective	<ol style="list-style-type: none"> <li>1. To introduce the basics of predictive analytics using R and Excel.</li> <li>2. The course would expose the students to learn the basics of data mining process.</li> <li>3. This course leads students to imparts knowledge of the advanced classification and clustering algorithms.</li> <li>4. It will help them to recognize simple linear regression and logistic regression along with their areas of applications.</li> </ol>

6	Course Outcomes	<p>CO1: The student will be able to recognize the importance of predictive analysis.</p> <p>CO2: The student will be able to describe the concept of data mining.</p> <p>CO3: The student will be able to apply clustering in real world problems.</p> <p>CO4: The student will be able to analyse regression models.</p> <p>CO5: The student will be able to evaluate problems, issues, and trends using predictive analytics.</p> <p>CO6: The student will be able to plan using predictive analytics.</p>
7	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Introduction to predictive analysis</b>
	A	Introduction to predictive analysis using R and Excel
	B	Data mining - introduction
	C	Data exploration
	<b>Unit 2</b>	<b>Classification and clustering</b>
	A	Nearest Neighbour
	B	K-means clustering
	C	Advanced clustering algorithms
	<b>Unit 3</b>	<b>Regression models</b>

	A	Fitting data with functions or function fitting	CO1, CO4
	B	Linear Regression (SLR & MLR)	CO1, CO4
	C	Logistics regression and in application	CO1, CO4
	<b>Unit 4</b>	<b>Time series forecasting</b>	
	A	ARIMA Models	CO5, CO6
	B	ARIMAX Models	CO5, CO6
	C	Neural Networks	CO5, CO6
	<b>Unit 5</b>	<b>Text mining &amp; advanced models</b>	
	A	Social media analysis	CO3, CO5
	B	Market Basket Analysis	CO3, CO5
	C	Random forest	CO3, CO5
	Mode of examination	Theory	
	Assessment Criteria	CA	MTE
		25%	25%
			ETE
			50%



Text book/s*	1. Excel 2010 Data Analysis and Business modelling by Wayne Winston 2. R for Business Analytics by A. Ohri 3. Data Mining with Rattle and R by Graham Williams	
Other References	1. Microsoft Excel 2010 2. Introductory Statistics with R 2e - Peter Dalgaard 3. Applied Predictive Modelling by Max Kuhn and Kjell Johnson 4. Social Media Mining with R by Nathan Danneman and Richard Heiman 5. Modern applied statistics with S by Veneables	

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

**1. Slight (Low=1) extent    2. Moderate (Medium=2) extent    3. Substantial (High=3) extent**

<b>School: SSBS</b>		<b>Batch :2023-2027</b>
<b>Programme: MBA(INTGD)</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VII</b>
1	Course Code	<b>MBA256</b>
2	Course Title	<b>Introduction to Business Analytics</b>
3	Credits	3
4	Contact Hours (L-T-P)	0-0-6
	Course Type	Compulsory
5	Course Objective	<ol style="list-style-type: none"> <li>1. To develop the understanding of the basics, intermediate and advanced concepts of data analysis.</li> <li>2. To apply data analysis techniques with R and Microsoft Excel.</li> <li>3. To apply quantitative modelling and data analysis techniques to the solution of real-world business problems, communicate findings, and effectively present results using data visualization techniques.</li> <li>4. To demonstrate knowledge of statistical data analysis techniques utilized in business decision making.</li> <li>5. To apply principles of Data Science to the analysis of business problems.</li> <li>6. To use data mining software to solve real-world problems.</li> </ol>

6	Course Outcomes	<p>CO1: The student will be able to recognize the concept of Business Analytics</p> <p>CO2: The student will be able to describe deterministic and stochastic data</p> <p>CO3: The student will be able to use Monte Carlo Simulation and carry out risk analysis</p> <p>CO4: The student will be able to analyse trendline and R2 Analysis.</p> <p>CO5: The student will be able to solve the mathematical and statistical problems using Excel and R</p> <p>CO6: The student will be able to create visualization of data and mathematical model of problem solving.</p>
7	Course Description	<p>The problems faced by decision makers in today's competitive business environment are often extremely complex and can be addressed by numerous possible courses of action. Evaluating these alternatives and gaining insight from past performance is the essence of business analytics. This course is designed as an introduction to Business Analytics, an area of business administration that considers the extensive use of data, methods, and fact-based management to support and improve decision making. While business intelligence focuses on data handling, queries and reports to discover patterns and generate information associated with products, services and customers, business analytics uses data and models to explain the performance of a business and how it can be improved. This course discusses the benefits of employing analytics and a structured approach to problem-solving in management situations.</p>
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Analytics on Spreadsheets and Using R</b>
	A	Excel as an Analytics tool, functions and formulas CO2
	B	Using R as an Analytics Tool, R and R Studio, Using Packages, Variables and Data Sets; Mathematical and statistical functions in Excel and R Visualisation and Exploring Data in Excel and R Modelling CO2, CO5

	C	Performa Income Statement for a company using specific data set (Both using R and Excel); Using Histogram Tool to develop a frequency distribution for Credit Risk Analysis of a bank using specific data set (Both using R and Excel)	CO2, CO5
	<b>Unit 2</b>	<b>Business Analytics and Data Sets</b>	
	A	Introduction to Business Analytics; Evolution and Applications	CO1, CO2
	B	Scope of Business Analytics (Descriptive, Predictive and Prescriptive); Tools for Business Analytics	CO1, CO2, CO5
	C	Data, Big Data and Data Sources; Data Reliability and Validity; Data Validation; Data Classification and Measurement Scales (Ordinal, Interval and Ratio)	CO1, CO2, CO5
	<b>Unit 3</b>	<b>Models in Business Analytics</b>	
	A	Three Forms of a Model (Verbal, Visual and Mathematical); Decision Models: Assumptions, Uncertainty and Risks	CO1, CO2
	B	Prescriptive Decision Models (Deterministic, Stochastic); Problem Solving with analytics (Problem Recognition, Analysis, Decision and Implementation)	CO1, CO2, CO5
	C	Building Mathematical Model (e.g., Costing Model); Building a Prescriptive Pricing Model	CO2, CO5
	<b>Unit 4</b>	<b>Predictive Analytics</b>	

	A	Modelling Relationships and Trends in Data; Common Mathematical Functions and Predictive Analytics		CO2
	B	Trendline and R2 analysis; Simple Linear Regression, Multiple Regression		CO2, CO4
	C	Cluster Analysis; Agglomerative and Divisive Clustering; Modelling Price-Demand Function with Historical Data; Home Market Value Analysis using regression  Clustering Colleges and Universities Data		CO4, CO6
	<b>Unit 5</b>	<b>Simulation and Risk Analysis</b>		
	A	Introduction to Monte Carlo Simulation; Monte Carlo Simulation using Data Tables		CO1, CO3
	B	Monte Carlo Simulation Using Risk Solver Platform		CO1, CO3
	C	Simulations for New Product Development; Creating and Interpreting the Sensitivity Charts and the Overlay Charts		CO1, CO3, CO5
	Mode of examination	Practical		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	Business Analytics by James R Evans, Pearson Education  “R In Action” by Robert I. Kickoff, Dramatic Press; Second edition		

Other References	1. “Integrated Business Analytics Principles, Concepts and Applications: What, Why and How with SAS” By Marc J. Schneiderman’s, Dara G. Schneiderman’s Abd Christopher M. Starkey, Pearson Education  2. “Handbook of statistical analysis and data mining applications” By Gary Miner, Robert Nisbet, John Elder, Academic Press  3. Business Analytics: An Application Focus” by Purba Hlady Rao
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### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	1	2	1	2	1	1	1	2	2
CO2	1	1	2	1	2	2	2	2	1	1
CO3	1	1	2	2	1	2	1	1	1	1
CO4	1	2	1	1	2	2	1	1	1	1
CO5	1	2	1	1	2	2	1	2	1	1
CO6	2	2	1	1	1	2	1	2	1	1

***1. Slight (Low=1) extent      2. Moderate (Medium=2) extent      3. Substantial (High=3) extent***

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intg</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Term: VII</b>
1	Course Code	MBA257
2	Course Title	Summer Training Report & Presentation
3	Credits	4
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory
5	Course Objective	1. Introduce and Acquaint Students with the Concept and Significance of Summer Internship 2. Familiarize Students with functioning of various departments of organization where the students goes for the internship 3. Explain the basic Structure and Content of Summer Training Report
6	Course Outcomes	CO1: Understanding the basics of internship CO2: Applying the theoretical knowledge gain into the practical perspective CO3Examining the functioning of various departments of organization where the students goes for the internship CO4: Analyzing the internal and external factors affecting the business and taking the decision CO5: Hypothesizing the problem of the organization and reviewing it CO6: Solving the problem and writing the final internship report
7	Course Description	This course enables students to get practical knowledge of how to do a job, various functions of an organization and will enable them to appreciate the work/job environment.
8	Outline syllabus	
		<b>Guidelines for Summer Training Report</b>
		Every student has to do minimum <b>four to six weeks' mandatory summer internship</b> in any industry/ company. All students have to submit the <b>details of their summer internship to their respective faculty guides</b> and based on student's internship, all students need to prepare summer internship project report also, which will be evaluated for 100 marks (60 internal and 40 external)
		<b>Please consider the following points for the preparation of project report:</b>
	1.	Topic for Project Report <ul style="list-style-type: none"> <li>• The selected topic should be problem oriented as well as product, market and industry specific.</li> <li>• It must have the potential to make a significant research work of products or services in relation to the identified problem.</li> <li>• It should pertain to original and individual work performance. Exactly same work will not be accepted from students. All the same reports will be cancelled and will result in zero marking for the students.</li> </ul>

2.		<p><b>All students must have summer internship completion/experience certificate from the organization</b> they are joining. This certificate must be attached in the summer internship report.</p>
3.		<p>The Report will consist of the following:</p> <ol style="list-style-type: none"> <li>a. Cover page on specified format</li> <li>b. Certificate from College, signed by the Faculty Supervisor</li> <li>c. Certificate from Summer Training Organization</li> <li>d. Preface</li> <li>e. Acknowledgement</li> <li>f. Table of Contents</li> <li>g. Suggested headings (You may incorporate more topics as per your learning)           <ul style="list-style-type: none"> <li>• About the summer training organization and the industry</li> <li>• Work done in the company (Students' Profile in Company)</li> <li>• Brief history of the organization</li> <li>• Organizational structure</li> <li>• Performance</li> <li>• Products/services</li> <li>• Competitors</li> <li>• SWOT analysis</li> <li>• Problems encountered</li> <li>• Solutions / Recommended</li> <li>• Key Learnings</li> </ul> </li> </ol>
4.		<p>The average size of Report must be 30 - 40 A-4 pages, typed in Times New Roman font size 12, with 1.5 spacing. Chapter Headings and Major Headings must be in Font Size 16 and Sub Headings in Size 14. The margin should be 1-inch on top, right and bottom sides and 1.5-inch margin on left side.</p>
5.		<p>The page numbering for the pages up to and including Table of Contents should be in Roman small numbers (i.e. i, ii, iii and so on). Thereafter, starting from Part 1, pages should be numbered as 1, 2, 3 and so on. Before submitting the report to the concerned faculty supervisor students are required to check the plagiarism of the report using Turnitin software i.e. less than 10%.</p>
6.		<p>In Bibliography of References, detailed reference is required for each data source, whether it is a book, journal, magazine, newspaper, government publication or a website. The format of providing reference:</p> <p><u>Book</u>        Baron Robert A., <i>Psychology</i>, Pearson Education, Fifth Edition, 2008</p> <p><u>Journal</u>        Kahneman D and Tversky Amos., <i>Prospect Theory: An Analysis of Decision under Risk</i>, <i>Econometrica</i>, Volume 47, No. 2, 1979, Page 263 – 291</p> <p><u>Magazine</u>        Money Today, October 30, 2008, <i>A Road Map to Retirement</i>, Pg 49</p> <p><u>Newspaper</u></p>



		Business Standard, 16 March 2009, <i>Regulation of Banks</i> , Pg 12 <u>Website</u> RBI Bulletin, March 2009, <a href="http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/BUL0309.pdf">http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/BUL0309.pdf</a>	
	Mode of examination	Practical/Viva	
	Assessment Criteria	Internal Evaluation	External Evaluation
		50%	50%

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	1	3
CO2	3	3	1	-	-	3
CO3	3	2	2	1	2	3
CO4	3	3	1	-	2	3
CO5	2	2	1	1	2	2
CO6	1	1	2	1	3	3

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: -</b>		<b>Semester: VII</b>	
1	Course Code	MBP 213	
2	Course Title	Employability Skills Development-II	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Compulsory	
5	Course Description	This course is designed to train students comprehensively in employability skills so that they could make their way in different business and corporate environments.	
6	Course Objective	The objectives are to: 1. Enable students to understand themselves. 2. Hone their employability skills. 3. Develop professional attitude. 4. Improve soft skills.	
7	Course Outcomes	The students will be able to: CO1: Identify their strengths and weaknesses. CO2: Face job selection process. CO3: Work smoothly at workplace. CO4: Manage people effectively. CO5: Apply employability skills when required. CO6: Synthesize various professional Skills to enhance overall personality & employability skills	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Self-Awareness</b>	
		<b>BELLS ( Building Essential Language and Life Skills)</b>	
	A	Know Yourself, SWOT Analysis, Johari Window, Personality Test - DISC	CO1
	B	Self- Awareness, Goal Setting, Building Positive Attitude	CO1
	C	Enhancing L S R W (Listening Speaking Reading Writing)	CO1
	<b>Unit 2</b>	<b>Campus to Corporate</b>	
	A	Resume and CV Writing	CO2
	B	Workplace communication	CO2
	C	Email Etiquette	CO2
	<b>Unit 3</b>	<b>Soft Skills</b>	
	A	Mind Power, Attitude, Motivation, Time Management.	CO3, CO4
	B	Avoiding Arguments, Empathy vs. Sympathy, Critical Thinking	CO3, CO4
	C	Teamwork, Interpersonal Skills	CO3, CO4
	<b>Unit 4</b>	<b>Group Discussion</b>	
	A	Do's and Don'ts, Art of Assertiveness, Constructive Criticism, Personal effectiveness.	CO5, CO6
	B	GD rounds, assessment and feedback	CO5, CO6
	C	GD rounds, assessment and feedback	CO5, CO6
	<b>Unit 5</b>	<b>Interview Skills</b>	

	A	Frequently Asked Questions in Interviews		CO5, CO6
	B	Mock Interviews		CO5, CO6
	C	Grilling Interviews		CO5, CO6
	Mode of examination	Practical/Viva		
	Assessment Criteria	Internal Evaluation	External Evaluation	
		50%	50%	
	Text book/s*	P.D. Chaturvedi and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Managing Soft Skills & Personality Development, M.S.Rao, Wiley		
	Other References	Newspapers, magazines, journals. News Papers, TV/Radio News etc.		

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO3	PSO4
CO1	2	2	-	2	2	2	2	2	2	1
CO2	2	2	2	-	2	2	--	2	2	1
CO3	2	2	2	2	2	2	1	2	2	2
CO4	1	2	1	2	3	3	2	2	2	2
CO5	2	2	1	2	2	2	2	2	1	12
CO6	2	2	2	2	2	3	2	2	2	

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intg</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIIth</b>
1	Course Code	RBL003
2	Course Title	<b>Research Based Learning :3 (RBL3)</b>
3	Credits	2
4	Contact Hours (L-T-P)	0-0-2
	Course Status	Compulsory
5	Course Objective	The purpose of this course is to make the student publish their work of research
6	Course Outcomes	<b>On the completion of this Course, the students will be able to:</b> CO1: Schedule the research work flow. CO2: Differentiate Primary and Secondary Data CO3: Using suitable data collection and sampling techniques for the identified research topic CO4: Examine validity and reliability the data collection tool CO5: Analyze the data and examine its appropriateness for the study CO6: Execute the work flow of the developed research plan.
7	Course Description	Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.
8	Outline syllabus	
		Guidelines <ul style="list-style-type: none"> <li>• Publishing research paper and development of the product/process /case that the students work on during the semester to demonstrate identified problem through extensive literature.</li> <li>• Students work on the projects in teams with <b>four</b> students per team,</li> </ul>

		<p>and teams may form in interdisciplinary nature.</p> <ul style="list-style-type: none"> <li>• The deliverables for the projects include submission of reports on regular basis as per the rubrics.</li> <li>• The students also present their work at the end of the semester in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.</li> <li>• It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.</li> <li>• The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.</li> <li>• The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.</li> <li>• The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.</li> </ul> <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>	
		RBL 3: The review of work in progress would be in two phases in RBL 2(R1 and R2) <b>Annexure 4,6,8 /R3.1/R3.2/R3.3. All review will be done by Internal examiners</b>	
	<b>R3.1</b>		
	A	Formulation of Work Flow or Block Diagram: All objectives of the proposed work are well defined. Steps to be followed to solve the defined problem are clearly specified	CO1
	B	Relevancy of theory if any with respect to the Problem Identified: Applying the theory correctly and clearly establishes their relevance	CO1
	C	Initial Implementation: Implements the solution in a manner that addresses thoroughly and deeply multiple contextual factors of the problem.	CO2
	<b>R3.2</b>		

	A	Data Collection tools if any required to be developed	CO3
	B	Testing the reliability and validation of the data collection tool.	CO3
	C	Data collection, sampling design and collection of data scheduling	CO4
		<b>R3.3</b>	
	A	Explanation of the purpose and need of the problem identified: Detailed and extensive explanation of the purpose and need of the project	CO5
	B	Work flow followed and specified: mainly data collection both primary or secondary	CO6
	C	Scrutiny of data and validating the data.	CO6
<b>Oral Communication (Presentation), Report Writing and Submission after every review process</b>			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria	CA	Presentation and report
		50%	50%
	Reference books.	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach</i> . Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition</i> . FT Prentice Hall.	

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3	3	3	1	2	2	2
CO2	1	1	2	2	1	1	1	1	2	2
CO3	2	2	3	2	2	1	2	2	1	2
CO4	3	3	2	1	2	3	2	1	2	2
CO5	3	3	2	3	2	2	2	1	1	1
CO6	3	3	2	2	2	3	2	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

# *Course Modules*

## *Term VIII*

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Integrated</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIII</b>
<b>1</b>	<b>Course Code</b>	<b>MBA 260</b>
<b>2</b>	<b>Course Title</b>	<b>Strategic Management</b>
<b>3</b>	<b>Credits</b>	<b>03</b>
<b>4</b>	<b>Contact Hours (L-T-P)</b>	<b>3-0-0</b>
	Course Type	Compulsory /Core
5	Course Description	Being a capstone course, Strategic Management (SM) course provides integrated learning from all functional areas. The broad purpose of the course is making students to learn as how to establish a vision for the organization and strategically manage its future. Students would be required to acquire relevant skills for analysing an organization's situation, identifying appropriate strategies, making a choice and executing the strategy. The course would cover topics including concepts and frameworks of Strategic Management, strategy perspectives, and levels; Competitive I/O and RBV model of strategy, Generic competitive Strategies, and the Value Chain; Corporate level strategies, Strategy execution: Structure, Systems and People, The BSC and 7S Framework. The dominant pedagogy of the course would be case method.
6	Course Objective	<p>The objective of this course is to make students as how to prepare the strategic intent documents; analyse implications thereof in a global business environment with emphasis on the following:</p> <ul style="list-style-type: none"> <li>● Assess the structure of an industry and its influence on potential for profitability of firms in the industry.</li> <li>● Assess a firm's resources and organizational capabilities for their ability to generate competitive advantage.</li> <li>● Develop a strategic plan based on understanding of the industry/market, the resources/capabilities of the firm and its competitive advantage.</li> <li>● Evaluate growth strategies of a firm such as vertical integration; diversification and internationalization</li> </ul> <p>Understand implementation and control issues of a strategic plan.</p>
7	Course Outcomes	<p>Having completed the course, the student will be able to</p> <p>CO1: Define and describe the basic concepts of strategic management</p> <p>CO2: Understand various tools and frameworks for strategic analysis</p> <p>CO3: Apply the various tools and frameworks for strategic analysis</p> <p>CO4: Analyse the real-life situations of company using a strategic management perspective</p> <p>CO5: Evaluate critically real-life company situations</p> <p>CO6: Design a suitable strategy for a firm in a given environmental context.</p>
8	Syllabus Outline	CO Mapping



	Unit 1	Introduction to Strategic Management		
	A	Introduction to Strategic Management: concepts		CO1
	B	Perspectives/Approaches Framework, Evolution of strategic management		CO1
	C	Scanning the environment for Firm: PEST, SWOT Analysis		CO1, CO2
	Unit 2	Strategy Formulation		
	A	Analysing External Environment: Industry Analysis, Porter's five forces model		CO2, CO3, CO4
	B	Analysing External Environment: Competitive Analysis, Strategic groups		CO1, CO2, CO3
	C	Analysis Resources and Capabilities: Resource based view		CO3, CO4
	Unit 3	Business Level Strategies		
	A	Business Level Strategy: Generic strategies		CO2, CO3, CO4
	B	Low-Cost Strategy		CO4, CO5,
	C	Differentiation Strategy		CO4, CO5,
	Unit 4	Corporate Level Strategies		
	A	Corporate-Level Strategy, Portfolio analysis: BCG, GE Diversification: what and why		CO1, CO2, CO4, CO5,
	B	Inorganic Growth Strategies: Mergers & Acquisitions, Strategic Alliances		CO3, CO4, CO5
	C	Global Strategy: Competing in foreign markets		CO4, CO5, CO6
	Unit 5	Strategy Implementation		
	A	Strategy Implementation: Organizational structure		CO4, CO6
	B	Leadership and Corporate culture		CO4, CO6
	C	Strategy Evaluation & Control		CO4, CO5
	Mode of examination	Theory		
Assessment Criteria	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	<ul style="list-style-type: none"> <li>Robert M Grant: Contemporary Strategic Management (Wiley India)</li> <li>Hill and Jones: Strategic Management, 9th edition, Cengage</li> </ul>			
Other References	<ul style="list-style-type: none"> <li>Fred R David: Strategic Management, Pearson, 14th Edition</li> <li>Wheelen, Hunger &amp; Rangarajan: Strategic Mgmt. &amp; Bus. Policy (Pearson Edu)</li> </ul>			

### Course Articulation Matrix

POs COs	PO 1	P O 2	PO 3	PO 4	PO 5	PO 6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	1	1	2	2	1	2
CO2	3	1	2	1	1	1	2	1	1	1
CO3	1	2	2	1	1	2	1	1	2	2
CO4	1	3	3	2	2	3	1	2	1	2
CO5	1	3	2	2	2	3	2	1	2	2
CO6	1	2	2	2	2	3	2	1	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIII</b>
1	Course Code	MBA261
2	Course Title	<b>International Financial Management</b>
3	Credits	3.
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Elective
5	Course Objective	<p>This course aims the students to:</p> <ul style="list-style-type: none"> <li>● <b>Provide</b> the students with an in-depth knowledge of international finance fundamentals and an overview about the types of financial management problems confronted by the modern-day Multinational and Transnational Corporations.</li> <li>● <b>Introduce</b> to the International finance theory international financing/investing activities/ Working and International financial markets.</li> <li>● <b>Describe</b> the international monetary system and the foreign exchange markets. Examine the Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>● <b>Develop</b> knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm in a global environment.</li> </ul>
6	Course Outcomes	<p>The student will be able to</p> <p><b>CO1: Define</b> International Financial &amp; Monetary Environment and <b>recognize</b> the nature &amp; scope of International Financial functions in the operation of an MNC.</p> <p><b>CO2: Identify risk</b> relating to exchange rate fluctuations and develop strategies to deal with them.</p> <p><b>CO3: Discover &amp; appraise</b> investment &amp; financing opportunities in the international environment.</p> <p><b>CO4: Explain &amp; analyse</b> various aspects of international financial management, including the operations of currency markets, capital structure, capital budgeting and short-term working capital needs in international business environment.</p> <p><b>CO5: Evaluate</b> foreign direct investment and international acquisition opportunities.</p> <p><b>CO6: Develop</b> strategies to deal with other types of country risks associated with foreign operations.</p>
7	Course Description	<p>This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analysing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory</p>

		financial management course.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>International Financial and Monetary Environment</b>	
	A	International Business and its modes, MNC: the Key participants in International Financial functions, Nature of International Financial Functions and the Scope of IFM. Issues in Financial decisions of a multinational firm.	CO1, CO3,
	B	IFM v/s Domestic Financial Management, Understanding of International Flow of Funds:	CO1, CO3
	C	Balance of Payments, Capital Account Convertibility. International Liquidity & Bretton Woods System of Exchange rates.	CO1, CO3
	<b>Unit 2</b>	<b>Markets for Foreign Exchange rate and Mechanism</b>	
	A	Understanding of the Foreign Exchange Market, Distinctive features and its major participants.	CO2, CO3
	B	Exchange rate Quotations, Understanding of Nominal, Real and Effective Exchange rates	CO2, CO3, CO4
	C	Understanding of SPOT and FORWARD markets and determination of Exchange rate in the spot market. Theories of Exchange rate behaviour and determination of Exchange rate in Forward Market.	CO2, CO3, CO4
	<b>Unit 3</b>	<b>International Investment Decisions</b>	
	A	Foreign Direct Investment- Theories of FDI and Costs and benefits of FDI.	CO2, CO3, CO4
	B	International Capital Budgeting- Evaluation criteria, Computation of Cash flows, Cost of Capital and Adjusted present value approach, Sensitivity analysis	CO3, CO4
	C	Non-Financial Factors in Capital Budgeting/ Evaluation and Management of Political Risks. /International Investment.	CO3, CO4
	<b>Unit 4</b>	<b>International Financial Decisions</b>	
	A	Overview of the International Financial Market- Channels for International Flow of Funds, Selection of Sources and forms of Funds.	CO2, CO3, CO4, CO5
	B	The World Bank and International Finance Corporation Asian Development Bank, The Process of Internationalisation and International Banking, Direction and purposes of lending and Lending risk.	CO2, CO3, CO4,
	C	Global Cash Management and Control of International Banks. International Financial Market instruments and Financial Swaps.	CO3, CO3, CO4
	<b>Unit 5</b>	<b>International Working Capital and Miscellaneous Issues</b>	
	A	International Working Capital policy, Basics of managing cash and Near Cash assets, Management of Receivables and Inventory, Financing of current assets.	CO4, CO5, CO6
	B	Financing of Foreign trade and modes of payment in international trade.	CO4, CO5, CO6

C	International Accounting, Indebtedness and International Taxation			CO4, CO5, CO6
Mode of examination	Theory			
Weightage Distribution	CA	MTE	ETE	
	25%	25%	50%	
Text book/s*	Uptakes Sharan, International Financial Management, Prentice Hall of India.			
Other References	Piggate, International Financial Management, Tata McGraw-Hill, New Delhi, 2004. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004 Jeff Madura, International Financial Management, 6th edition, Thomson Publications.			

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	3	3	3	3	3	3	2	3	3	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch : 2023-2027</b>
<b>Programme: M.B.A. Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: Finance (Dual), IB –(Dual &amp; Single )</b>		<b>Semester: VIII</b>
1	Course Code	<b>MBA262</b>
2	Course Title	<b>MERGERS, ACQUISITIONS &amp; CORPORATE RESTRUCTURING</b>
3	Credits	03
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	<b>Course Requisite</b>	<b>Attendance:</b> Students are required to have a <b>minimum of 65%</b> regular attendance in this course during the term. Those who fall short of attendance are not able to clear this course. Those students who do not meet the attendance requirement will not be allowed to sit in examinations.
6	Course Description	Mergers and Acquisitions (M &As) is a comprehensive course which explores the core concepts of mergers & acquisitions and corporate restructuring and the challenges encountered in implementing them. Beginning with the conceptual framework of corporate restructuring, the course goes on to discuss takeovers and M & A, the concept and process of due diligence and legal issues in M & As. The key issues relating to valuation and accounting will be explained. This course will also be discussing the post-merger issues, the human aspects of M &As and cross-border acquisitions.
7	Course Objective	The objective of this course is to acquaint the students with the applications of various concepts and techniques of valuation and standards actually applied in real life M & As cases and challenges in any contemplated M & A transaction so that it enhances the chances of success.
8	Course Outcomes	

Outline syllabus	CO Mapping
<b>Unit 1</b>	<ul style="list-style-type: none"> <li>● <b>An Introduction to Mergers, Acquisitions and Other Restructuring Activities</b></li> </ul>
A <i>Understanding Mergers &amp; Acquisitions</i>	<ul style="list-style-type: none"> <li>● Introduction</li> <li>● Meaning of Merger, amalgamation, acquisition, takeover.</li> <li>● Types of Mergers, reverse merger,</li> <li>● Motives and Benefits of Mergers and Acquisitions</li> <li>● divestiture, de merger, Diversification etc.</li> <li>● Reasons for failure of M &amp; As. Process of M &amp;A.</li> </ul>
B <i>Corporate Restructuring</i>	<ul style="list-style-type: none"> <li>● , Introduction</li> <li>● Corporate Restructuring –Meaning, types.</li> <li>● Causes of Corporate Restructuring.</li> <li>● Barriers of Restructuring</li> <li>● Key elements of Restructuring Process and Strategies for restructuring</li> <li>● Implications of Corporate Restructuring</li> </ul>
C <i>Takeovers</i>	<ul style="list-style-type: none"> <li>● Introduction</li> <li>● Forms of Takeover, Takeover Defences</li> <li>● Benefits and disadvantages of Takeovers</li> </ul> <p>Buyback of Shares and its process</p>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>● <b>Corporate Valuation</b></li> </ul>
A <i>Corporate Valuation : Concepts and Principles</i>	<ul style="list-style-type: none"> <li>● Basics of Value, Various Expressions of Value.</li> <li>● Relationship among different types of value</li> <li>● Purposes of Valuation and Impacts on the Value estimates;</li> <li>● Methods of Valuation</li> </ul> <p>Principles of Business Valuation</p>
B <i>Corporate Valuation: Techniques</i>	<ul style="list-style-type: none"> <li>● Valuation as a cause of M &amp; A Failure.</li> <li>● Right Valuation to determine Right Price.</li> <li>● Approaches to Corporate Valuation</li> <li>● Economic Gains and Costs of M &amp; A.</li> <li>● The Share Exchange Ratio.</li> </ul>

		<ul style="list-style-type: none"> <li>• Problems and Cases on Valuation of firms.</li> </ul>
	<b>C</b> <b>Valuing Synergy</b>	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Benefits from Synergy</li> <li>• Types of Synergy</li> <li>• Synergy and Value Creation in M &amp; A</li> </ul> <p>Synergy and Merger Success</p>
	<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• <b>Corporate Strategy &amp; Organizing for M&amp;A</b></li> </ul>
	<b>A</b> <b>Corporate Restructuring Strategies</b>	<ul style="list-style-type: none"> <li>• Strategies for entering a New Market;</li> <li>• Tools for Strategy Analysis – SWOT etc</li> <li>• Framework for M &amp; A Strategies</li> <li>• Formulating Strategies for M &amp; A.</li> <li>• Alternative perspectives on mergers, sources and limits of value creation in different forms of mergers.</li> </ul>
	<b>B</b> <b>Strategic Alliance</b>	<ul style="list-style-type: none"> <li>• Cross-border acquisitions – Needs, Benefits and difficulties in Cross Border Acquisitions.</li> <li>• Strategic alliances as an alternative to M&amp;As.</li> <li>•</li> </ul>
	<b>C</b> <b>Leveraged Buyouts</b>	<ul style="list-style-type: none"> <li>• Leveraged buyouts (LBO) &amp; LBO Sponsors and Mode of LBO</li> <li>• Criteria for Selecting LBO Candidate</li> <li>• Concept of Financial Leverage and Risk</li> <li>• Theories of LBO</li> </ul> <p>Exit Strategies for LBO</p>
	<b>Unit 4</b>	<b>Accounting &amp; Legal Issues</b>
	<b>A</b> <b>Accounting for M &amp; A</b>	<ul style="list-style-type: none"> <li>• Accounting treatment as per Ind. AS.</li> <li>• Controversies and Dilemma in Accounting for M &amp; A.</li> <li>• Problems and Cases on Purchase Consideration.</li> </ul>
	<b>B</b> <b>Due Diligence</b>	<ul style="list-style-type: none"> <li>• Scope and Types of Due Diligence, Transactions requiring Due Diligence</li> <li>• Due Diligence Process. Parties interested in Due Diligence</li> </ul>



		Due Diligence in Cross-border Deals.	
	<b>C</b> <b>Legal Aspects of M &amp; A.</b>	<ul style="list-style-type: none"> <li>• Procedural aspects under the Companies Act/Rules. Scheme of Amalgamation.</li> <li>• Statutory obligations and SEBI (Substantial Acquisition of Shares &amp; Takeovers) Regulations 2011</li> </ul> Tax issues relating to M & A.	
	<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• <b>Post – Acquisition Integration –</b></li> </ul>	
	<b>A</b> <b>Post-Merger integration</b>	<ul style="list-style-type: none"> <li>• Types of Integration, Tools for Integration</li> <li>• Issues involved in Integration</li> <li>• Role of HRM in M &amp; A Integration</li> <li>• Integrating Cross-border Acquisitions</li> </ul>	
	<b>B</b> <b>Corporate Culture</b>	<ul style="list-style-type: none"> <li>• Integrated Organisation.</li> <li>• Corporate Culture Due Diligence.</li> <li>• Redesigning Post Merger Cultural Process.</li> <li>•</li> </ul>	
	<b>C</b> <b>Integration for M &amp; A Success</b>	<ul style="list-style-type: none"> <li>• Meeting the challenges of M&amp;As.</li> <li>• Post-Merger Growth Strategies</li> <li>• Strategies for Post-merger Success</li> <li>• Case Studies on M &amp; A.</li> </ul>	
	Mode of examination	Theory/Jury/Practical/Viva	Mode of examination
	Weightage Distribution	CA	Weightage Distribution
	Text book/s*	<ul style="list-style-type: none"> <li>• 30%</li> </ul>	
	Text book/s*	<ul style="list-style-type: none"> <li>• <b>MERGERS AND ACQUISITIONS –Strategy, Valuation, Leveraged Buyouts, and Financing by Sheeba Kapil, Kanwal N. Kapil, Wiley India Pvt. Ltd., New Delhi</b></li> </ul>	
	Other References	<ul style="list-style-type: none"> <li>• <b>MERGERS AND ACQUISITIONS –Strategy, Valuation and Integration by Kamal Ghosh Ray, Published by PHI Learning Pvt., Ltd., New Delhi.</b></li> <li>• <b>Mergers &amp; Acquisitons by Rajinder S. Aurora, Kavita Shetty from Oxford Higher Educaiton</b></li> <li>• <b>“Creating Value from Mergers and Acquisitions” by Sudi</b></li> </ul>	

		<p style="text-align: center;"><b>Sudarsanam (Pearson Education)</b></p> <ul style="list-style-type: none"> <li>• <b>Mergers, Acquisitions, and Other Restructuring Activities : An Integrated Approach to Process, Tools, Cases and Solutions, by Donald Depamphilis, (London, Academic Press, 2001)</b></li> <li>• <b>Mergers &amp; Acquisitions : A Guide to creating value for stakeholders, by Michael A. Hitt, Jeffrey S. Harrison and Duane R. Ireland., (New York, Oxford, 2011)</b></li> </ul> <p><b>Journals/ Magazines</b></p> <ul style="list-style-type: none"> <li>• Business Today</li> <li>• Business World</li> <li>• Business India.</li> </ul> <p><b>Websites</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.investopedia.com">www.investopedia.com</a></li> <li>• <a href="http://www.trak.in">www.trak.in</a></li> <li>• <a href="http://www.livemint.com">www.livemint.com</a></li> </ul>
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#### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	3	3	2	3	3
CO2	3	2	3	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	2	3	3	2	3	2	3	2	2
CO5	3	3	3	3	3	3	2	3	1	1
CO6	3	3	3	3	3	3	2	3	3	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2022-26</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIII</b>
1	Course Code	MBA288
2	Course Title	Digital Marketing
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Description	This course is aimed at imparting students an understanding of digital marketing tools like social media marketing, email marketing, content, marketing, google adwords and other practical usages of digital marketing in organizations. The course equips the students with state-of-the-art developments in Digital Marketing and allied areas which are instrumental in the development of the economy
6	Course Objectives	<p>1. Today's marketer has to be aware of the digital Market interventions and this course has been designed keeping in mind the requirement of industry on one end and competence enhancement on the other.</p> <p>2.. To enrich the students with core concepts of Digital Marketing and its role in modern knowledge economy</p> <p>3.To train the students with knowledge &amp; expertise in the area of Digital Marketing and its applications to facilitate e-business in Global environment</p> <p>4.To mould the students as professionals in the area of Digital Marketing environment and its applications to enhance security and speed of delivery in competitive environment.</p>
7	Course Outcomes	<p>At the end of the course, students would be able to</p> <p>CO1: To Understand the basic nuances of digital marketing and its role in modern day competitive marketing environment</p> <p>CO2: To be a pioneer in Digital Marketing area with focus on its role in facilitating security issues in product delivery and Customer value</p> <p>CO3: To equip the students with advance developments in digital marketing as a strategy &amp; tool for all the sectors in economy</p> <p>CO4: To enrich the students with thorough knowledge of Digital marketing &amp; allied applications to facilitate e-business in competitive global environment.</p> <p>CO5: To nurture the students as Industry – ready digital marketing professionals with focus on emerging issues &amp; applications related to Digital marketing</p> <p>CO6: To develop digital marketing campaign and evaluate the effectiveness of the campaigns</p>
8	Outline syllabus	CO

			Mapping
	<b>Unit A</b>	<b>Introduction to Digital Marketing</b>	
	A 1	What is digital marketing	CO1
	A 2	Aligning Internet with Business Objectives	CO1
	A 3	User Behaviour & Navigation	CO1
	<b>Unit B</b>	<b>Search Engine Optimization</b>	
	B 1	Introduction to SEO	CO2
	B 2	On & off-page Optimisation, Duplicate Content, Keyword Research, Local SEO, Algorithm Updates	CO2
	B 3	Meta Tags, Layout, Content updates Inbound Links & Link Building	CO2
	<b>Unit C</b>	<b>Digital Analytics</b>	
	C 1	Introduction to Digital Analytics, Management Perspectives of Digital Analytics, Segmentation	CO3
	C 2	Analysis Process, Marketing Management, Experimentation & Testing	CO3
	C 3	Reports & Dashboard	CO3
	<b>Unit D</b>	<b>Social Media Marketing</b>	
	D 1	What is Social Media Marketing? Social Media Channels Engaging with Influencers	CO4
	D 2	Overview of Facebook, Twitter, LinkedIn, Blogging, YouTube and other growing social media	CO4
	D 3	Listening & Reputation Management, Social Media Measurement	CO4
	<b>Unit E</b>	<b>Digital Marketing Strategy</b>	
	E 1	Understanding digital strategy	CO5
	E 2	Email Marketing, Affiliate marketing Content marketing, freelancing	CO5
	E 3	Google AdWords, Website Management	CO5
	E 4	Develop Digital marketing campaign	CO6
	E 5	Measure Digital Marketing Campaign results	CO6
	Mode of examination	Theory	
	Assessment	CA	MTE
			ETE

	Criteria	25%	25%	50%
	Text book/s	Teacher Notes Digital Marketing by Dr Seema Gupta		
	Other References	Digital Marketing, Vandana Ahuja, Oxford		

### Course Articulation Matrix

POs COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	1	1	2	1	1	1
CO2	1	2	1	-	2	1	2	2	1	2
CO3	1	2	-	2	1	1	2	2	2	2
CO4	1	2	2	2	2	1	2	2	2	2
CO5	1	2	-	1	2	1	2	2	2	2
CO6	1	-	2	2	2	2	2	2	2	1

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch:</b>		<b>Semester: VIII</b>	
1	Course Code	MBA265	
2	Course Title	BRAND MANAGEMENT	
3	Credits	3	
4	Contact Hours (L-T-P)		
	Course Type	Elective	
5	Course Objective	<ul style="list-style-type: none"> <li>• To make the students aware of the conceptual constructs of branding</li> <li>• To make the students familiar with the formulation and execution of branding strategies in the marketplace</li> <li>• To make the students appreciate the strategic importance of branding in modern marketing and also identify the potential challenges in branding</li> </ul>	
6	Course Outcomes	<p>On successful completion of this module students will be able to:</p> <p>CO1. Define and describe the concept of brands and products strategic management process of a newly launched brand.</p> <p>CO2. Describe and classify a strong positioning statement for brand equity, brand building and a brand identity vis-a-vis its existing competitors.</p> <p>CO3: Chalk out an Integrated Marketing Communications as well as pricing strategy for a chosen brand</p> <p>CO4: Analyze a feasible extension of an existing brand and draw conclusions for effective brand decisions.</p> <p>CO5: Analyze and evaluate a global marketing plan for a successful domestic brand.</p> <p>CO6: Create and compile a detailed analysis of the brand reinforcement, brand revitalization, and global branding strategy.</p>	
7	Course Description	<p>The aim of the course is to cover topics in brand management, an area that is at the heart of all marketing efforts and driver of the company top and bottom lines. The objective of the course is to give students a general but penetrative insight and understanding of this vital area in marketing while demonstrating critical application areas in brand communication, reinforcement and revitalization.</p>	
8	Outline syllabus		CO Mapping

	<b>Unit A</b>	<b>Introduction</b>		
	A 1	Meaning and Importance of Brand; Brand versus Product		CO1
	A 1	Challenges and Opportunities in Branding; Concept of Brand Equity		CO1, CO2
	A 3	Brand Management Process; Role of Customer Relationship Management in Brand-building		CO1
	<b>Unit B</b>	<b>Brand Equity</b>		
	B 1	Sources of Brand Equity; Brand-building		CO1, CO2
	B 2	Implications of Brand Building		CO2
	B 3	Brand Identity		CO2
	<b>Unit C</b>	<b>Brand Image and Communication</b>		
	C 1	Brand image		CO2, CO3
	C 2	Brand communication: Brand Recall, Brand recognition.		CO3
	C 3	Pricing Strategy; Integrated Marketing Communications, Celebrity Endorsement		CO3
	<b>Unit D</b>	<b>Brand Strategy</b>		
	D 1	Brand Value Chain; Types of brands.		CO3, CO4
	D 2	Designing Brand Strategy; Brand Extension - Advantages and Disadvantages		CO4
	D 3	Evaluation of Opportunities for Brand Extension; Brand Strategy along the Product Life Cycle		CO4, CO5
	<b>Unit E</b>	<b>Making Brands International</b>		
	E 1	Reinforcing the Brand; Brand Revitalization		CO5, CO6
	E 2	Managing Brand Internationally; Advantages and Disadvantages of Global Marketing		CO5, CO6
	E 3	Standardization versus Customization; Global Brand Strategy		CO5, CO6
	E 4	Developing Brand Strategy for the organization		CO6
	Mode of examination	Theory/group discussion/Quiz/Assignment.		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*			
	Other References			

## Course Articulation Matrix

POs COs	PO1	PO 2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	-	-	-	1	1	1
CO2	3	2	1	-	-	-	2	1	1	-
CO3	1	2	2	2	2	-	-	-	-	1
CO4	2	3	-	2	2	-	2	1	2	-
CO5	3	2	3	-	3	-	1	2	2	2
CO6	2	3	3	2	3	2	1	1	-	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**



<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: HR</b>		<b>Semester: VIII</b>
1	Course Code	MBA269
2	Course Title	Emotional Intelligence and Managerial Effectiveness
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Status	Elective
5	Course Objective	<ol style="list-style-type: none"> <li>1. To identify and manage human emotions</li> <li>2. To understand different aspects of Emotional Intelligence (EI) and its implications on Managerial Effectiveness</li> <li>3. To understand and use different Emotional Intelligence models</li> <li>4. To learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner.</li> </ol>
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: identify and define key emotional intelligence components and managerial competencies</p> <p>CO2: apply EI models and best practices for professional success. CO3: analyze critically and manage human emotions</p> <p>CO4: assess their own emotional intelligence</p> <p>CO5: develop skills to be emotionally intelligent human being to meet specific workplace challenges</p> <p>CO6: analyze how emotionally intelligent leaders can develop effective teams and manage conflicts.</p>

7	Course Description	The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.
8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	<b>Emotional Intelligence: Introduction</b>
	A	Emotions: Concept & Physiology; implications on job satisfaction and Performance
	B	Emotional intelligence: Evolution & concept
	C	Role and benefits of emotional intelligence at the workplace
	<b>Unit 2</b>	<b>Emotional intelligence: Key Components</b>
	A	Understanding key elements of EI
	B	Self -Awareness: Components
	C	Self- Regulation: Components
	<b>Unit 3</b>	<b>Emotional Intelligence: Models &amp; Assessment</b>
	A	Models- Ability based ((Mayer & Salovey), Trait based (K.V. Petrides), Mixed (Daniel Goleman)
	B	Initial Self- Assessment through Questionnaire
	C	DISC Test
	<b>Unit 4</b>	<b>Emotional Intelligence Skills</b>
	A	Empathy: Understanding, Importance and Strategies
	B	Social Skills- Development & Importance
	C	Influence: Concept & Tactics for persuasion
	<b>Unit 5</b>	<b>Emotional Intelligence &amp; Managerial Effectiveness</b>
	A	Effective Communication: JOHARI WINDOW
	B	Effective Leadership: Competencies, Situational Leadership
	C	Team work: Creating Effective teams; Conflict Management
	<b>Mode of</b>	<b>Theory</b>

	<b>examination</b>		
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Working with Emotional Intelligence: Bloomsbury Publication-Daniel Goleman (1998)		
Other References	The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships: Jeanne Segal (2008)  The Brain and Emotional Intelligence: New Insights: Daniel Goleman HBR's 10 Must Reads on Emotional Intelligence (2015)		

### *Course Articulation Matrix*

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	2	2	3	2	2	1
CO2	2	2	1	...	1	...	2	2	2	2
CO3	2	2	2	2	2	3	2	2	1	2
CO4	2	2	2	2	1	1	2	2	1	3
CO5	2	2	2	2	2	2	2	2	...	2
CO6	2	1	2	2	1	2	2	2		

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>	
<b>Programme: MBA Intg.</b>		<b>Current Academic Year: 2026-2027</b>	
<b>Branch: HR</b>		<b>Semester: VIII</b>	
1	Course Code	MBA268	
2	Course Title	Organizational Design and Structure	
3	Credits	3	
4	Contact Hours (L-T-P)	3-0-0	
	Course Status	Elective	
5	Course Objective	<ol style="list-style-type: none"> <li>1. To identify and manage various organizational structures and</li> <li>2. To learn about the various theories of organization and its relevance to business</li> <li>3. To understand and use of different organizational structures for business.</li> <li>4. To learn the process of organizational design and its relevance to business needs.</li> </ol>	
6	Course Outcomes	<p>The students will be able to -</p> <p>CO1: identify and define key components of organizational design and structure.</p> <p>CO2: Interpret the organizational designs and its application</p> <p>CO3: Apply relevant organizational structure and best practices for business success.</p> <p>CO4: Analyse critically various organizational structures and designs.</p> <p>CO5: Assess contemporary issues in organization.</p> <p>CO6: Understand organizational life cycle and its impact on organizational performance</p>	
7	Course Description	The course aims to develop an understanding of different human emotions and how to manage these for success in personal and professional life. The course, further aims to examine the impact of emotional intelligence on managerial effectiveness and human relations.	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Organizational Design and Structure: Introduction</b>	
	Topic 1	Organization and Concepts	CO1

	Topic 2	Organization Theories, - Scientific management, Hawthorne Studies, Warren Bennis- Bureaucracy	CO1/CO2
	Topic 3	Environmental Perspective- Katz and Kahn	CO1/CO2
	<b>Unit B</b>	<b>Organizational Structure</b>	
	Topic 1	Determinants of Organization Structure	CO3/CO1
	Topic 2	Organization Size- its relationship with Structure	CO4
	Topic 3	Organization Strategy – relationship with Structure	CO4
	<b>Unit C</b>	<b>Organizational Design</b>	
	Topic 1	Organization Design- Choosing the right form	CO2/CO4
	Topic 2	Hierarchical- Bureaucratic	CO2/CO4
	Topic 3	Adhocracy- Matrix, Flatter, Networked	CO2/CO4
	<b>Unit D</b>	<b>Contemporary issues in organizational theory</b>	
	Topic 1	Managing organization change	CO5
	Topic 2	Managing Organization culture	CO5
	Topic 3	Managing organization conflict	CO5
	<b>Unit E</b>	<b>Managing Organizational Evolution</b>	
	Topic 1	How organizations grow	CO6
	Topic 2	Organizational decline-accepting the new reality	CO6
	Topic 3	Role of Middle management in growth and decline	CO6
	Mode of examination	Theory	
Assessment Criteria	CA	MTE	ETE
	25%	25%	50%
Text book/s*	Organization Theory- Structure, Design and Applications by Stephen.P. Robbins, Mary Mathew, Prentice Hall of India 1990		
Other References	<ol style="list-style-type: none"> <li>1. Organization Theory: Design and change, 5<sup>th</sup>. by Gareth Jones, Mary Mathew, Pearson Education 2007</li> <li>2. Organization Theory and Design by Richard Daft, 6edn, south western College publishing, 1998</li> </ol>		

### Course Articulation Matrix

PO COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	2	2	1	1	-	1
CO2	3	3	2	2	2	2	2	1	-	1
CO3	3	3	2	2	2	2	2	1	-	2
CO4	2	3	1	1	2	2	3	2	-	2
CO5	2	3	1	1	2	3	2	2	-	2
CO6	2	2	1	1	2	2	2	2	-	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIII</b>
	<b>Course Code</b>	<b>MBA272</b>
	<b>Course Title</b>	<b>Supply Chain Dynamics &amp; E-Commerce</b>
	<b>Credits</b>	<b>3</b>
	<b>Contact Hours (L-T-P)</b>	<b>3-0-0</b>
	<b>Course Type</b>	<b>Elective</b>
	Course	The course aims:
	Objective	1.To Understand the Role of Supply Chain Management in E-Commerce Practices And Identify the Problems Occurring in Creating and Maintaining a Supply Chain management System for E-Commerce Industry.
		2. To Understand the Effect of Supply Chain Agility in The Face of Rapid Changes Managing Complexity and Rapid Change
		3. Streamlining Supply chain Operations by Using Technology

	Course Outcomes	<p>CO1: Be able to manage the operational aspects of supply chain in e commerce environment in a medium enterprise.</p> <p>CO2: Will be Capable to formulate and execute logistics plans in hyper local environment in e retail</p> <p>CO3: Capable of training and executing online research and development</p> <p>CO4: To equip the students with the knowledge and innovations in the area of e-commerce and Supply chain operations</p> <p>CO5: To enrich the students with Research and Development in the area of Supply chain and E-commerce sector</p> <p>CO6:To provide knowledge applications of ERP, MRP, CRM, SRM, E-procurement, E-Disposal</p>
	Course Description	<p>Supply chain management includes Business process From Manufacturing operations, Purchasing, Transportation, and Physical distribution to end user. Application of various technologies like AI, additive manufacturing, Internet of thing etc. Applications of ERP, MRP, CRM, SRM, E-procurement, E-Disposal. Minimized delay, cost</p>
		<p>reduction, waste elimination, customer satisfactions, Retail chain, warehousing, supply chain strategies, outsourcing etc.</p>
	Outline syllabus	
	Unit A	<p>Introduction to Supply Chain Dynamics</p> <p>A1 Introduction, Basic Principles and Structure Model of Supply chain Management Under E-Commerce Environment</p> <p>A2 The Advantages of Supply Chain Management Under E-Commerce Environment</p> <p>A3 Main Question of Enterprise Supply Chain Management Under E-Commerce Environment</p>



	Unit B	Solution Of Supply Chain Management Under Ecommerce environment	
	B1	The impact of e-commerce on supply chain relationships	
	B2	The nature of the e-commerce environment	
	B3	E payment modes, architecture, facilities and security concerns	
	Unit C	E procurement and processes	
	C1	Global out sourcing Collaboration and competition	
	C2	Suppliers' management Japanese concepts of supplier's management vis a vis Indian, Western concepts	
	C3	Leveraging E commerce for enhancing productivity and profitability of legacy stores and un organized rural markets.	
	Unit D	The Hidden Key to e-Commerce Success	
	D1	The e-Fulfillment Opportunity, The Logistics of Consumer-Direct Fulfillment	

	D2	Technological Framework for e-Commerce		
	D3	Case-study. Business Example		
	<b>Unit E</b>	Integration Of E-Commerce		
	E1	Integration of E-commerce and Supply Chain		
		Management,		
	E2	The Scope of E-commerce Application: Business Examples		
	E3	Case Study & Live Project on the Scope of E-commerce Application: Business Examples		
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	1.. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India 2013  2.Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10ed, by Harold Kerzner, Wiley Publications 2012			
	Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed).2 <sup>nd</sup> Edition, 2005  Selected case studies: Air India, Thomas Cook, UPS, DHL etc.			

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	3	2	2	2	2	3	3
CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	3	2	2	3	2	2	2	2
CO6	2	2	3	2	3	3	2	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: SCM</b>		<b>Semester: VIII</b>
1	Course Code	MBA 271
2	Course Title	International Transportation and Logistics
3	Credits	3
4	Contact Hours (L-T-P)	3-0-0
	Course Type	Elective
5	Course Objective	<p>1. To provide Domain knowledge of International Transportation Modes and its role in overall economic growth of the Nation</p> <p>2. To equip the students with Knowledge of Disruptive Innovations in the area of Sustainable Transportation</p> <p>3. To train the students with Domain knowledge and expertise in the area of International Transportation and Logistics</p> <p>4. To provide insights and overview of international transportation and logistics in the development of the region and transformation of the economy</p>

6	Course Outcomes	<p>CO1: To gain thorough knowledge of International Transportation and Logistics and its applications in the development of the region and Nation</p> <p>CO2: To provide insights into the emerging trends and technological advancements in the domain area of International Transportation and Logistics</p> <p>CO3: To analyze the growing importance of International Transportation and Logistics as an engine of growth to allied sectors in the Economy</p> <p>CO4: To pave the way for Sustainable Transportation in the region with focus on Infrastructure development for benefit of all the Sectors in the economy.</p> <p>CO5: To equip the students with the know-how in Transportation Infrastructure management and its role in Nation development</p> <p>CO6: To provide knowledge for enhancing the growth of International Transportation connecting Inter-states and regions across the Nation</p>	
7	Course Description	<p>The course aims to provide a holistic view of International Transportation and Logistics role in the economic growth of a Nation. The various emerging Disruptive technologies and its role in enhancing the growth of International Transportation connecting Inter-states and regions across the Nation. The course highlights Applications of ERP, MRP, CRM, SRM, E-procurement, E-Disposal</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	Introduction to International Transportation	
	A1	<p>International Transport systems</p> <p>Significance of Transport Services, Transportation Modes</p>	CO1, CO2

	A2	Modes: Road Transport, Rail Transport, Maritime transport,  Air transport, Trans Continental bridges	CO2
	A3	Transport Corridors, Intermodal transportation	CO2
	<b>Unit B</b>	Globalization and Transportation	
	B1	GIS for Transportation Transport & Location Future Transportation	CO1
	B2	Globalization and International logistics,	CO2,
	B3	International logistics & Freight Distribution	CO2
	<b>Unit C</b>	International Logistics Planning	
	C1	International Logistics Safety Issues - Role of WTO	CO2
	C2	International Logistics Planning	CO3
	C3	International Logistics and commercial geography	CO3
	<b>Unit D</b>	Information Systems in Logistics	
	D1	Logistical Information systems	CO3
	D2	Integrated I.T solutions for Logistics & supply chain management	CO4
	D3	Emerging trends in Logistics and Supply chain management	CO4

	<b>Unit E</b>	Containerization		
	E1	Containerization & its advantage in International Logistics		CO3, CO5
	E2	Out-sourcing, 3 <sup>rd</sup> Party Logistics, 4 <sup>th</sup> Party Logistics		CO3,CO6
	E3	Logistics and Supply chain relationship management		CO5 CO6
	Mode of examination	Theory		
	Assessment Criteria	CA	MTE	ETE
		25%	25%	50%
	Text book/s*	1) Logistics Management by Ganapathi & Nandi, Oxford Publishing 2015		
	Other References	1) International Trade logistics by Ram Singh, Oxford Publishing, 2015 2) Handbook of Ocean Container Transport Logistics by Chung Yee-Lee, Qiang Meng Editors, 2016, Springer		

### Course Articulation Matrix

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
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CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	1	3	2	2	2	2	1	2
CO6	2	2	1	3	2	2	2	3	1	2

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)



<b>School: SSBS</b>	<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>	<b>Current Academic Year: 2026-2027</b>
<b>Branch: Business Analytics</b>	<b>Semester: VIII</b>
Course Code	MBA408
Course Title	Time Series Analysis with Excel and Minitab
Credits	3
Contact Hours (L-T-P)	3-0-0
Course Type	Elective
Course Objective	<ol style="list-style-type: none"> <li>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</li> <li>2. To teach a practical approach to modeling time series data</li> <li>3. To help student identify and propose models, estimate them with data, diagnose whether they fit, and interpret their meanings.</li> <li>4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed</li> </ol>

	Course Outcomes	<p>CO1: The student will be able to describe the types of forecasting methods (quantitative and qualitative)</p> <p>CO2: The student will be able to interpret the concept, importance and components of time series</p> <p>CO3: The student will be able to apply regression model for trend analysis and forecasting</p> <p>CO4: The student will be able to prioritize various forecasting models for data analysis</p> <p>CO5: The student will be able to implement model building strategy</p> <p>CO6: The student will be able to design time series methodologies for various problems</p>
	Course Description	<p>In today's highly dynamic business environment, managers have to forecast the future and design strategies accordingly. Managers use forecasting techniques to make strategic decisions about selling, buying, hiring etc. every day. The past data is used by the managers to make predictions about the future. Forecasting is a technique which can aid in future planning. Time series is an important tool that can be used to predict the future. The main objective of Time series and forecasting is to understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly.</p>
	Outline syllabus	CO Mapping
	Unit 1	<p><b>Introduction to time series and forecasting And Measurement of trend-Trend Extrapolation</b></p>
	A	<p>Introduction to forecasting, Types of forecasting method          Introduction to Time Series: Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series, Components of time series, Secular Trend , Seasonal Variations,</p>
		<p>Cyclical Variations, Random or Irregular Variations, Decomposition models of time series-Additive &amp;</p>

		Multiplicative Model	
	B	<p>Preliminary-Types of curves:</p> <ul style="list-style-type: none"> <li>• Linear</li> <li>• Parabola</li> <li>• Hyperbola</li> <li>• Exponential</li> <li>• Modified exponential</li> <li>• Logistic</li> <li>• Gompertz</li> </ul>	CO1, CO2
	C	<p>Introduction to Trend Analysis, need to study trend measurement, Types of trends, Freehand or Graphic Method Using MS Excel for Trend Extrapolation, fitting a trend to Time Series, Using a trend chart function to forecast timeseries, Trend Parameters and Calculations</p>	CO1, CO2
	Unit 2	<b>Forecasting Errors</b>	
	A	Forecasting Errors: Introduction, Error Measurement	CO1, CO2
	B	Types of error, Interpreting errors, Error inspection	CO1, CO2
	C	Confidence intervals, Standard error in time series	CO1, CO2
	Unit 3	<b>Time Series Smoothing (Advanced trend Analysis)</b>	

	A	Time Series Smoothing: Introduction, Moving average method. Weighted moving average method, Semi- Averages method, Using MS-Excel for Moving Average	CO3, CO4
	B	Exponential Smoothing (Exponential weighted moving average method-EWMA): Concept of Exponential Smoothing, Forecasting with Exponential Smoothing	CO3, CO4
	C	Double Exponential Smoothing-Holt's technique, Using Excel/Minitab/SPSS for Exponential Smoothing	CO3, CO4
	Unit 4	<b>Regression Trend Analysis</b>	
	A	Introduction to Regression Trend Analysis, Linear regression trend model, Quadratic trend model, Using Excel/Minitab/SPSS for Regression Trend Analysis	CO3, CO4
	B	Seasonal Variation: Method of simple averages, Ratio –to – Trend method, Ratio-to-Moving Average method, Link relative method	CO3, CO4, CO5
	C	Using Excel/Minitab/SPSS to determine Seasonal Variation, solving problems involving all four components of time series	CO3, CO4, CO6
	Unit 5	<b>The Box-Jenkins (ARIMA) Methodology for Business Forecasting</b>	
	A	Introduction, Autoregressive models, Moving average models, Autoregressive integrated moving average models	CO3, CO4, CO5
	B	Implementing the Model-Building Strategy • Model identification	CO3, CO4, CO6

		<ul style="list-style-type: none"> <li>• Model estimation</li> <li>• Model checking</li> <li>• Forecasting with the model</li> </ul>	
	C	Model Selection Criteria; Using Minitab for ARIMA Models	CO3, CO4, CO6
	Mode of examination	Theory and Practical	
	Assessment Criteria	CA	MTE
		25%	25%
		ETE	
		50%	
	Text book/s*	John E. Hanke, Dean W. Wichern, <i>Business Forecasting</i> (Pearson Education)	
	Other References	1. Levin & Rubin, <i>Statistics for Business</i> (Prentice Hall of India, N. Delhi) 2. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education) 3. S. P. Spiegel & Murray, <i>Theory &amp; Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill) 4. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay)	

1- Slight (Low)

Moderate (Medium)

3-Substantial (High)

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch: Business Analytics</b>		<b>Semester: VIII</b>
<b>1</b>	<b>Course Code</b>	MBA407
<b>2</b>	<b>Course Title</b>	Data Visualization for Analytics
<b>3</b>	<b>Credits</b>	3
<b>4</b>	<b>Contact Hours (L-T-P)</b>	0-0-6
	<b>Course Type</b>	Elective
<b>5</b>	<b>Course Objective</b>	<p>1. To understand, interpret, and evaluate changes in a phenomenon in the hope of anticipating the course of future events correctly</p> <p>2. To teach the practical approach (using software) of visualizing the data</p> <p>3. To help student identify the right visual that represent the data</p> <p>4. To explain the underlying concepts and methods of visualization</p>

6	<b>Course Outcomes</b>	<p><b>CO1:</b> The student will be able to list the application of visualization techniques in Managerial Decision Making</p> <p><b>CO2:</b> The student will be able to describe some real time business situations in the form of visualization</p> <p><b>CO3:</b> The student will be able to design various kind of visualization using contemporary software</p> <p><b>CO4:</b> The student will be able to infer the visualization for taking business decisions</p> <p><b>CO5:</b> The student will be able to construct dashboard.</p> <p><b>CO6:</b> The student will be able to invent visualizations for the data they have</p>
	<b>Course Description</b>	<p><b>Data Visualization</b> is the process of presenting the large volume of complex data in a graphical format which is much simpler to understand. It helps the business to understand the hidden facts and its significance. Due to its ability to transform the complexity of the data in much simpler form, Data Visualization has now become an indispensable part of the business world. An effective data visualization should be informative, efficient, appealing and in some cases, interactive and predictive. This Programme will help you to understand data better, using one of the most popular and powerful tools, Tableau, and make your data powerful and efficient. Tableau enables businesses to make critical decisions using its visualization feature, available for business users of any background and industry. It empowers businesses to keep up with the continuously evolving technology and outperform its competition through an innovative means of visualizing their data.</p>
	<b>Outline syllabus</b>	CO Mapping
	<b>Unit 1</b>	<b>Visual Analytics:</b>
	<b>A</b>	Visual Analytics: Introduction and Purpose
	<b>B</b>	Concept of Dashboard

	<b>C</b>	Business cases of Visual Analytics: Choosing the right	CO1, CO2
		visual	
	<b>Unit 2</b>	<b>Visualization using Excel</b>	
	<b>A</b>	Bar Chart; Column Chart	CO1, CO2
	<b>B</b>	Pie Chart; Line Graph	CO1, CO2, CO3
	<b>C</b>	Scatter Plot; Limitation of Excel Visualization	CO1, CO2, CO3
	<b>Unit 3</b>	<b>Visualization using Tableau: Part-I</b>	
	<b>A</b>	Tableau Overview: Dimension & Measure; Visual Construct	CO3, CO4
	<b>B</b>	Creating Simple Table: Total-Subtotal-Table Calculations	CO3, CO4
	<b>C</b>	Chart & Graph: Bar-Column-Pie	CO3, CO4
	<b>Unit 4</b>	<b>Visualization using Tableau: Part-II</b>	
	<b>A</b>	Advanced Visualization: Area Chart, Bubble Chart, Trend	CO3, CO4
	<b>B</b>	Tableau Features: Filter, Tooltip, Color, Format	CO3, CO4, CO6



	<b>C</b>	Calculated Field and Parameter		CO3, CO6	CO4,
	<b>Unit 5</b>	<b>Visualization using Tableau: Part-III</b>			
	<b>A</b>	Working with various Data Sources; Export data		CO3, CO5	CO4,
	<b>B</b>	Constructing Dashboard		CO3, CO5	CO4,
	<b>C</b>	Internal Evaluation – Project Allocation		CO3, CO4	
	<b>Mode of examination</b>	Theory and Practical			
	Assessment Criteria	Internal Evaluation	External Evaluation		
		50%	50%		
	<b>Text book/s*</b>	<b>Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software by <a href="#">Daniel G. Murray</a> (Wiley)</b>			
	<b>Other References</b>	Tableau Public Web Tutorials			

### Course Articulation Matrix

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1	2	2	3	2	2	2	2	3	3
CO2	3	2	3	3	2	2	2	2	2	3
CO3	2	2	2	2	3	2	3	2	3	3
CO4	2	2	2	3	2	2	2	3	3	3
CO5	2	2	1	3	2	2	2	2	1	2
CO6	2	2	1	3	2	2	2	3	1	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**

<b>School: SSBS</b>		<b>Batch: 2023-2027</b>
<b>Programme: MBA Intgd</b>		<b>Current Academic Year: 2026-2027</b>
<b>Branch:</b>		<b>Semester: VIII</b>
1	Course Code	RBL004
2	Course Title	<b>Research Based Learning :4 (RBL4)</b>
3	Credits	2
4	Contact Hours (L-T-P)	0-0-4
	Course Status	Compulsory
5	Course Objective	The purpose of this course is to make the student publish their work of research
6	Course Outcomes	<b>On the completion of this Course, the students would be able to:</b> CO1: Use the appropriate data presentation methods CO2: Demonstrate the data analysis method used for the study CO3: Interpret the results from the analysis of data CO4: Explain the findings based on the interpretation of results and draw appropriate conclusions of the given study CO5: Compile the study in form of project or research paper. CO6: Publish a research paper/patent/prototype/copyright.
7	Course Description	Research-based learning (RBL) presents as an alternative learning model that can develop the critical thinking skills. The research-based learning is conducted under constructivism which covers four aspects: learning which constructs student's understanding, learning through developing prior knowledge, learning which involves social interaction process, and meaningful learning which is achieved through real-world experience. The major focus is to engage students in the inquiry process where they formulate questions, conduct investigations, apply information and media to learning, and generate products that illustrate learning. The 5E learning cycle adopted for RBL leads students through five phases: Engage, Explore, Explain, Elaborate, and Evaluate which results in greater benefits concerning student's ability for scientific inquiry.
8	Outline syllabus	Guidelines: <ul style="list-style-type: none"> <li>• Publishing research paper and development of the product/process /case that the students work on during the semester to demonstrate identified problem through extensive literature.</li> <li>• Students work on the projects in teams with <b>four</b> students per team, and teams may form in interdisciplinary nature.</li> <li>• The deliverables for the projects include submission of reports on</li> </ul>

		<p>regular basis as per the rubrics.</p> <ul style="list-style-type: none"> <li>• The students also present their work at the end of the semester in the presence of external experts in the form of Written and oral communication components are intertwined with the project deliverables through required project reports and oral project presentations.</li> <li>• It is recommended that the all activities are to be record on regular basis and proper documents are to be maintained by students and faculty mentor.</li> <li>• The report should be prepared in the consultation of the faculty guide and the student should be in regular touch with the faculty guide to complete the work.</li> <li>• The content of the research report should be original and not copied from any other sources. To justify this, the student has to check the plagiarism of the report through Turnitin software. The plagiarism should be less than 10%. The plagiarism report has to be attached within the research report at the end.</li> <li>• The student should submit the soft copy of the research report to the guide and after getting his/her approval and signature, the final report should be submitted.</li> </ul> <p>The report should be original and shall be submitted after checking for plagiarism. Please note the following guidelines for the preparation and submission of the report:</p>
		RBL 3: The review of work in progress would be in two phases in RBL 2(R1 and R2) <b>Annexure R4.1/R4.2/R4.3/R4.4/10/12/14/16. All review will be done by Internal examiners</b>
	<b>R4.1</b>	
	A	Overall Project Implementation: All defined objectives are achieved. CO1
	B	Data Presentation CO1
	C	Appropriate Data Analysis Tool CO2
	<b>R4.2</b>	
	A	Interpretation/ Findings addresses thoroughly and deeply multiple contextual factors of the problem. CO3
	B	Result Verification CO3

	C	Validity of Result/Assumption and System Model if any	CO4
		<b>R4.3</b>	
	A	Quality of Solution/ Result analyses: All outcomes are clearly tied to proposed objectives and organized in a tight, logical fashion.	CO5
	B	Result Analysis, discussion, conclusion and Future Suggestions: Results are presented in very appropriate manner in project report. Project work is well summarized and concluded. Future suggestions are well specified.	CO6
		<b>R4.4(External)</b>	
	A	Objectives and information Methodology of the Proposed Work: All objectives of the proposed work are well defined; Steps to be followed to solve the defined problem are clearly specified	CO5
	B	All outcomes/ outputs are clearly tied to proposed objectives and organized in a tight, logical fashion.	CO6
	C	Project demonstration /final presentation	CO6
<b>Oral Communication (Presentation), Report Writing and Submission after every review process</b>			
	Mode of examination	CA and oral and written presentation	
	Assessment Criteria	CA	Presentation and report
		50%	50%
	Reference books.	Medema, S., & Samuels, W. (1996). <i>Foundations of research in economics: how do economists do economics?</i> Edward Elgar Publishing. Malhotra, N., Nunan, D., & Birks, D. (2017). <i>Marketing research: An applied approach.</i> Pearson. Wilson, A. M. (2006). <i>Marketing research: an integrated approach 2nd edition.</i> FT Prentice Hall.	

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Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
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CO2	1	1	2	2	1	1	1	1	2	2
CO3	2	2	3	2	2	1	2	2	1	2
CO4	3	3	2	1	2	3	2	1	2	2
CO5	3	3	2	3	2	2	2	1	1	1
CO6	3	3	2	2	2	3	2	2	2	2

**1-Slight (Low)**

**2-Moderate (Medium)**

**3-Substantial (High)**