

ACADEMIC REGULATIONS (R25)
COURSE STRUCTURE AND DETAILED SYLLABUS
(CHOICE BASED CREDIT SYSTEM (CBCS))

MASTER OF BUSINESS ADMINISTRATION (MBA)
(Applicable for the batches admitted from 2025 - 2026)



Department of Master of Business Administration
CMR INSTITUTE OF TECHNOLOGY
(UGC - Autonomous)

Approved by AICTE, Affiliated to JNTUH, Accredited by NBA and NAAC with A+ Grade
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FOREWORD

CMR Institute of Technology, established in the year 2005, Approved by AICTE, New Delhi, Permanently Affiliated to JNTUH, Accredited by NBA under Tier-I, Achieved UGC Autonomous Status and has been bestowed with NAAC 'A+' Grade for its remarkable academic accomplishments accompanied by its unflinching spirit and dedication to impart quality technical education to the deserving aspirants. The institution has commenced functioning independently within the set norms prescribed by UGC and AICTE. The performance of the institution manifests the confidence that the prestigious monitoring body, the UGC has on it, in terms of upholding its spirit and sustenance of the expected standards of functioning on its own consequently facilitating the award of degrees for its students. Thus, an autonomous institution is provided with the necessary freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

CMR Institute of Technology takes pride for having won the confidence of such distinguished academic bodies meant for monitoring the quality in technology education. Besides, the institution is delighted to sustain the same spirit of discharging the responsibilities that it has been conveying since 2005 to attain the current academic excellence in improvement of the standards and ethics. Institutional Governance enriched by eminent personalities on many of its boards/councils such as the Governing Body, Academic Council, Boards of Studies, IQAC to frame the guidelines for curriculum design and development in the interest of the key-stakeholders.

The autonomous academic regulations, course structure and syllabi have been framed in accordance with the vision and mission of the institution on the valuable suggestions from various stakeholders from the diverse fields of academics, industry, R&D and society with a bird-eye-view to impart quality professional technical education to contribute the society with innovation and creativity.

All the staff members, parents and students are requested to study all the rules and regulations carefully and approach the Principal to seek any clarifications, if needed, without presumptions, to avoid unwanted subsequent embarrassments. The cooperation of all the stakeholders is sought for the successful implementation of the autonomous system in the larger interests of the institution and for brightening the career prospects of engineering and management graduates.

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CMR INSTITUTE OF TECHNOLOGY

Vision: To create world class technocrats for societal needs.

Mission: Achieve global quality technical education by assessing learning environment through

- Innovative Research & Development
- Eco-system for better Industry institute interaction
- Capacity building among stakeholders

Quality Policy: Strive for global professional excellence in pursuit of key-stakeholders.

Department of Master of Business Administration (MBA)

Vision: To strive for excellence in management education

Mission: Achieve global quality management education through

- state of art curriculum
- lifelong learning for professional success
- ecosystem for research and extension services

I. Programme Educational Objectives (PEOs): Management Graduates will

1. Pursue successful professional management career
2. Pursue lifelong learning to solve managerial problems
3. Exhibit ethics, entrepreneurship and leadership skills

II. Programme Outcomes (POs): Management Graduates will be able to

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Develop value based leadership ability.
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Lead teams to contribute effectively and achieve organizational goals.

III. Programme Specific Outcomes (PSOs): Management Graduates will be able to

1. Apply the knowledge of marketing, finance and human resource to analyze business environment.
2. Develop critical thinking, analytical decision-making, leadership and entrepreneurial skills.

IV. United Nations Sustainable Development Goals (SDGs)

1. **No Poverty:** End poverty in all its forms everywhere.
2. **Zero Hunger:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. **Good Health and Well-Being:** Ensure healthy lives and promote well-being for all at all ages.
4. **Quality Education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. **Gender Equality:** Achieve gender equality and empower all women and girls.
6. **Clean Water and Sanitation:** Ensure availability and sustainable management of water and sanitation for all.
7. **Affordable and Clean Energy:** Ensure access to affordable, reliable, sustainable and modern

energy for all.

8. **Decent Work and Economic Growth:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. **Industry, Innovation and Infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10. **Reduced Inequalities:** Reduce inequality within and among countries.
11. **Sustainable Cities and Communities:** Make cities and human settlements inclusive, safe, resilient and sustainable.
12. **Responsible Consumption and Production:** Ensure sustainable consumption and production patterns.
13. **Climate Action:** Take urgent action to combat climate change and its impacts.
14. **Life Below Water:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15. **Life on Land:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16. **Peace, Justice and Strong Institutions:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. **Partnerships for the Goals:** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Academic Regulations (R25)
MBA - Regular Two Year Degree Programme
(For batches admitted from the academic year 2025 - 26)

Preamble

For pursuing two year Postgraduate Master of Business Administration (MBA) offered by **CMR Institute of Technology** under Autonomous status, affiliated to JNTUH will herein be referred to as **CMRIT**.

All the rules and regulations specified shall hereafter be read as a whole for the purpose of interpretation, as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, The Principal, CMRIT shall be The Chairman, Academic Council.

1.0 Post Graduate Program Offered – MBA

CMRIT, offers new regulations termed as R25 regulations for 2 Year (4 Semesters) **MBA** Degree Programme under Choice Based Credit System (CBCS) with effect from the academic year 2025-26.

2.0 Eligibility for Admission

- 2.1** Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the JNTUH from time to time.
- 2.2** Admission to the MBA programme shall be made on the basis of the merit rank obtained by the qualified student in ICET entrance test conducted by Telangana Government for MBA programme, subject to reservations as laid down by the Govt. from time to time.
- 2.3** The medium of instruction for MBA Programme will be **English** only.

3.0 MBA Programme Structure

- 3.1** The MBA Programme is in Semester pattern, with Four Semesters consisting of Two academic years, each academic year having Two Semesters (Odd and Even Semesters).
- 3.2** The two-year MBA programme consists of 105 compulsory credits and the student has to register for all 105 credits and earn all 105 credits for the award of the MBA degree.
- 3.3** The student shall not take more than four academic years to fulfill all the academic requirements for the award of the MBA degree from the date of commencement of first semester, failing which the student shall forfeit the seat in the MBA programme.
- 3.4** UGC/AICTE specified definitions/descriptions are adopted appropriately for various terms and abbreviations used in these MBA academic regulations.
 - 3.4.1 Semester Scheme:** The MBA Programme is in Semester pattern, consisting of Two academic years, each academic year having Two Semesters. There shall be a minimum of 15 weeks of instruction, excluding the mid-term and semester-end exams. Around 15 instruction hours, 30 instruction hours and 45 hours of learning need to be followed per one credit of theory course, practical course and project/field-based learning respectively. In each semester, there shall be ‘Continuous Internal Evaluation (CIE)’ and ‘Semester End Examination (SEE)’ under Choice Based Credit System (CBCS). The curriculum/course structure suggested by AICTE is followed as a reference document.
 - 3.4.2 Credit Courses:** All courses offered in each semester are to be registered by the student. Against each course in the course structure, the L: T: P: C (lecture periods: tutorial periods:

practical periods: credits) pattern has been defined.

- One credit for one hour/week/semester for theory/lecture (L) courses or tutorials (T)
- One credit for two hours/week/semester for laboratory/practical (P) courses
- One credit is allocated for three hours per week in a semester for Project/Mini-Project session.

3.4.3 Subject Course Classification: All subjects/courses offered for the MBA degree programmes are broadly classified as per AICTE/UGC as follows.

S. No.	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CoC)	PC - Professional Core	Includes courses related to the Management
		Project Work	MBA Project or PG Project or Major Project
		Seminar/Pre-Submission Project Seminar	Seminar based on core contents related to Management
2	Other Core Courses (OCC)	Internship/Industry Oriented Mini- project	Internship/Industry Oriented Mini-Project
3	Elective Courses (ElC)	PE - Professional Electives	Includes elective courses related to the specialization
		OE - Open Electives	Elective courses which include inter disciplinary courses
4	Skill Development Courses (SDC)	Data Visualization Lab/ Analytics Lab	Courses designed to help individuals gain, improve, or refine specific skills.

4.0 Course Registration

4.1 A Faculty Advisor or Counselor shall be assigned who will advise on the Course Structure and Curriculum, Choice/Option for Courses, based on the student competence, progress, pre-requisites and interest.

4.2 The Controller of Examinations invites Registration Forms from students within 15 days from the commencement of class work through on-line submissions, ensuring date and time stamping. The on-line Registration Requests for any current semester shall be completed two weeks before the commencement of SEEs of the preceding semester.

4.3 A student can apply for on-line Registration, only after obtaining the written approval from the Faculty Advisor, which should be submitted to the Controller of Examinations through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

4.4 Course options exercised through on-line registration are final and cannot be changed; further, alternative choices also will not be considered. However, if the course that has already been listed for registration by the Head of the Department in a semester could not be offered due to any inevitable or unexpected reasons, then the student shall be allowed to have alternative choice either for a new course (subject to offering of such a course), or for another existing course. Such alternative arrangements will be made by the Head of the Department, with due notification and time-framed schedule, within a week, but before the commencement of class-work of the semester.

4.5 The Head of the Department/Course Coordinator should review vacant slots in the timetable of each section once in every week or fortnight. The vacant slots in the time-table may be allocated to the course teachers who could not take classes in proportion to the number of weeks completed from the commencement of the semester.

5.0 Rules to offer Elective courses

5.1 An elective course may be offered to the students, only if a minimum of 25% of class strength opts for it.

5.2 Same elective course for different sections may be offered by different faculty members. The selection of elective course by students will be based on first come first serve and / or CGPA criterion.

5.3 If the number of student's registrations are more than the strength of one section, then it is choice of the concerned Department to offer the same course for more than one section based on the resources available in the department.

6.0 Attendance Requirements

6.1 A student shall be eligible to appear for the semester-end examinations, if the student acquires a minimum of 75% of aggregate attendance of all the courses for that semester.

6.2 Shortage of attendance in aggregate upto 10% (securing 65% and above but below 75%) in each semester may be condoned by the college academic committee on genuine and valid grounds, based on the student's representation with supporting evidence.

6.3 A stipulated fee shall be payable for condoning of shortage of attendance as notified by the CMRIT.

6.4 Two hours of attendance for each theory course shall be considered, if the student appears for the mid-term examination of that course.

6.5 Shortage of attendance below 65% in aggregate shall in no case be condoned.

6.6 Students, whose shortage of attendance is not condoned in any semester, are not eligible to take their SEEs of that semester. They get detained and will not be promoted to the next semester. Their registration for that semester as well as marks secured in CIE shall stand cancelled. They may seek re-registration for that semester in the next academic year.

6.7 A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same semester.

6.8 A candidate shall acquire minimum required attendance courses-wise in at least three theory courses in each semester for promotion to next Semester.

7.0 Academic Requirements

The following academic requirements must be satisfied, in addition to the attendance requirements mentioned in clause no. 6. The performance of the candidate in each semester shall be evaluated course-wise, with a maximum of 100 marks per course (theory/practical), based on CIE and SEE.

7.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course, if the student secures not less than:

- 40% of Marks (24 out of 60 marks) in the SEE;
- 40% of Marks in the internal examinations (16 out of 40 marks allotted for CIE); and
- A minimum of 50% of marks in the sum total of CIE and SEE taken together; in terms of Letter Grades this implies securing 'B' Grade or above in a course.

7.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a course, if the student secures not less than 50% of the total marks. The student is deemed to have failed, if the student does not submit a report on summer internship or does not make a presentation of the same before the evaluation committee as per schedule. In such a case, the student has to reappear for the same during the supplementary examinations as and when the notification is issued.

7.3 A student shall register for all courses for total of 105 credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing 105 credits obtaining a minimum of 'B' Grade or above in each course.

Note: 1. The SGPA will be computed and printed on the marks memo only if the candidate passes in all the courses offered and gets minimum 'B' grade in all the courses.

2. CGPA is calculated only when the candidate passes in all the courses offered in all the semesters

7.4 Marks and Letter Grades obtained in all those courses covering the above specified 105 credits alone shall be considered for the calculation of final CGPA, which will be indicated in the Grade Card/Marks Memo of IV semester.

7.5 If a student registers for extra course(s) (in the parent specialization or other specializations of Management) other than those listed courses totaling to 105 credits as specified in the course structure, the performance in extra course(s) (although evaluated and graded using the same procedure as that of the required 105 credits) will not be considered while calculating the SGPA and CGPA. For such extra course(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements.

7.6 Any student who got detained due to shortage of attendance in any course(s) in any semester, shall not be permitted to write the SEE of that course(s). However, the student is eligible for re-registration of such course(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which the student is re-registered, by paying the prescribed fees per course. In all these re-registration cases, the student shall have to secure a fresh set of CIE marks and SEE marks for performance evaluation in such course(s), and SGPA/CGPA calculations.

7.7 The student eligible to appear for the SEE in any course, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that course at the supplementary examination as and when conducted. In such cases, the student's CIE Marks assessed earlier for that course will be carried over, and added to the marks secured in the supplementary semester examination, for the purpose of evaluating the student's performance in that course.

7.8 The student who fails to earn 105 credits as per the specified course structure, and as indicated above, within four academic years from the date of commencement of the student first semester, shall forfeit their seat in MBA programme and that student admission shall stand cancelled.

8.0 Evaluation - Distribution and Weightage of Marks

The performance of a student in each semester shall be evaluated course- wise (irrespective of credits assigned) for a maximum of 100 marks.

8.1 The performance of a student in every course (including practical's and project) will be evaluated for 100 marks each, with 40 marks allotted for CIE and 60 marks for SEE. The CIE for theory courses shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the last week of instruction.

8.2 Continuous Internal Evaluation (CIE)

8.2.1 Theory Courses: For theory subjects, during a semester, there shall be **Two** Mid-Term Examinations. The first Mid-Term Examination shall be conducted for the first 50% of the syllabus, and the Second Mid-Term for the remaining 50% of the syllabus. Each Mid-Term examination consists of two parts (i) **Part - A** for 5 marks, (ii) **Part - B** for 25 marks with a total duration of 2 hours as follows:

- Part-A consists of one compulsory question with five sub questions carrying one mark each and Part-B consists of 5 essay questions with internal choice carrying five marks each; the student has to answer all 5 questions. The First and Second Mid-Term question papers comprise of 2,2,1 questions from I, II, III(A) Units and 1,2,2 questions from III(B), IV, V

Units respectively. The **average of two Mid Term Examinations** shall be taken as final marks for Mid-Term Examination (for 30 marks).

- The remaining 10 marks of CIE are distributed as follows:
 - (i) Assignment for 5 marks. First assignment should be submitted before the commencement of the first mid-term examinations and the second assignment before the commencement of second mid-term examinations. The assignments shall be specified/given by the concerned subject teacher. The average of two assignments shall be taken as final marks for assignment (for 5 marks).
 - (ii) Subject Viva-Voce/PPT/Poster Presentation/Case Study on a topic in the subject concerned for 5 marks before commencement of II Mid-Term Examination.

8.2.1.1 Absence/Improvement in mid-term examination(s): In each course, if a student who either

- missed one of the two mid-term examinations due to unavoidable circumstances, or
- attended both mid-term examinations but wish to improve their internal marks

A Computer-Based Test (**CBT**) shall be conducted at the end of the semester on all units for 30 marks. The marks obtained in this CBT will be considered equivalent to those obtained in one mid-term examination. Zero marks will be awarded to students who are absent from the mid-term examination. The average of the best two scores from the three exams (the two mid-term exams and the CBT), combined with other internal assessment components, will constitute the Continuous Internal Improvement (CII) marks for that specific course.

8.2.2 Practical Courses: In any semester, a student has to complete all experiments/exercises in each laboratory course and get the record certified by the concerned Head of the Department to be eligible for SEE. For practical subjects, there shall be a CIE during the Semester for 40 internal marks and 60 marks for SEE.

The distribution of CIE 40 marks for practical subjects is as follows:

- A write-up on day-to-day experiment(s) in the laboratory shall be evaluated for 15 marks. The breakup of marks would be (i) 3 marks for observation and record (ii) 4 marks for performance of experiment (iii) 3 marks for expected outcome and (iv) 5 marks for Viva-Voce. The average marks of day-to-day experiments shall be the final marks (for 15 marks).
- Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 15 marks. The breakup of marks are (i) 3 marks for write-up (ii) 4 marks for experiment/program (iii) 3 for evaluation of results and (iv) 5 marks for viva-voce on concerned laboratory course.
- The remaining 10 marks are for Laboratory Project, which consists of the Design (or) Software/Hardware Model Presentation (or) App Development (or) Prototype Presentation submission which shall be evaluated after completion of laboratory course and before Semester End Practical Examination.

8.3 Condition for Passing CIE and SEE in Theory and Practical Subject(s)/Course(s): The Student, in each course, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in SEE and Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks taking together.

- The student is eligible to write SEE of the concerned course, if the student scores $\geq 40\%$ (16 marks) of 40 CIE marks.
- In case, the student appears for SEE of the concerned course but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), the student's performance in that course in SEE shall stand cancelled in spite of appearing the SEE.

8.4 Semester End Examination (SEE)

8.4.1 Theory Courses: The duration of SEE is 3 hours. The details of the question paper pattern are as follows:

The semester end examinations (SEE), for theory courses, will be conducted for 60 marks consisting of two parts viz. i) Part- A for 10 marks and ii) Part - B for 50 marks.

- Part-A is compulsory, consists of five short answer questions covering all units of syllabus; each question carries two marks.
- Part-B consists of five questions carrying 10 marks each. There shall be two questions from each unit with either-or choice and the student should answer either of the two questions. The student shall answer one question from each of five units.

8.4.2 Practical Courses: The SEE for practical subject/course shall be conducted at the end of the semester with duration of 3 hours by one internal and one external examiner appointed by the Head of the Institution as per the recommendation of the concerned Head of the Department for 60 marks. The allocation of marks is as given below:

- (i) 10 marks for write-up (ii) 15 marks for experiment/program (iii) 15 marks for evaluation of results (iv) 10 marks for presentation on another experiment/program in the same lab course and (v) 10 marks for viva-voce on concerned laboratory course.

For any change of experiment, 5 marks will be deducted from the total of 60 marks. If second time change of experiment is requested, another five marks will be deducted from the 60 marks. No third change will be permitted.

8.5 There shall be a summer internship during the summer vacation of II Semester and the evaluation is done in III Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. The student has to secure a minimum of 50% of marks to be declared successful. If the student fails to obtain the minimum marks, the student has to reappear for the same during the supplementary examinations as and when conducted.

8.6 Every student shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

8.7 A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.

8.8 Registration of Project Work: A candidate is permitted to register for the project work at the beginning of IV Semester after satisfying the attendance requirement in all the courses, both theory and laboratories upto III Semester.

8.9 After satisfying 8.8, a student, in consultation with the Project Supervisor, has to present the title, objective, and plan of action of the project work to the PRC for approval within two weeks from the commencement of IV Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the course 'pre-submission project seminar', there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 60 marks and the Supervisor shall evaluate the work for another 40 marks. The student has to secure a minimum of 50% of marks to be declared successful. If the student fails to obtain the minimum marks, the student has to reappear for the same during the supplementary examination as and when notification is issued. Pre-submission project seminar has to be conducted along with 1st and 2nd mid-term examinations.

- 8.10** If the student wishes to change the supervisor or the topic of the project, the student can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of the student's initial plans of project proposal. If yes, the date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.11** The student is permitted to submit project thesis with the approval of PRC not earlier than 15 weeks from the date of commencement of IV semester. For the approval of PRC, the student shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the pre-submission project seminar at II mid-term examinations.
- 8.12** After approval from the PRC, a soft copy of the thesis should be submitted for anti-plagiarism check and the plagiarism report should be submitted to the Controller of Examinations, CMRIT and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%. If the similarity index is more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re submissions of thesis after plagiarism check is limited to two. The student has to register for the project work and work for one semester. After three attempts, the admission is liable to be cancelled. The Controller of Examinations, CMRIT is advised to make plagiarism check of every soft copy of thesis before submissions.
- 8.13** Three copies of the Project Thesis certified by the supervisor shall be submitted to the CMRIT.
- 8.14** The thesis shall be adjudicated by an external examiner selected by the Principal, CMRIT. For this, the Head of the Department shall submit a panel of three examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned.
- 8.15** If the report of the external examiner is unsatisfactory, the student shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and/or PRC. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 8.16** If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva-Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The student has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva-Voce examination one external examiner shall be allotted for a group of three to ten students. The Main Project Viva-Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The students need to prepare the PPT (Slides) of the project work for the Viva-Voce examination.
- 8.17** If the student fails to fulfill the requirements as specified in 8.16, the student will reappear for the Main Project Viva-Voce examination only after three months. In the reappeared examination also, if the student fails to fulfill the requirements, the student will not be eligible for the award of the degree, unless the student is asked to revise and resubmit the student's project work by the board within a specified time period (within four years from the date of commencement of the student I semester).
- 8.18** The Main Project Viva-Voce External examination marks must be submitted to the Controller of Examinations on the same day of the examination.
- 8.19 Skill Development Courses (SDCs):** The objective of SDCs is to develop the cognitive and the psycho-motor skills. Two SDCs are included in the Curriculum in III and IV semesters with two credits each. The evaluation pattern will be same as that of a laboratory/practical course including the internal and external assessments.

9.0 Re-Admission/Re-Registration

9.1 Re-Admission for Discontinued Student

A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for 'readmission' into the same degree programme (with the same specialization) with the academic regulations of the batch into which the student gets readmitted, with prior permission from the Principal CMRIT.

9.2 If a student is detained due to shortage of attendance the student shall be admitted in the same semester in the successive academic years with the academic regulations of the batch into which the student seeks re registration, with prior permission from the Principal CMRIT.

10.0 Examinations and Assessment - The Grading System

10.1 Grades will be awarded to indicate the performance of each student in each Theory Course, or Lab/Practical's, or Mini Project with Seminar, Dissertation, etc., based on the percentage of marks obtained in CIE + SEE, and a corresponding Letter Grade shall be given.

10.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

Range of % of Marks Secured in a Course	Letter Grade	Grade Points (GP)
Greater than or equal to 90	O (Outstanding)	10
80 and less than 90	A ⁺ (Excellent)	9
70 and less than 80	A (Very Good)	8
60 and less than 70	B ⁺ (Good)	7
50 and less than 60	B (Average)	6
Below 50	F (Fail)	0
Absent	Ab	0

10.3 A student obtaining 'F' Grade in any Course is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the SEE, as and when conducted. In such cases, the student's CIE Marks in those courses will remain as obtained earlier.

10.4 If a student has not appeared for the examinations, 'Ab' Grade will be allocated for any course and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the SEE, as and when conducted.

10.5 A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.

10.6 In general, a student shall not be permitted to repeat any Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.

10.7 A student earns Grade Point (GP) in each Course, on the basis of the Letter Grade obtained by him in that Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Course.

Credit Points (CP) = Grade Point (GP) x Credits

10.8 The student passes the Course only when the student gets GP ≥ 6 (B Grade or above).

10.9 The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (ΣCP) secured from all subjects/courses registered in a semester, by the total number of credits registered during that semester. SGPA is rounded off to **two** decimal places. The SGPA is

$$SGPA (S_i) = \sum (C_i \times G_i) / \sum C_i$$

Where C_i is the no. of credits of the ith course and G_i is the GP scored in the ith course.

10.10 The CGPA is a measure of the overall cumulative performance of a student in all semesters considered for registration. The CGPA is the ratio of the total Credit Points secured by a student in **all** registered courses in **all** semesters, and the total number of credits registered in **all** the semesters. CGPA is rounded off to **two** decimal places. CGPA is thus computed from the second semester onwards, at the end of each semester, as per the following formula:

$$CGPA = \sum (C_i \times S_i) / \sum C_i$$

where S_i is the SGPA of the i^{th} semester and C_i is the total no. of credits in that semester.

Illustration of calculation of SGPA					Illustration of calculation of CGPA			
Course /Subject	Credits	Letter Grade	Grade Points	Credit Points	Sem.	Credits	SGPA	Credits x SGPA
Course 1	4	A	8	4 x 8 = 32	Sem I	24	7	24 x 7 = 168
Course 2	4	O	10	4 x 10 = 40	Sem II	24	6	24 x 6 = 144
Course 3	4	B	6	4 x 6 = 24	Sem III	24	6.5	24 x 6.5 = 156
Course 4	3	B	6	3 x 6 = 18	Sem IV	24	6	24 x 6 = 144
Course 5	3	A ⁺	9	2 x 9 = 18				
Course 6	3	B	6	2 x 6 = 12				
Total	21			159	Total	96		612
SGPA = 159/21 = 7.57					CGPA = 612/96 = 6.37			

10.11 SGPA of a semester will be mentioned in the semester Memorandum of Grades if all courses of that semester are cleared in first attempt. Otherwise, the SGPA shall be mentioned only on the Memorandum of Grades in which sitting the student has passed the last exam in that semester.

11.0 Withholding of Results

If the student has not paid the dues, if any, to the CMRIT or if any case of indiscipline is pending against that student, the result and degree of the student will be withheld and will not be allowed into the next semester.

12.0 Award of Degree and Class

12.1 If a student who registers for all the Courses listed in the Course Structure and secures the required number of 105 Credits within 4 academic years from the date of commencement of the first academic year, shall be declared to have qualified for the award of the MBA Degree that the student was admitted into.

12.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, the student shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.50
First Class	$6.50 \leq CGPA < 7.50$
Second Class	$6.00 \leq CGPA < 6.50$

A student with final CGPA (at the end of the MBA Programme) < 6.00 shall not be eligible for the Award of Degree.

13.0 Conversion of CGPA into equivalent Percentage of Marks

13.1 The following formula shall be used for the conversion of CGPA into equivalent marks, whenever it is necessary.

$$\text{Percentage (\%)} \text{ of Marks} = (\text{Final CGPA} - 0.5) \times 10$$

14.0 Transitory Regulations

A. For students detained due to shortage of attendance:

1. A Student who has been detained in any semester of I year of R24 Regulations due to lack of attendance, shall be permitted to join the corresponding semester of R25 Regulations and the student is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year.
2. A student who has been detained in any semester of II year of R22/R24 regulations for want of attendance, shall be permitted to join the corresponding semester of R25 Regulations and is required to complete the study of MBA within the stipulated period of four academic years from the date of first admission in I Year. The R25 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester. See rule (B) for further Transitory Regulations.

B. For readmitted students in R25 Regulations:

1. A student who has failed in any course under any regulation has to pass those courses in the same regulations.
2. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of their study including R25 regulations. There is NO exemption of credits in any case.
3. If a student is readmitted to R25 Regulations and has any course with 80% of syllabus common with their previous regulations, that particular course in R25 regulations will be substituted by another course to be suggested by the University.

Note: If a student readmitted to R25 Regulations and has not studied any courses/topics in their earlier regulations of study which is prerequisite for further courses in R25 Regulations, the Principal CMRIT shall conduct remedial classes to cover those courses/ topics for the benefit of the students.

15.0 Student Transfers

There shall be no transfers from other colleges.

16.0 Malpractice

16.1 Malpractice Prevention Committee: The committee shall examine the student's malpractice and indiscipline cases occurred, while conducting the examinations and recommend appropriate punishment to the Academic Council after taking explanation from the student and concerned invigilator as per the malpractice rules mentioned below. The committee consists of

- a) Controller of Examinations - Chairman
- b) Addl. Controller of Examinations.- Convener
- c) Subject Expert - Member
- d) Head of the Department of which the student belongs to - Member
- e) The Invigilator concerned - Member

16.2 Malpractice Rules: Disciplinary Action for Improper Conduct in Examinations

S. No.	Nature of Malpractices / Improper Conduct	Punishment
1(a)	Possesses or keeps accessible in examination hall, any paper, notebook, programmable calculators, cell phones, pager, palm computers or any other form of material concerned	Expulsion from the examination hall and cancellation of the performance in that subject only.

	with or related to the subject of the examination (theory or practical) in which the student is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	
1(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, the student will be handed over to the police and a case is registered against them.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the Principal.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from the examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer	Cancellation of the performance in that subject.

	paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	
6	Refuses to obey the orders of the Addl. Controller of examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the addl. Controller of examinations or any person on duty in or outside the examination hall of any injury to his person or to any of their relations whether by words, either spoken or written or by signs or by visible representation, assaults the addl. Controller of examinations, or any person on duty in or outside the examination hall or any of their relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9	If a student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct	Student expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not

	mentioned in clause 6 to 8.	be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the principal for further action to award suitable punishment.	

17.0 Mapping with the Sustainable Development Goals

All the courses specified in the course structure of every programme are mapped with the one or more sustainable development goals.

18.0 Scope

18.1 The Academic Regulations should be read as a whole, for the purpose of any interpretation.

18.2 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.

18.3 The Academic Council may revise or amend the academic regulations, course structure or syllabi at any time, and the changes or amendments made shall be applicable to all students with effect from the dates notified by the Academic Council.

COURSE STRUCTURE

MBA– R25 COURSE STRUCTURE

(Applicable from the batch admitted during 2025-26 and onwards)

I – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	25MBAPC11	Management and Organizational Behaviour	1,2,3,4,5	1,2	4	0	0	4
2	25MBAPC12	Business Economics	1,2,3,4,5	1,2	4	0	0	4
3	25MBAPC13	Financial Reporting & Analysis	1,2,3,4,5	1,2	4	0	0	4
4	25MBAPC14	Research Methodology and Statistical Analysis	1,2,3,4,5	1,2	4	0	0	4
5	25MBAPC15	Legal and Business Environment	1,2,3,4,5	1,2	4	0	0	4
6	Open Elective – I				3	0	0	3
	25MBAOE11	ESG and Sustainability Management	1,2,3,4,5	1,2				
	25MBAOE12	Cyber Security	1,2,3,4,5	1,2				
	25MBAOE13	Cross Cultural Management	1,2,3,4,5	1,2				
	25MBAOE14	Banking and Insurance	1,2,3,4,5	1,2				
7	25MBAPC16	Business Communication Lab	1,2,3,4,5	1,2	1	-	2	2
8	25MBAPC17	Statistical Data Analysis Lab	1,2,4,5	1,2	1	-	2	2
TOTAL					25	00	04	27

II – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	25MBAPC21	Human Resource Management	1,2,3,4,5	1,2	4	0	0	4
2	25MBAPC22	Marketing Management	1,2,3,4,5	1,2	4	0	0	4
3	25MBAPC23	Financial Management	1,2,3,4,5	1,2	4	0	0	4
4	25MBAPC24	Entrepreneurship and Design Thinking	1,2,3,4,5	1,2	4	0	0	4
5	25MBAPC25	Quantitative Analysis for Business Decisions	1,2,3,4,5	1,2	4	0	0	4
6	25MBAPC26	Production & Operations Management	1,2,3,4,5	1,2	4	0	0	4
7	Open Elective – II				3	0	0	3
	25MBAOE21	Project Management	1,2,3,4,5	1,2				
	25MBAOE22	Business Ethics & Corporate Governance	1,2,3,4,5	1,2				
	25MBAOE23	International Business	1,2,3,4,5	1,2				
	25MBAOE24	Fundamentals of Taxation & GST	1,2,3,4,5	1,2				
8	25MBAPC27	Start-up/MSME/Innovation Development Plan/Sector Specific Report	1,2,3,4,5	1,2	-	-	2	1
TOTAL					27	00	02	28

III – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	25MBAPC31	Supply Chain Management	1,2,3,4,5	1,2	4	0	0	4
2	25MBAPC32	AI for Business	1,2,3,4,5	1,2	4	0	0	4
3	25MBAPC33	Business Analytics	1,2,3,4,5	1,2	4	0	0	4
4	Professional Elective – I				4	0	0	4
	25MBAPE31M	Digital Marketing	1,2,3,4,5	1,2				
	25MBAPE31H	Talent and Performance Management Systems	1,2,3,4,5	1,2				
	25MBAPE31F	Security Analysis and Portfolio Management	1,2,3,4,5	1,2				
	25MBAPE31E	Start-up and MSME Management	1,2,3,4,5	1,2				
5	Professional Elective – II				4	0	0	4
	25MBAPE32M	Sales and Promotion Management	1,2,4,5	1,2				
	25MBAPE32H	Learning and Development	1,2,3,4,5	1,2				
	25MBAPE32F	FINTECH	1,2,4,5	1,2				
	25MBAPE32E	Family Business Management	1,2,3,4,5	1,2				
6	Professional Elective – III				4	0	0	4
	25MBAPE33M	Brand Management and Consumer Behaviour	1,2,3,4,5	1,2				
	25MBAPE33H	Employee Relations	1,2,3,4,5	1,2				
	25MBAPE33F	Strategic Cost and Management Accounting	1,2,4,5	1,2				
	25MBAPE33E	Innovation and Entrepreneurship	1,2,3,4,5	1,2				
7	25MBAPC34	Data Visualization Lab	1,2,3,4,5	1,2	1	-	2	2
8	25MBAPC35	Summer Internship	1,2,3,4,5	1,2	-	-	4	2
TOTAL					25	00	06	28

IV – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	25MBAPC41	Strategic Management	1,2,3,4,5	1,2	4	0	0	4
2	Professional Elective – IV				4	0	0	4
	25MBAPE41M	International Marketing	1,2,3,4,5	1,2				
	25MBAPE41H	International Human Resource Management	1,2,3,4,5	1,2				
	25MBAPE41F	International Financial Management	1,2,4,5	1,2				
	25MBAPE41E	Entrepreneurial Finance	1,2,3,4,5	1,2				
3	Professional Elective – V				4	0	0	4
	25MBAPE42M	Services & Retail Management	1,2,3,4,5	1,2				
	25MBAPE42H	Leadership and Change Management	1,2,3,4,5	1,2				
	25MBAPE42F	Risk Management and Financial Derivatives	1,2,4,5	1,2				
	25MBAPE42E	Entrepreneurial Marketing	1,2,3,4,5	1,2				
4	Professional Elective – VI				2	0	0	2
	25MBAPE43M	Marketing Analytics	1,2,3,4,5	1,2				
	25MBAPE43H	HR Analytics	1,2,3,4,5	1,2				
	25MBAPE43F	Financial Analytics	1,2,3,4,5	1,2				
	25MBAPE43E	Technology Business Incubation	1,2,3,4,5	1,2				
5	Professional Elective – VI Lab				-	-	4	2
	25MBAPE44M	Marketing Analytics Lab	1,2,3,4,5	1,2				
	25MBAPE44H	HR Analytics Lab	1,2,3,4,5	1,2				
	25MBAPE44F	Financial Analytics Lab	1,2,3,4,5	1,2				
	25MBAPE44E	Business Incubation - Idea Lab	1,2,3,4,5	1,2				
6	25MBAPC42	Project: Pre-submission - Seminar	1,2,3,4,5	1,2	0	1	2	2
7	25MBAPC43	Project: Main Project Viva-Voce	1,2,3,4,5	1,2	0	0	8	4
TOTAL					14	01	14	22

I-SEMESTER SYLLABUS

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC11	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the management process and functions	3	2	1	1	1	3	2
CO2	analyze various types of organizational plans	3	3	2	2	1	3	3
CO3	evaluate contemporary organizational design approach	2	2	3	1	2	2	3
CO4	develop interpersonal and team-building skills	1	1	2	2	3	1	3
CO5	integrate leadership and motivation concepts	2	1	3	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Management	10
The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory. Task: Case Study: Leadership Case Starbucks–The Leadership of Howard Schultz		
II	Planning and Decision Making	10
Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model. Task: Case Study: Innovation Case Future of the Automobile		
III	Organizing and Controlling	4+4=8
Part-A: Organizing: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges. Task: Case Study: Entrepreneurial Case Expanding a Venture Capital Firm from the Silicon Valley to Bangalore Part-B: Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, and Contemporary issues in Controlling. Task: Case Study: Innovation Case Amazon.com–One of the Most Innovative Companies under the Leadership of Entrepreneur Jeff Bezos References		
IV	Organizational Behaviour	10
Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams. Task: Case Study: Employee Friendly Organization Design, Culture and Climate		
V	Leadership and Motivation	10
Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. Motivation: Approaches to Motivation, Maslow’s Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor’s Theory, ERG theory, McClelland’s Needs Theory, Valance Theory. Task: Case Study: The DNA of Indian Leadership		
Textbooks		
1. Harold Koontz, Heinz Weihrich, Essentials of Management, TMH, 11e, 2020. 2. K. Aswathappa, Organizational Behaviour, Himalaya Publications, 8e, 2021. 3. Ramesh B. Rudani, Management and Organisational Behaviour, TMH, 1e, 2013.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Closely aligns with PO1 by applying management theories to drive understanding and solve business situations. Supports PO2 with basic analytical skills for assessing management processes. PO3, PO4, and PO5 are touched upon by introducing leadership and organizational context, though only basic exposure is provided.	PSO1: Strongly links to PSO1 by applying core concepts of marketing, finance, and HR to analyze business environment. PSO2: Supports PSO2 by introducing basic critical and analytical skills.
CO2	Strongly maps to PO1 and PO2 as students must analyse and apply planning concepts to business issues, requiring critical thinking and data-based decision making. PO3 is involved in evaluating leadership during planning processes. PO4 requires understanding planning impacts on global, economic, and legal environments for effective plans. PO5 links to planning for organizational effectiveness, though application in teamwork is limited.	PSO1: Strong support for both PSO1 (using planning tools in functional domains) PSO2: PSO2 (requiring analytical decision making in planning).
CO3	PO1 and PO2 are addressed by critical evaluation of organizational structures and their impact on business performance. PO3 expects students to analyse value-based leadership within design approaches. PO5 is connected by examining structures that enable teams to perform and contribute effectively. PO4 has some relevance when students relate design to global and legal contexts.	PSO1: PSO1 is addressed by evaluating structural approaches in different domains. PSO2: PSO2 is strongly supported via critical analysis, decision making about organizational design, and leadership skills development.
CO4	PO5 is strongly supported by fostering effective team collaboration and interpersonal dynamics. PO3 is relevant when leadership skills are developed through team-building exercises. PO4 involves considering the ethical and cultural aspects of team building. PO1 and PO2 are weakly addressed by applying management and analytical approaches to group activities.	PSO1: Weakly linked to PSO1 PSO2: Strongly to PSO2 by developing interpersonal, leadership, and team skills crucial for entrepreneurship.
CO5	PO3 and PO5 are strongly mapped as students learn leadership theories and skills to lead teams and motivate employees. PO4 is supported by studying global and ethical aspects of leadership. PO1 is indirectly addressed through management concepts of leadership. PO2 is minimally involved through analytical discussion of motivational models.	PSO1: Contributes to PSO1 by applying motivation and leadership in various functional areas. PSO2: Strongly supports PSO2 by enhancing leadership and entrepreneurial capabilities.

BUSINESS ECONOMICS

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC12	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the role of economic principles in business.	3	2	1	3	1	3	2
CO2	analyze the determinants of demand and supply.	3	3	1	2	1	3	3
CO3	examine the cost output relationship in short, long run.	3	3	1	2	1	3	3
CO4	evaluate market behavior and its impact on pricing.	3	3	1	3	1	3	3
CO5	apply pricing theories and decision-making models	3	3	1	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Business Economics	10
Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty. Task: Case Study: Dabur India Limited: Growing Big and Global.		
II	Theory of Demand and Supply	10
(a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand, Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply: Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium. Task: Case Study: The Rough Ride from Feature Phones to Smart phones.		
III	Production and Cost Analysis	4+4=8
Part A: Production Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Task: Case Study: Expanding the Volvo Way.		
Part B: Cost Analysis: Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Average Cost Curves, Break Even Analysis. Task: Case Study: Cement Industry in India.		
IV	Market Structures- Pricing and Output decisions	10
Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run. Task: Case Study: Does Perfect Competition Exist?		
V	Pricing Strategies	10
Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioural Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping. Task: Case Study: Indian Railways: Surging Ahead or Backwards?		
Textbooks		
1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, TMH, 3e, 2018. 2. G.S.Gupta, Managerial Economics, TMH, 2e, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly supports PO1 by applying economic principles to solve business problems.Supports PO2 through use of analytical tools to understand economic concepts.Aligns well with PO4 because economic principles include global and economic contexts.Weak linkage to PO3 and PO5 as leadership application is limited in this content.	PSO1: All COs strongly link to PSO1 as marketing, finance, and HR relevance emerge in economic principles, demand, supply, cost, and pricing analyses. PSO2: Analytical decision-making (PSO2) is consistently supported through economic analysis and pricing decisions across all COs, while leadership and entrepreneurial skills are minimally involved but still notable.
CO2	Strong linkage with PO1 and PO2 through critical analysis of demand and supply, key for problem solving.Medium relevance to PO4 for understanding market dynamics and economic environment.Limited relevance to PO3 and PO5.	PSO1: All COs strongly link to PSO1 as marketing, finance, and HR relevance emerge in economic principles, demand, supply, cost, and pricing analyses. PSO2: Analytical decision-making (PSO2) is consistently supported through economic analysis and pricing decisions across all COs, while leadership and entrepreneurial skills are minimally involved but still notable.
CO3	Strong application of management theories (PO1) and analytical decision making (PO2). Understanding cost is essential for economic and business decisions, aligning with PO4. PO3 and PO5 relevant minimally as focus remains analytical.	PSO1: All COs strongly link to PSO1 as marketing, finance, and HR relevance emerge in economic principles, demand, supply, cost, and pricing analyses. PSO2: Analytical decision-making (PSO2) is consistently supported through economic analysis and pricing decisions across all COs, while leadership and entrepreneurial skills are minimally involved but still notable.
CO4	Strong linkage with PO1, PO2 and PO4 by evaluating market structures affecting business economics.PO3 and PO5 have little application in this context.	PSO1: All COs strongly link to PSO1 as marketing, finance, and HR relevance emerge in economic principles, demand, supply, cost, and pricing analyses. PSO2: Analytical decision-making (PSO2) is consistently supported through economic analysis and pricing decisions across all COs, while leadership and entrepreneurial skills are minimally involved but still notable.
CO5	Strongly connected to PO1, PO2, and PO4 as students apply pricing and decision models in business.Less influence on leadership and team factors in PO3 and PO5.	PSO1: All COs strongly link to PSO1 as marketing, finance, and HR relevance emerge in economic principles, demand, supply, cost, and pricing analyses. PSO2: Analytical decision-making (PSO2) is consistently supported through economic analysis and pricing decisions across all COs, while leadership and entrepreneurial skills are minimally involved but still notable.

FINANCIAL REPORTING AND ANALYSIS

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC13	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the objectives and functions of accounting.	3	1	2	2	1	3	2
CO2	prepare final accounts to know the financial position.	3	2	1	2	1	3	2
CO3	analyze the features and causes of depreciation.	2	3	1	2	1	2	2
CO4	develop critical skills using financial analysis technique	2	3	1	2	2	2	3
CO5	apply ratios to interpret a firm's financial position.	2	3	2	2	2	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Accounting	10
Meaning and Definition of Accounting, Characteristic Features of Accounting, Objectives of Financial Accounting, Users of Financial Accounting Information, Branches of Accounting, Functions of Accounting, Advantages of Accounting, Limitations of Accounting, Accounting Principles: Accounting Concepts & Accounting Conventions Task: Case Study: X-LTD – Significant Accounting Policies.		
II	The Accounting Process	10
Concept of Accounting Process and Stages, Recording of Business Transactions and its Classification, Classification of Accounts, Double Entry System, Journal, Ledger, – Subsidiary Books, Trial Balance, Final Accounts, Capital and Revenue – Expenditures and Receipts. Task: Case Study: Preparation of Final Accounts of A Selected Company.		
III	Valuation Models	4+4=8
Part A: Inventory & Goodwill Valuation: Methods of Inventory Valuation and Methods of Valuation of Goodwill. Task: Case Study: Inventory Valuation of A Selected Company.		
Part B: Depreciation: Definition of Depreciation, Characteristic Features of Depreciation, Causes of Depreciation, Factors Affecting Amount of Depreciation and Methods of Depreciation. Task: Case Study: Preparation of Depreciation Accounting treatment of A Selected Company.		
IV	Financial Statement Analysis-I	10
Meaning of Financial Statement Analysis, Purposes and Significance of Financial Analysis, Tools or Techniques of Financial Statement Analysis: Comparative Financial Statements, Common Size Financial Statements, Cash Flow Statement, Funds Flow Statement. Task: Case Study: Analyse the Financial Statement Analysis of a Selected Company.		
V	Financial Statement Analysis-II	10
Meaning of Ratio Analysis, Advantages and Uses of Ratio Analysis, Limitations of Ratio Analysis, Classification of Ratios: Liquidity, Leverage, Solvency and Profitability Ratios. Task: Case Study: Prepare Ration analysis of a Selected Company.		
Textbooks		
1. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.		
References		
1. S.N. Maheswari, S. K. Maheswari, Sharad K. Maheswari, Accounting for Management, Vikas Publishing House, 5e, 2022.		
2. Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.		
3. Dhanesh K. Khatri, Financial Accounting & Analysis, TMH Publishing Limited, 2015.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (Management theories): Requires foundational knowledge, hence strong mapping. PO2 (Analytical thinking): Introduction, minor analytical requirement. PO3 (Value-based leadership): Helps develop integrity by understanding accounting principles. PO4 (Global/legal/ethical): Basic understanding informs legal/ethical background. PO5 (Team leadership): Involvement is minor, mostly individual understanding.	PSO1: C1 has a strong correlation with PSO1 because understanding accounting objectives and functions is fundamental to analyzing the business environment from marketing, finance, and human resource perspectives. PSO2: Medium correlation with PSO2 is due to the foundational development of critical thinking and decision-making skills needed for further business analysis and leadership.
CO2	PO1: Applying accounting procedures solves business financial problems. PO2: Medium analytical skills needed for final accounts. PO3: Some leadership required in review/approval of accounts. PO4: Medium relevance due to reporting, compliance aspects. PO5: Weak, mostly individual task.	PSO1: There is a strong correlation with PSO1 since preparing final accounts is crucial for analyzing the financial environment of a business. PSO2: The medium correlation with PSO2 relates to the practical use of these accounts to develop analytical decision-making and leadership skills in interpreting financial data.
CO3	PO1: Medium, involves theoretical & practical understanding. PO2: Strong, focuses on critical/analytical understanding of depreciation. PO3: Weak, limited leadership involvement. PO4: Medium, connects to global/accounting standards. PO5: Weak involvement in team leadership.	PSO1: Medium correlation with PSO1 reflects the analytical aspect of depreciation's impact on asset valuation and financial reporting. PSO2: Medium correlation with PSO2 reflects the analytical aspect of depreciation's impact on asset valuation and financial reporting.
CO4	PO1: Medium, supports practical use of management theory. PO2: Strong, directly builds analysis & decision skills. PO3: Weak, limited direct leadership development. PO4: Medium, integrates global/economic analysis. PO5: Medium, benefits team-based financial analysis.	PSO1: It also has a medium relationship with PSO1 because financial analysis is integral to understanding the broader business environment. PSO2: This outcome strongly aligns with PSO2 as it directly hones critical thinking, analytical decision-making, leadership, and entrepreneurial skills through hands-on financial analysis.
CO5	PO1: Medium, ratio analysis applies conceptual business solutions. PO2: Strong, students use data for decision-making. PO3: Medium, as ratio interpretation can guide value-based decisions. PO4: Medium, touches on compliance/ethical use of financial info. PO5: Medium, relevant in collaborative analysis and reporting teams.	PSO1: Medium correlation with PSO1 is due to the interpretation of financial ratios aiding environmental analysis in marketing, finance, and HR domains. PSO2: Strong mapping to PSO2 reflects the use of ratio analysis to make informed decisions and lead entrepreneurial ventures.

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC14	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	examine the meaning and importance of research design	3	2	0	0	0	3	2
CO2	explain different measurement scales and techniques.	2	3	0	0	0	2	2
CO3	analyze relationship among variables using correlation.	2	3	0	0	0	3	3
CO4	apply appropriate statistical tests.	3	3	0	2	0	2	3
CO5	use appropriate referencing styles and citation methods	2	0	2	3	0	2	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Research Methodology	10
Define Research, Types of Research, Process of Research, Criteria for good Research, Problems encountered by researchers in India. Research Problem: Meaning, Techniques involved in defining a problem, Research Designs: Meaning, Features of a good design, Different research designs, Basic principles of experimental designs. Task: Case Study: Prepare a Sample Research Proposal		
II	Sampling Design, Measurement and Scaling	10
Sampling Design: Steps in sample design, Characteristics of a good sample design, Different types of sample designs, Complex random sampling designs. Measurement Scales, Techniques of developing measurement tools, Scaling, Scaling techniques Data collection: Classification of Primary and Secondary Data. Task: Case Study: Prepare a Questionnaire for Proposed research		
III	Processing and Analysis Data	4+4=8
Part A: Processing operations, Elements/Types of analysis. Statistics in Research (Measures of central Tendency, Measures of dispersion, Measures of skewness) Task: Case Study: Prepare statistical Test report Part B: Measures of relationship: Charles spearman’s coefficient of correlation, Karl Pearson’s coefficient of correlation, Simple Regression analysis, Multiple correlation and regression, Univariate, Bivariate and Multivariate analysis of data. Task: Case Study: Prepare coefficient of correlation report.		
IV	Testing of Hypotheses and Variance Analysis	10
Define Hypotheses, Characteristics of Hypotheses, Basic Concepts concerning Testing of Hypotheses, Procedure for hypotheses testing. Parametric Tests: Chi-square Test, One-Way and Two way ANOVA. Task: Case Study: Prepare Chi-square Test report, SPSS Commands for Factor Analysis		
V	Time Series Analysis and Report Writing	10
Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research. Task: Case Study: Prepare a sample report.		
Textbooks		
1. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016. 2. C.R. Kothari, Research Methodology: Methods & Techniques, New Age International, 2e, 2018.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Understanding research design builds foundational skills in systematic inquiry, aligning directly with the ability to apply management theories and practices in tackling real business problems. PO2:Formulating research design involves critical analysis and methodological choices that foster analytical skills, supporting data-based decision making.	PSO1: Understanding research design equips students to investigate business environments in marketing, finance, and HR through structured analysis and methodological rigor. PSO2: Formulating research approaches develops critical thinking and stepwise problem-solving, supporting leadership and entrepreneurial skills.
CO2	PO1: Knowledge of measurement scales and techniques underpins sound management decision-making, especially in quantitative and qualitative analysis.PO2: Choosing and applying appropriate measurement techniques cultivates strong analytical abilities, crucial for interpreting and responding to business data.	PSO1: Applying measurement techniques is essential in analyzing situations and outcomes in major business domains such as marketing surveys, financial ratios, or HR metrics. PSO2: Selecting and interpreting scales fosters analytical decision-making crucial for leadership and entrepreneurship.
CO3	PO1: Applying statistical methods such as correlation helps evaluate business options, directly supporting problem-solving through management theory.PO2: Analysing relationships between variables encourages deep analytical and critical thinking, essential for data-driven decisions.	PSO1: Correlation analysis is a powerful tool for evaluating dependencies and trends within marketing, finance, and human resources, aiding strategic business analysis. PSO2: The process enhances students' ability to engage in analytical reasoning and demonstrate entrepreneurship through data-backed decisions.
CO4	PO1: Statistical tests are important tools for validating management decisions and solving business challenges.PO2: Correct application of statistical tests represents strong analytical ability and a scientific approach to decision making. PO4: Applying tests often involves understanding global and economic contexts, as well as legal and ethical considerations (e.g., data privacy, fairness in research).	PSO1: These tests are integral to verifying hypotheses and drawing conclusions in all major business functions, ensuring sound business environment analysis. PSO2: Proficiency in statistical application reflects strong analytical decision-making and the capacity to lead data-driven initiatives.
CO5	PO1: Proper referencing reflects academic integrity in management research and practice.PO3: Consistent citation and referencing promote value-based leadership through ethical scholarship practices. PO4: Accurate citation respects intellectual property, meets global standards, and addresses legal/ethical expectations in business research.	PSO1: Proper referencing demonstrates academic rigor and supports research validity in all business areas, including marketing strategies, financial analysis, and HR reporting. PSO2: Ethical citation promotes reflective leadership and fundamental entrepreneurial integrity through responsible academic practices.

LEGAL AND BUSINESS ENVIRONMENT

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC15	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the process of company formation.	3	2	1	3	1	3	2
CO2	analyze the essential elements for a valid contract.	3	3	1	2	1	3	2
CO3	identify the different kinds of negotiable instruments.	2	2	1	2	1	2	2
CO4	evaluate the role of foreign investment & Exim policies.	2	3	1	3	2	2	3
CO5	apply the principles of IPR in protecting innovations.	2	2	2	3	2	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Companies Act, 2013	10
Nature and Kinds of Companies, Company Formation and Prospectus, Memorandum and Articles, Share Capital and Debentures, Membership, Management, Meetings and Winding Up of Company Task: Case Study: Food Company		
II	Indian Contract Act, 1872	10
Define Contract, Agreement, Promise, and Offer, Essential Elements of Establishing a Valid Contract, Types of Contracts, Offer and Acceptance, Communication of Offer, Acceptance, and Their Revocation, Consideration and Legality of Object, Competency of Parties, Free Consent, Void Agreements and Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Contracts of Bailment and Pledge. Task: Case Study: Contracts with Mischiefs		
III	Negotiable Instruments Act - 1881	4+4=8
Part A: Negotiable Instruments: Meaning and Definition, Kinds of Negotiable Instruments, Negotiation and Assignment, Modes of Negotiation, Presentment of Negotiable Instruments. Task: Case Study: RDM Finance Ltd.		
Part B: Dishonour and Discharge of Negotiable Instruments: Dishonour by Non-acceptance, Dishonour by Non-payment, Dishonour of Cheque for Insufficiency of Funds in the Account, Notice of Dishonour, Discharge of a Negotiable Instrument, Discharge of Parties to an Instrument. Task: Case Study: Software Assurance Konzept (SAK) Ltd.		
IV	Business Environment	10
Introduction to Business Environment, Industrial Policy, Monetary and Fiscal Policy, Foreign Trade Policy and Balance of Payments, Foreign Investment, Import–Export Policies, World Trade Organization. Task: Case Study: The Kerala State Industrial Development Corporation (KSIDC)		
V	Business Regulations and Environment Laws	10
The Consumer Protection Act, 1986, The Competition Act, 2002, The Securities and Exchange Board of India Act, 1992, The Information Technology Act, 2000, The Right to Information Act, 2005, The Foreign Exchange Management Act, 1999, Environmental Law, Intellectual Property Rights. Task: Case Study: R.G. Anand v. Delux Films		
Textbooks		
1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021. 2. Shaikh Saleem, Business Environment, Pearson Education, 2019.		
References		
1. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill, 5e, 2015.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly maps to PO1 because understanding company formation involves practical management theory application. Linked to PO4 for legal and global aspects, with moderate linkage to analytical thinking (PO2) and weak connection to leadership/teamwork.	PSO1: Strongly supports analysis of business environment through practical application of marketing, finance, and HR (PSO1) PSO2: Moderately enhances analytical and leadership skills (PSO2).
CO2	Directly reflects analysis and critical thinking (PO2) and knowledge of management practices (PO1). Contracts require legal understanding (PO4) and value-based leadership (PO3), though less so for team leadership (PO5).	PSO1: Valid contract analysis builds business environment evaluation (PSO1) PSO2: Critical/analytical/leadership capabilities (PSO2).
CO3	Requires understanding management theories (PO1), moderate analysis (PO2), legal clarity (PO4), and indirectly touches leadership principles.	PSO1: Understanding negotiable instruments is key in assessing financial business contexts (PSO1) PSO2: Developing analytical skills (PSO2).
CO4	Tied to analytical and data-based decision making (PO2), global/economic/legal/ethical awareness (PO4), also connects to solving business problems (PO1) and team achievement due to policy impact on organizations (PO5).	PSO1: Foreign investment/policy understanding supports real-world business environment analysis (PSO1) PSO2: Policy evaluation fosters decision-making, leadership, and entrepreneurial skills (PSO2)
CO5	Requires management knowledge (PO1), some analytical ability (PO2), involves value-based leadership and ethics (PO3, PO4), also relates to teamwork for innovation protection (PO5).	PSO1: Applying IPR principles is essential for protecting business innovations in finance/HR/marketing contexts (PSO1) PSO2: Empowers entrepreneurial and leadership practice (PSO2).

**ESG AND SUSTAINABILITY MANAGEMENT
(OPEN ELECTIVE - I)**

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAOE11	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain ESG and sustainability concepts & significance.	3	2	2	3	1	3	2
CO2	develops resource management strategies.	3	3	2	2	2	3	3
CO3	examine significance of Diversity, Equity & Inclusion.	2	2	3	2	3	2	3
CO4	evaluate data privacy and cybersecurity governance.	2	3	2	3	1	2	3
CO5	apply technologies like data analytics and blockchain.	2	3	2	3	1	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to ESG and Sustainability:	10
<p>The definition and importance of ESG in business; Historical evolution of ESG and sustainability concepts and the rise of ESG in corporate and investor agendas; Key concepts such as sustainability, CSR, and the triple bottom line (people, planet, profit); Global frameworks and standards including the UN SDGs, GRI, SASB and BRSR. Task: Case Study: Impact and the Origins of Sustainability</p>		
II	Environmental Management and Climate Strategies:	10
<p>Climate change and its impact on business operations and strategy, Sustainable practices in manufacturing and operations, EMS, ISO 14001, EIA; Resource Management: focusing on water, energy, and waste reduction strategies; The concept of a circular economy, Circular business models and value creation, LCA; Carbon foot-printing and GHG Protocols: measure, report, and reduce greenhouse gas emissions; environmental regulations and compliances, Renewable energy and their applications, DE carbonization, energy transition strategies. Task: Case Study: Greenwashing</p>		
III	Social sustainability and Stakeholder Management:	4+4=8
<p>Part A: Social Responsibility and Community Engagement: Pyramid of CSR, Community development and impact, stakeholder engagement, Stakeholder theory, Legitimacy theory; Human rights and ethical labour practices in global supply chains, Modern slavery and child labour prevention, Worker safety and occupational health management. Task: Case Study: Blue Ocean Strategy</p> <p>Part B: Diversity, Equity, and Inclusion (DEI) in the workplace, Employee wellbeing and development: Employee engagement and retention strategies, Learning/Training and development programs, Mental health and work-life balance initiatives. Task: Case Study: State of Play for Trade Associations and Business Groups</p>		
IV	Governance and Ethics	10
<p>Corporate governance principles; Data privacy and cyber security governance; Corporate disclosure and transparency practices, Stakeholder communication strategies, Green washing: Third-party assurance and verification; Risk management and investor perspectives and opportunities. Task: Case Study: Independent Role of Certifying Organizations</p>		
V	Strategic ESG and Future Trends	10
<p>Aligning ESG with corporate mission, vision, and business strategy; Utilizing technology to advance ESG goals: data analytics for ESG metrics, block chain for supply chain transparency, Digital transformation and sustainability: smart grids, IoT for resource efficiency; Future Trends and Challenges: ESG in emerging economy. Task: Case Study: Innovative Financing Vehicles</p>		
Textbooks		
<p>1. Kristyn Noeth, The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice, A Press; 1st edition, July 2024.</p>		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strongly mapped, as understanding ESG and sustainability directly involves applying management knowledge.PO2: Moderately mapped, since ESG concepts foster critical thinking when students analyse their roles in business.PO3: Moderately mapped, as students learn values such as responsibility and stewardship via ESG.PO4: Strongly mapped, because ESG encompasses global, economic, legal, and ethical business aspects.PO5: Weak mapping, since the primary focus is conceptual understanding, not team leadership.	PSO1: Strong mapping, as ESG and sustainability are deeply integrated into all areas of business and analyzing these concepts helps students understand the overall business environment. PSO2: Medium mapping, because explaining ESG and sustainability enhances analytical thinking and exposes students to leadership principles relevant for entrepreneurial contexts.
CO2	PO1: Strongly mapped, strategies involve practical application of management. PO2: Strongly mapped, as developing strategies requires analysing resource data. PO3: Moderately mapped, leadership and resource stewardship build value-based skills.PO4: Moderately mapped, involves understanding regulations. PO5: Moderately mapped, resource management often requires coordinating teams.	PSO1: Strong mapping, since resource management directly requires the knowledge and integration of marketing, finance, and HR for business analysis and optimization. PSO2: Strong mapping, as students must use critical thinking, problem-solving, and leadership skills to design effective strategies and drive entrepreneurial solutions.
CO3	PO1: Moderately mapped, as DEI exploration uses management theories for fair practices.PO2: Moderately mapped, critical and analytical thinking is fostered by examining DEI challenges and data.PO3: Strong mapping, since DEI directly enhances value-based leadership in business settings. PO4: Moderately mapped, DEI has ethical and global relevance.PO5: Strong mapping, promoting DEI helps build effective teams and inclusive organizational culture.	PSO1: Medium mapping, because understanding DEI adds to business environment analysis but is not solely tied to specific marketing, finance, or HR functions. PSO2: Strong mapping, as evaluating DEI initiatives nurtures leadership, critical thinking, and the ability to make decisions as change agents and future entrepreneurs.
CO4	PO1: Moderately mapped, applying governance concepts solves privacy.PO2: Strong mapping, privacy and cyber security involve complex analytical decision-making. PO3: Moderately mapped, students learn ethical leadership.PO4: Strong mapping, data governance relates to legal, global, and ethical business concerns.PO5: Weak mapping, as the focus is policy rather than team leadership.	PSO1: Medium mapping, evaluating governance practices in privacy and cybersecurity applies to analyzing business environment, mainly with respect to compliance across operational areas. PSO2: Strong mapping, because analyzing and governing these critical areas requires high-level analytical and decision-making skills, and prepares students for leadership roles in secure business operations.
CO5	PO1: Moderately mapped, using tech for sustainability exemplifies management problem-solving.PO2: Strong mapping, technology tools require analytical thinking. PO3: Moderately mapped, tech adoption supports value-based leadership.PO4: Strong mapping, modern business technologies.PO5: Weak mapping, since technology implementation may not always require direct team leadership.	PSO1: Medium mapping, applying these technologies enables students to analyze the business environment using innovative tools, which is important but not always central for marketing, finance, and HR specific tasks. PSO2: Strong mapping, as learning to use technologies like analytics and blockchain develops advanced analytical and decision-making skills essential for modern leaders.

CYBERSECURITY (OPEN ELECTIVE - I)

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAOE12	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the fundamentals of IS and cybersecurity.	1	1	0	1	0	1	1
CO2	classify different types of cybercrimes and threat actors.	1	1	0	1	0	1	1
CO3	understand Information Security Governance.	1	0	1	1	0	1	1
CO4	analyze Cyber Resilience and Human Factors.	0	1	1	0	1	1	1
CO5	adopt Personal Cybersecurity Best Practices.	0	0	1	1	1	1	1

Syllabus

Unit	Title/Topics	Hours
I	Foundations of Cyber security:	10
Introduction to Information Systems, Cyberspace and Cybersecurity, Cybersecurity vs. Information Security. Key Concepts of Cybersecurity: definition, meaning and scope of Cybersecurity. Key objectives of Cybersecurity: confidentiality, integrity & availability (CIA triad). Essential Security and Privacy Goals. Cybersecurity Vulnerabilities and Challenges, Common Vulnerabilities and Exposures (CVE). Task: Case Study: Cybersecurity Vulnerabilities and Challenges		
II	Cyber Threats, Crimes, and Legal Frameworks:	10
Types of Cybercrime and Threat Actors, Motives of attackers, Cyberattack Tools and Methods, Cyber Kill Chain and Response, National and International Cybersecurity Policies, Cybersecurity Laws and Ethics, Role of Law Enforcement and Cyber Forensics, Cybercrime Investigation and Evidence Handling. Task: Case Study: Cyber Forensics		
III	Cybersecurity Management and Controls:	4+4=8
Part A: Cybersecurity Management: Information Security Governance and Risk Management. Cybersecurity Management Practices, Security Policies, Procedures, and Controls, Security Incident Response and Business Continuity, Data and Application Security. Task: Case Study: Security Incident Response		
Part B: Cybersecurity Controls: Overview of Technical Controls, Physical and User Access Security, Internet of Things (IoT) Security. Task: Case Study: Physical and User Access Security		
IV	Cybersecurity Tools, Technologies, and Emerging Frameworks:	10
Cybersecurity Frameworks and Industry Standards, Cyber Resilience and Human Factor, Cryptography and Digital Signatures, Identity and Access Management (IAM), Antivirus, Email Security, Role of AI, Blockchain, and Quantum Computing in Cybersecurity. Task: Case Study: Digital Signatures		
V	Contemporary Applications and Personal Cybersecurity:	10
Personal Cybersecurity Best Practices, Privacy and Data Protection Regulations, Cybersecurity. Emerging Technologies: Web 3.0, 5G, APTs, Secure-by-Design and Supply Chain Security, Ethical Use of Technology and Digital Trust. Task: Case Study: Cybersecurity and Emerging Technologies		
Textbooks		
Ajay Singh. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices. Universities Press (India) Pvt. Ltd. 2023.		
References		
<ol style="list-style-type: none"> Jocelyn O. Padallan. Cybersecurity. Arceler Press. 2020. Susan Lincke. Information Security Planning: A Practical Approach. Springer. 2024. Susanne Chishti and Janob Barberis, the Fintech Book, Wiley. 		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Provides foundational knowledge necessary for applying management principles in IS and cybersecurity contexts. PO2: Builds basic awareness required for critical examination and analytical approaches to IS and cybersecurity challenges. PO4: Covers core economic, legal, and ethical dimensions (e.g., confidentiality, privacy), preparing students to consider broad responsibilities in IS and cybersecurity.	PSO1: Provides essential understanding of information systems (IS), forming a basis for analyzing business environments through marketing, finance, and HR functions, where secure information flows are critical. PSO2: Supports critical thinking and analytical skills by enabling students to evaluate security concepts and their implications for leadership and entrepreneurship in business environments.
CO2	PO2: Enhances analytical and critical thinking by requiring identification and differentiation between various attacks and actors. PO4: Supports understanding of legal and ethical issues, since cybercrime is intertwined with global policy and regulation. PO1: Involves application of management knowledge to classify and strategize response to cyber threats at an organizational level.	PSO1: Equips students to analyze threats impacting various functional areas such as finance, HR, or marketing, improving their ability to scan the business environment for security risks. PSO2: Develops analytical decision-making capabilities and prepares students for leadership and entrepreneurship by understanding the evolving threat landscape in digital business.
CO3	PO3: Directly targets value-based leadership by emphasizing the role of ethical decision-making and governance in information security practices. PO4: Considers the global and legal context of governance frameworks and compliance. PO1: Calls for the use of management theories in developing governance systems and risk management strategies.	PSO1: Connects management and governance processes to core business functions, ensuring students can analyze, apply, and improve governance in marketing, finance, and HR roles. PSO2: Advances leadership and entrepreneurial skills by teaching governance as a strategic competency for managers and business founders in cybersecurity-rich environments.
CO4	PO2: Requires critical and analytical evaluation of resilience strategies and the "human element" in cybersecurity. PO5: Emphasizes leading teams in handling risk, resilience, and incident response—a core leadership skill. PO3: Focuses on fostering value-based organizational culture where human factors are considered.	PSO1: Strengthens students' understanding of how resilience and human factors affect all business domains, particularly in risk management for marketing, finance, and HR. PSO2: Deepens critical thinking and analytical decision-making for leaders by examining how individuals and teams maintain resilience against cyber threats within organizations.
CO5	PO5: Pertains to leading by example, fostering adoption of secure behavior and influencing organizational cybersecurity culture. PO4: Encompasses understanding and practicing compliance with ethical, global, and legal standards in day-to-day actions. PO3: Demonstrates personal leadership and responsibility in ethical use of information technology.	PSO1: Teaches practical skills that apply directly to daily business activities, marketing operations, financial transactions, and HR processes, making students more capable of securing business environments. PSO2: Instills necessary habits, awareness, and self-discipline expected of leaders and entrepreneurs operating in increasingly digital and interconnected business landscapes.

CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE – I)

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAOE13	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the determinants of culture and evaluate.	3	2	1	3	1	3	2
CO2	analyze cultural dilemmas in business contexts	2	3	2	3	2	2	3
CO3	examine processes of cultural change in organizations	2	2	3	2	3	3	3
CO4	apply cross-cultural communication skills	1	2	2	3	2	2	3
CO5	evaluate the cultural differences in generating conflicts	2	3	2	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West. Task: Case Study: Perform a case study on impact of culture between EEC and India.		
II	Cultural Dimensions and Dilemmas	10
Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values. Task: Case Study: Perform a case study on dimensions and dilemmas in USA.		
III	Culture and Organizations	4+4=8
Part A: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy. Task: Case Study: Perform a case study on impact of culture on leadership.		
Part B: Cultural Change in Organizations, Culture and Marketing, Cultural Diversity. Task: Case Study: Perform a case study on Cultural Migration Diversity.		
IV	Culture and Communications	10
Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally. Task: Case Study: Write a report on major communication barriers in International Negotiating.		
V	Cross Cultural Team Management	10
Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships. Task: Case Study: Write a report on Developing Intercultural Relationships.		
Textbooks		
1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.		
References		
1. David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017. 2. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, PHI, 2012. 3. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012. 4. Richard Mead: International Management-Cross Cultural Dimension, 3/e, Blackwell, 2015.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong mapping (3) as understanding and evaluating cultural determinants. PO2: Medium mapping (2) since cultural evaluation requires analysis and critical thought. PO3: Weak mapping (1) because, while exposure to cultural determinants fosters awareness. PO4: Strong mapping (3) as evaluating culture directly increases awareness of business environments. PO5: Weak mapping (1) since this CO does not emphasize teamwork or leadership directly.	PSO1: Strong (3) Understanding cultural determinants is foundational to interpreting business environments, as culture influences marketing, finance, and HR strategies. PSO2: Medium (2) Grasping the determinants of culture cultivates critical thinking, but the emphasis on entrepreneurship and advanced leadership is less pronounced in this outcome.
CO2	PO1: Medium mapping (2) because applying management concepts is essential. PO2: Strong mapping (3), as analyzing dilemmas is an exercise in critical and analytical thinking. PO3: Medium mapping (2) because understanding dilemmas. PO4: Strong mapping (3) since examining dilemmas of legal, global, and ethical implications. PO5: Medium mapping (2) as it may impact team/organizational effectiveness.	PSO1: Medium (2) Analyzing dilemmas often requires integrating knowledge from marketing, finance, and HR, though the application is not as broad as CO1, thus a medium mapping. PSO2: Strong (3) This outcome specifically requires students to use analytical decision-making and critical thinking to address cultural dilemmas, aligning closely with PSO2.
CO3	PO1: Medium mapping (2), as management knowledge guides understanding change. PO2: Medium mapping (2), analyzing change requires critical thinking. PO3: Strong mapping (3), as organizational change is closely connected to leadership. PO4: Medium mapping (2), cultural change connects to global and ethical business practices. PO5: Strong mapping (3), change management is directly related to leading teams.	PSO1: Strong (3) Understanding change management within organizations encompasses the interplay of marketing, finance, and HR. PSO2: Strong (3) Analyzing and managing change is central to developing leadership, critical thinking, and entrepreneurial abilities—directly supporting PSO2.
CO4	PO1: Weak mapping (1), as application of managerial knowledge is not the primary focus here. PO2: Medium mapping (2), as analytical thinking aids cross-cultural communication. PO3: Medium mapping (2), since good communication supports. PO4: Strong mapping (3), as effective communication is essential for navigating. PO5: Medium mapping (2) because communication improves team effectiveness.	PSO1: Medium (2) Effective cross-cultural communication is crucial across business functions, especially in HR and marketing, but the direct connection to analyzing the entire business environment. PSO2: Strong (3) Communication skills are vital for leadership and entrepreneurship, as well as for making and conveying analytical decisions, thus mapping strongly with PSO2.
CO5	PO1: Medium mapping (2), using management knowledge helps explain conflict sources. PO2: Strong mapping (3), as identifying causes and implications of conflict. PO3: Medium mapping (2), understanding conflict assists leadership. PO4: Medium mapping (2), as conflict often involves global and ethical business dimensions. PO5: Strong mapping (3), since resolving and managing conflict is essential in leading successful teams.	PSO1: Medium (2) Evaluating conflict through a cultural lens enhances understanding of organizational dynamics across marketing, finance, and HR, but the stress is more on interpersonal and group issues, warranting a medium association. PSO2: Strong (3) Identifying and managing conflict is a key aspect of leadership and critical thinking; entrepreneurial skills flourish in settings where conflict is constructively addressed.

BANKING AND INSURANCE

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAOE14	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the fundamental concepts of banking	3	2	1	2	1	3	2
CO2	describe modern payment systems	2	3	1	2	1	2	3
CO3	analyze the structure of insurance policies	2	2	3	2	1	3	2
CO4	interpret the provisions of IRDAI Regulations	2	2	2	3	1	2	3
CO5	evaluate the role of fintech and digital wallets	2	3	1	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Banking:	10
Introduction to Banking, Structure of Indian Banking System, Types of Banks - retail, commercial, cooperative, development banks. Role of Commercial Banks, Banking Sector Reforms and Financial Intermediation. Task: Case Study: Prepare the Latest statistical data of Indian banking system		
II	Banking Operations and practices:	10
Account types, payment systems -NEFT, RTGS, UPI, payment gateways. Types of Loans and Advances, Loan portfolio and credit risk assessment, Non Performing Assets (NPAs): Causes and Recovery, Priority Sector Lending. Task: Case Study: Conduct a study on latest technological changes in Indian Banking sector		
III	Insurance Fundamentals:	4+4=8
Part A: Insurance: Advantages, disadvantages, principles, elements of insurance contract. Task: Case Study: Prepare a document on Performance Insurance industry in India		
Part B: Types of Insurance: Life, General, Health. Policy structure, underwriting process, claims management and customer service in insurance. Task: Case Study: Conduct a survey on role of IRDA in India		
IV	Regulatory framework for Banking and Insurance:	10
Role and functions of RBI, RBI guidelines and monetary policy. Role and functions of IRDAI, IRDAI regulations 2002, Anti-money laundering (AML) measures and KYC norms. Task: Case Study: Prepare a document on Regulatory framework for Banking and Insurance in India.		
V	Risk and technology in banking and Insurance:	10
Risk management in banking and insurance, Cyber security concerns in financial services, Role of fintech, digital wallets, insurtech, AI applications, Financial Inclusion and Microfinance, Innovations in banking. Task: Case Study: Conduct a study on Risk management in banking and insurance		
Textbooks		
1. Bharati V. Pathak, Indian Financial System, Pearson Education, 5e, 2018.		
References		
1. Neelam C. Gulati, Banking and Insurance, Excel Books, Latest Edition. 2. O.P. Agarwal, Banking and Insurance, Himalaya Publishing House, 6e, 2024. 3. E. Gordon & P.K. Gupta, Banking and Insurance, Himalaya Publishing House, 2023. Edition. 4. M.N. Mishra & S.B. Mishra, Principles and Practice of Insurance, S. Chand Publishing, 22nd Edition. 5. Michael W. Brandl, Money, Banking, Financial Markets & Institutions, Cengage, 2e, 2025.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (3): Strong mapping because students must apply management theories to banking concepts. PO2 (2): Medium mapping as understanding core banking helps foster analytical skills. PO3 (1): Weak mapping, since leadership ability is only marginally developed. PO4 (2): Medium mapping, as students will understand and communicate. PO5 (1): Weak mapping because team leadership is not the focus here.	PSO1: Strong mapping because understanding banking fundamentals requires applying all crucial to analyzing the business environment in banking. PSO2: Medium mapping since foundational banking knowledge helps develop critical thinking and leadership skills but does not deeply engage entrepreneurial skills at this stage.
CO2	PO1 (2): Medium mapping as management knowledge is applied in understanding. PO2 (3): Strong mapping since analysing payment systems demands strong analytical. PO3 (1): Weak mapping because leadership abilities are tangential; real-world exposure. PO4 (2): Medium mapping due to the requirement to understand aspects of payment processes. PO5 (1): Weak mapping, as payment system knowledge is likely applied in team projects.	PSO1: Medium mapping as payment systems are part of the business environment, involving finance and technology, which relates to the ability to analyze business contexts. PSO2: Strong mapping because describing and understanding these systems require critical thinking, decision-making, and technology-based leadership skills.
CO3	PO1 (2): Medium mapping since applying knowledge of management to insurance policy analysis. PO2 (2): Medium mapping because policy analysis develops analytical ability. PO3 (3): Strong mapping, as analyzing policies requires leadership. PO4 (2): Medium mapping for understand economic and legal aspects of insurance. PO5 (1): Weak mapping—team leadership is aided.	PSO1: Strong mapping as insurance involves marketing, finance, and HR aspects that are critical to understanding and analyzing policies within the business environment. PSO2: Medium mapping since analyzing policies helps develop analytical and decision-making skills with some leadership but less focus on entrepreneurship.
CO4	PO1 (2): Medium mapping; management theory application helps decode and work with IRDAI. PO2 (2): Medium mapping, as critical thinking is essential to interpret regulatory frameworks. PO3 (2): Medium mapping; value-based leadership is informed by understanding. PO4 (3): Strong mapping due to the legal and ethical dimensions of IRDAI. PO5 (1): Weak mapping since leadership/teaming is not core but may be developed through group case studies.	PSO1: Medium mapping because IRDAI regulatory knowledge links to understanding the business environment from a legal and operational perspective. PSO2: Strong mapping as interpreting regulations requires strong critical thinking, analytical decision-making, and leadership to navigate compliance and ethical considerations.
CO5	PO1 (2): Medium mapping because evaluating fintech's business value involves applying management theory. PO2 (3): Strong mapping as analyzing digital wallets and fintech requires extensive data-based. PO3 (1): Weak mapping; while leadership may be involved in innovation projects. PO4 (2): Medium mapping since fintech involves legal, economic, and ethical dimensions. PO5 (3): Strong mapping; evaluating fintech/digital wallets often entails working in teams and collaborating.	PSO1: Medium mapping; evaluating fintech and digital wallets involves understanding the business environment, especially finance and marketing, but is more focused on emerging technologies. PSO2: Strong mapping since fintech evaluation demands enhanced leadership, entrepreneurial skills, and analytical decision-making to leverage new technologies effectively.

BUSINESS COMMUNICATION LAB

Course	MBA I Semester	L	T	P	C
Subject Code	25MBAPC16	1	-	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain various modes of communication in business.	3	2	1	3	2	3	2
CO2	develop the readability of written communication.	2	3	2	2	1	2	3
CO3	interpret the importance of writing business reports.	2	3	1	2	2	3	2
CO4	analyze the necessary skills to enhance employability.	1	2	3	2	3	2	3
CO5	illustrate needs for upskilling on contemporary aspects	2	2	2	3	3	2	3

List of Experiments

Week	Title/Experiment
1	Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication.
2	Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.
3	Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages.
4	Business Letter Writing: Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.
5	Business Reports: Writing and Planning the Report, steps in Writing Business Reports.
6	Business Proposals: Parts of a Report, Corporate Report and Business Proposal, Citations.
7	Oral Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations.
8	Employment Communication: Understanding Yourself, Career, Goal Setting.
9	Preparing Resume, Resume Formats, Writing Covering Letters and Enquiry Mails, Preparing for the Job Interview.
10	Contemporary Aspects in Communication, Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management.
11	Cross Cultural and Global Communication, Communication in Information Technology.
12	E-Business Related Operations.

References

1. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6th Ed, 2019.
2. P. D. Chaturvedi, Business Communication Skills, Concepts and Applications, Pearson, 2019.

Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.

1. Profile of an Effective Communicator.
2. A) Chorus Reading, or B) Dealing with Outsourcing Backlash.
3. A) Discussing Vandalism, or B) On Writing Well.
4. Everest Textile mills.
5. A) Communication Failure, or B) Communication Breakdown at City Hospital.
6. Intercultural Lessons from Crash.
7. A Reply Sent to an Erring Customer.
8. Survey Report for India Representative Office of HRC Business School, France.
9. A) The Presentation Effect, or B) Cultural Sensitivity.
10. Farsighted Negotiation and Accepting a Contract.
11. An Employment Interview.
12. Executive Summary of a Consumer Behaviour Study.

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 Strong alignment, as understanding business communication is foundational to applying management practices. PO2 Medium, since evaluating and choosing appropriate communication modes. PO3 Weak, as this CO supports team and ethical interaction but not leadership directly. PO4 Strong, because communication requires adapting business standards. PO5 Medium, as effective communication supports but does not fully encompass leadership.	PSO1: Strong alignment, since effective business communication is vital in all domains—marketing messages, HR policies, and finance reporting rely on clear communication. PSO2: Medium alignment, because knowing various modes supports leadership and decision-making, but is not the sole factor.
CO2	PO1: Medium, improved writing enhances business management documentation. PO2: Strong, clear writing requires analytical organization and precision. PO3: Medium, leadership is reinforced by communicating clearly to others. PO4: Medium, as legal and ethical clarity is linked to readable, proper business communication. PO5: Weak, as PO5 is more about teamwork—writing skills assist but are not central.	PSO1: Medium, as all business areas require documentation, but the act of structuring writing is only one aspect of applying domain knowledge. PSO2: Strong, since clear written communication develops analytical and critical thinking—writing a readable document requires organizing, analyzing, and synthesizing information.
CO3	PO1: Medium, report writing supports sound management decision-making. PO2: Strong, interpreting, evaluating, and structuring reports is a critical thinking skill. PO3: Weak, since leadership is more about action than reporting, but some link exists. PO4: Medium, reporting often involves global, legal, and ethical issues. PO5: Medium, since reports often help teams function but are not directly about leading.	PSO1: Strong, as interpreting and preparing business reports is integral to every area of business: marketing analytics, finance statements, HR procedures all depend on high-quality reporting. PSO2: Medium, as both critical thinking (e.g., analyzing data to draft reports) and leadership (using reports for decision-making) are supported, but report writing is more a tool than a skill in itself.
CO4	PO1: Weak, as employability is an outcome of, not a direct input to, management knowledge. PO2: Medium, analysing required skills uses critical thinking. PO3: Strong, since leadership and personal skills are crucial employability factors. PO4: Medium, legal and global understanding promotes employability. PO5: Strong, as team and organizational goals are advanced by employability skills.	PSO1: Medium—while employability skills are needed in all domains, the focus is broader than just marketing, finance, or HR. PSO2: Strong, as this outcome directly involves critical thinking, leadership, and entrepreneurial skills needed to become employable in contemporary business.
CO5	PO1: Medium, adapting theory to new demands requires continued learning. PO2: Medium, as upskilling is grounded in analyzing evolving industry demands. PO3: Medium, value-based leadership requires adapting to new skills and knowledge. PO4: Strong, since upskilling must consider changing global, ethical, and economic realities. PO5: Strong, since leading teams in contemporary environments requires continuous development.	PSO1: Medium, since upskilling is necessary to keep pace with changing practices in marketing, finance, and HR, but is not limited to those areas. PSO2: Strong, as upskilling drives critical thinking, leadership, and entrepreneurial growth—students must identify gaps and address them, all essential for business success.

STATISTICAL DATA ANALYSIS LAB

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC17	1	-	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify the functions of MS Excel and SPSS.	3	2	1	1	1	2	3
CO2	examine the data using templates and tools.	3	3	2	2	2	2	3
CO3	analyzing the data using visualization tools.	3	3	2	2	2	2	3
CO4	illustrate the usage of statistical tools and techniques.	3	3	2	2	2	2	3
CO5	evaluate the usage of various statistical tests.	3	3	2	2	2	2	3

List of Experiments

Week	Title/Experiment
1	Features of Statistical Packages, Getting started with Excel/SPSS.
2	Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.
3	Creating and Using Templates: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing
4	Using Headers / Footers, Data Manipulation- Names, Ranges, Filters, Sort Validation etc
5	Data from External Sources: Using and Formatting Tables, Formulas, Functions, Data Analysis (Charts, Graphs, Managing, Inserting, and Copying, Secure data).
6	Advanced Formulae & Functions of Worksheet, Data Analysis Pivot Tables/ Charts.
7	Data Analysis-I: Tabulation, Bar Diagram, Multiple Bar Diagram/Charts, Pie Diagram and Measures of Central Tendency- Mean, Median and Mode.
8	Measures of Dispersion: Variance, Standard Deviation, CEV, Correlation & Regression.
9	Data Analysis – II: T-test, F-test.
10	ANOVA One-way classification, Chi-square Test, Independence of attributes.
11	Time series: Forecasting Method of Least Squares, Moving Average Method.
12	Inference and Discussion of Results.
References	
1. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.	
2. David M. Levine, Statistics for Managers Using Microsoft Excel, 9ed, Pearson, 2020.	
Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.	
1. Defining Variables, types of Sampling Methods and Determining Sample Size.	
2. Organizing and Visualizing Categorical Variables and Numerical Variables	
3. Organizing and Visualizing a Mix of Variables	
4. Measures of Central Tendency and Dispersion	
5. Numerical Descriptive Measures for a Population	
6. The Normal Distribution and Evaluating Normality	
7. Sampling Distribution of the Mean	
8. Confidence Interval Estimate for the Mean (Standard Deviation Known and Unknown)	
9. Fundamentals of Hypothesis Testing with various test-statistic	
10. The Factorial Design: One-Way Two-Way ANOVA	
11. Smoothing An Annual Time Series	
12. Time-Series Forecasting of Seasonal Data	

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly mapped to PO1 because understanding management tools like Excel and SPSS applies foundational management knowledge to solve business problems. Medium correlation with PO2 due to the use of these tools for data analysis, fostering analytical thinking. Weak links with PO3, PO4, and PO5 since this CO mainly concerns software skills rather than leadership, ethical, or team dynamics.	PSO1: Medium correlation with PSO1 because the use of Excel and SPSS helps apply marketing, finance, and HR knowledge to analyse business environments. PSO2: Strong linkage to PSO2 since mastering analytical tools directly develops critical thinking, decision-making, leadership, and entrepreneurial skills.
CO2	Strongly supports PO1 and PO2 as data examination requires management knowledge and critical thinking for decision making. Medium correlation with PO3, PO4, and PO5 as data insight can influence leadership, ethical perspectives, and teamwork but indirectly.	PSO1: Medium mapping to PSO1 as examining data supports analysis of marketing, finance, and HR environments. PSO2: Strong alignment with PSO2, furthering critical thinking and decision-making capabilities essential for leadership and entrepreneurship.
CO3	Strong alignment with PO1 and PO2 since visualization aids in solving business problems analytically. Medium mapping with PO3, PO4, and PO5 due to the role of presenting data in leadership, ethical communication, and team collaboration.	PSO1: Medium contribution to PSO1 given visualization tools aid comprehensive business environment analysis. PSO2: Strong relation to PSO2 as interpretation of visuals builds leadership and analytical skills for entrepreneurial success.
CO4	Strongly mapped to PO1 and PO2 as understanding and using statistical tools is central to management problem solving and critical thinking? Medium contribution to PO3, PO4, and PO5 because statistical insights support leadership decisions, understanding of business environments, and team progress.	PSO1: Medium connection with PSO1 because statistical tools enhance understanding of business environment factors in marketing, finance, and HR. PSO2: Strong fit with PSO2 by developing analytical and critical thinking abilities important for leadership and entrepreneurship.
CO5	Strongly linked to PO1 and PO2 for applying management knowledge and analytical abilities. Medium association with PO3, PO4, and PO5 as it further develops the ability to lead and understand ethical and global business aspects through data interpretation.	PSO1: Medium mapping with PSO1 as evaluating tests refines knowledge essential for analysing complex business scenarios. PSO2: Strong with PSO2 due to the cultivation of decision-making and leadership skills through critical appraisal of data.

II-SEMESTER SYLLABUS

HUMAN RESOURCE MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC21	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the fundamentals of HRM	3	2	1	2	1	3	2
CO2	examine the different sources of recruitment	3	3	1	2	2	3	3
CO3	analyze various training methods and approaches	2	3	2	1	2	2	3
CO4	evaluate performance-based pay systems & their impact	3	3	1	2	2	3	2
CO5	develop strategies for work-life integration	2	2	3	3	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction of HRM	10
Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High Performance Work Systems, Equal Employment Opportunity, HR Score Card. Human Resource Information System(HRIS), e-HRM, HR Analytics: An Introduction. Task: Case Study: Enterprise Builds on People.		
II	Recruitment and Selection	10
Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews. Task: Case Study: Prejudices in Workplaces: Real or Perceived?		
III	Training and Development and Performance Management	4+4=8
Part A: Training and Development: Importance of Training and Development, Training Process, Analysing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs. Task: Case Study: Travails of a Training Manager		
Part B: Performance Management: Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management. Task: Case Study: Mechanist's Indiscipline Behaviour		
IV	Compensation and Employee Welfare	10
Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance based Pay Benefits: Insurance, Retirement Benefits and Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act. Task: Case Study: On Pegging Pay to Performance		
V	Employee Relations	10
Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act. Task: Case Study: A Worried CEO.		
Textbooks		
1. K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.		
References		
1. P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This outcome strongly aligns with PO1 as it involves applying management knowledge. It also moderately supports PO2 through analytical thinking about HR basics. It has a weaker link to leadership (PO3) but relates to understanding ethical and global HR aspects (PO4). Its connection to team leadership (PO5) is limited because it focuses more on foundational knowledge.	PSO1: Strongly supports PSO1 as it involves applying core knowledge of human resource management in analyzing business environments. PSO2: It moderately supports PSO2 since understanding fundamentals fosters the development of critical thinking and decision-making skills.
CO2	This CO has a strong link to PO1 and PO2 as it involves applying knowledge and critical analysis of recruitment processes. It moderately supports PO4 by addressing legal and ethical aspects of recruitment, and PO5 through enabling effective team contribution during recruitment. It has a weaker relation to leadership development (PO3) because it is more operational.	PSO1: Strongly linked to PSO1 because recruitment is a key HR function affecting overall business environment analysis. PSO2: It also has a strong connection to PSO2 as recruitment strategy requires critical analysis, leadership, and entrepreneurial skills.
CO3	This outcome strongly supports PO2 through critical thinking and data-based evaluation of training methods. It has moderate links to PO1 (application of management theories) and PO5 (team leadership). Its relation to PO3 and PO4 is weaker because its primary focus is on analytical skills and training techniques rather than leadership or legal aspects.	PSO1: Moderately aligns with PSO1 through the application of HR knowledge in training development. PSO2: It strongly supports PSO2 given that training analysis promotes critical thinking, decision-making, and leadership abilities, vital for entrepreneurial and analytical skill development.
CO4	Strong correlation with PO1 and PO2, as this involves applying management theories and data-driven evaluation of pay systems. It moderately supports PO4 regarding ethical and legal implications of compensation systems. PO5 is also moderately supported because effective pay systems impact team motivation. Leadership (PO3) linkage is weaker due to its specialized nature.	PSO1: Strongly supports PSO1 because compensation systems directly relate to HR and finance dimensions of business analysis. PSO2: It moderately supports PSO2 by encouraging analytical evaluation and decision-making linked to performance incentives and organizational behavior.
CO5	This outcome strongly supports PO3 and PO5 since it involves value-based leadership and team effectiveness. It also moderately aligns with PO1 and PO2 as it requires applying management knowledge and analytical skills for strategic planning. The connection to PO4 is moderate considering the social and ethical importance of work-life balance.	PSO1: Moderately aligned with PSO1 as work-life integration has implications on HR policy and business environment. PSO2: Strongly supports PSO2 since developing such strategies involves leadership, critical thinking, and entrepreneurial skills essential for effective management and organizational welfare.

MARKETING MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC22	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	demonstrate the ability to develop marketing strategies	3	2	1	2	2	3	2
CO2	explain the consumer buying decision process	2	3	1	2	1	3	2
CO3	apply techniques for segmenting consumer markets	2	3	1	1	1	3	2
CO4	analyze strategies for building strong brands	3	2	2	2	2	3	2
CO5	evaluate strategies for managing retailing	3	2	2	1	3	3	2

Syllabus

Unit	Title/Topics	Hours
I	Fundamentals of Marketing Management	10
Define Marketing, Scope of Marketing, Marketing Exchange, Four Major Market Forces, Role of Marketing in the Organization, Organising and Managing the marketing department, Marketing Planning and Management-- Developing the Marketing Strategy, The Five Cs and the Five Forces of Competition, The Seven Ts and the Four Ps, Developing a Marketing Plan. Task: Case Study: NIKE & Google		
II	Understanding the Market	10
Analysing Consumer Markets: Consumer Characteristics, The Buying Decision Process. Analysing Business Markets: The Organizational Buying Process, Conducting Marketing Research: Scope and Importance of Marketing Research, Marketing Research Process. Task: Case Study: Paytm		
III	Developing a Viable Market Strategy	4+4=8
Part A: Identifying Market Segments and Target Customers-- Identifying Target Customers, Defining the Customer Profile, Targeting Multiple Segments, Segmenting Consumer Markets. Task: Case Study: L'Oréal marketing		
Part B: Crafting a Customer Value Proposition and Positioning, Developing a Positioning Strategy, Creating a Sustainable Competitive Advantage, Strategies for Creating a Sustainable Competitive Advantage. Task: Case Study: Lenskart		
IV	Designing Value	10
Designing and Managing Products: Product Differentiation, Product Design, Approaches to Design, Product Portfolios and Product Lines, Designing and Managing Services: Nature of Services, Distinctive Characteristics of Services, Best Practices of Top Service Companies Differentiating Services, Building Strong Brands, Managing Pricing and Sales Promotions. Task: Case Study: Toyota		
V	Communicating and Delivering Value	10
Managing Marketing Communications, Designing an Integrated Marketing, Personal Selling and Direct Marketing, Designing and Managing Distribution Channels-- Role of Distribution Channels, Managing Retailing- Modern Retail Environment, Key Retailing Decisions Target Market. Task: Case Study: Croma		
Textbooks		
1. Philip Kotler, Kevin lane Keller, Jagdish N. Sheth, Marketing Management, Pearson, 16e, 2022.		
References		
1. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018. 2. Lamb, Hair, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly aligned with PO1 as it requires applying management and marketing knowledge to strategy development. Medium with PO2 due to need for analytical thinking in strategy formulation. Medium with PO4 given the requirement to understand ethical, legal, and economic business contexts influencing marketing strategies. Medium with PO5 because leadership and team coordination skills aid strategy implementation. Weaker with PO3 since leadership development is indirect.	PSO1: Strong with PSO1 due to using marketing, finance, HR knowledge for market analysis and strategy. PSO2: Medium with PSO2 for the leadership and decision-making aspects involved.
CO2	Medium with PO1 as foundational management knowledge supports understanding consumer behaviour. Strong with PO2 requiring critical analytical thinking to explain decision processes. Medium with PO4 considering communication and analysis of consumer aspects in global and ethical settings. Weak to medium with PO3 and PO5, as leadership is less central here.	PSO1: Strong with PSO1 as it relates to marketing knowledge application. PSO2: Medium with PSO2 for developing analytical and decision-making skills.
CO3	Medium with PO1 for management knowledge foundation. Strong with PO2 given the analytical ability needed for effective segmentation. Weak with PO3 and PO5, since leadership is less involved here. Medium with PO4 for understanding economic and legal factors in segmentation.	PSO1: Strongly correlates with PSO1 which covers application of marketing knowledge for market analysis. PSO2: Medium with PSO2 for analytical decision-making skill development.
CO4	Strong with PO1 as effective brand building requires marketing and management knowledge. Medium with PO2 for analytical thinking involved in brand strategy analysis. Medium with PO3 due to leadership in value-based brand positioning. Medium with PO4 for understanding legal, ethical, and global brand factors. Medium with PO5 for team leadership in brand management tasks.	PSO1: Strong with PSO1 since brand strategy requires marketing knowledge. PSO2: Medium with PSO2 for leadership and decision-making competencies.
CO5	Strong with PO1 for core management application in retailing. Medium with PO2 for the analytical evaluation of retail strategies. Medium with PO3 and strong with PO5 since effective retail management involves leadership and team coordination. Medium with PO4 for considering global and ethical aspects in retail.	PSO1: Strong with PSO1 involving marketing and management knowledge application. PSO2: Medium with PSO2 for leadership and decision making.

FINANCIAL MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC23	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the nature, scope, and importance of finance	3	2	1	1	1	3	2
CO2	outline the types of investment decisions	3	3	1	2	1	3	3
CO3	analyze financial leverage, operating leverage, and CL	3	3	2	1	1	3	3
CO4	evaluate the relevance and irrelevance theories dividend	3	2	1	2	1	3	2
CO5	apply cash management techniques and processes	3	3	2	1	2	3	3

Syllabus

Unit	Title/Topics	Hours
I	The Finance Function	10
<p>Introduction to Finance: Nature and Scope of Finance, Finance Function, Financial Manager's Role, Financial Goal: Profit Maximization vs Wealth Maximization, Agency Problems: Managers' vs Shareholders' Goals, Financial Goal and Firm's Mission and Objectives.</p> <p>Time Value of Money: Time Preference for Money, Future Value-Future Value of a Single Cash Flow, an Annuity, Annuity of a Future Value, Present Value- Present Value of a Single Cash Flow, an Annuity, Capital Recovery, Uneven Cash Flow, Constantly Growing Annuity, Value of an Annuity Due, Multi-period Compounding.</p> <p>Task: Case Study: Divya Handtools Private Limited</p>		
II	The Investment Decisions	10
<p>Nature and Features of Capital Budgeting Decisions, Types of Investment Decisions, Investment Decision Process, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Capital Budgeting Decision under Conditions of Risk and Uncertainty.</p> <p>Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital.</p> <p>Task: Case Study: G.S. Petropull Company</p>		
III	Capital Structure Decisions	4+4=8
<p>Part A: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage.</p> <p>Task: Case Study: Central Equipment Company</p> <p>Part B: EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI and Traditional Theory.</p> <p>Task: Case Study: Samrudh Company Limited</p>		
IV	Dividend Decisions	10
<p>Introduction of Dividend, Factors effecting and issues in dividend policy, Relevance and Irrelevance dividend decisions- Walter's, Gordon's and The Miller-Modigliani (MM) Hypothesis, Dividend and Uncertainty: The Bird-in-the-hand Argument, Objectives and Practical Considerations in Dividend Policy, Lintner's Model, Forms of Dividends and Buyback of Shares.</p> <p>Task: Case Study: A.C. Company Ltd</p>		
V	Working Capital Management and Finance	10
<p>Components of Working Capital, Determinants of Working Capital, the Operating Cycle Approach and Balance Sheet Approach. Financing of Working Capital. Management of Current Assets: Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities, Management of Receivables, Management of Inventory.</p> <p>Task: Case Study: Reliable Texamill Limited</p>		
Textbooks		
1. I M Pandey, Financial Management, Vikas Publications, 11e, 2015.		
References		
1. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This CO closely maps to PO1 because understanding foundational management and finance theories is essential to solving business problems. It aligns partially with PO2 for developing analytical thinking about financial principles, and with PO3, PO4, and PO5 at a lower level since knowledge in finance supports leadership, awareness of economic/legal aspects, and team contribution indirectly.	PSO1: This outcome strongly maps to PSO1 because it directly involves applying knowledge of finance to analyze business environments, a core component of PSO1. PSO2: It has a moderate mapping to PSO2 since understanding finance helps develop critical thinking and decision-making skills.
CO2	Investment decision-making directly involves management knowledge (PO1) and critical analytical skills (PO2), hence a strong mapping. It moderately maps with PO4 since global, legal, and economic factors influence investment decisions. Other POs relate less directly.	PSO1: PSO1 relates through practical application of finance knowledge to real-world business scenarios. PSO2: While PSO2 aligns as investment decisions require analytical, critical thinking, leadership, and entrepreneurial skills.
CO3	This analysis requires applying advanced management theories and detailed analytical thinking, directly mapping to PO1 and PO2 strongly. The other POs are only weakly related as these are more technical finance skills not primarily leadership or communication focused.	PSO1: Strongly connected to PSO1 due to the specialized financial knowledge needed to effectively analyze business conditions. PSO2: It also strongly maps to PSO2 as this analysis requires high-level critical thinking, decision-making, and leadership capabilities.
CO4	This involves evaluating financial theories (PO1) and requires medium analytical skills (PO2). It also demands an understanding of economic and ethical issues in dividend policy, mapping moderately to PO4.	PSO1: This CO moderately maps to PSO1 because it involves financial theory knowledge useful for comprehensive business analysis. PSO2: It maps moderately to PSO2 as evaluating dividend theories requires analytical and evaluative leadership skills.
CO5	Applying practical financial management techniques aligns strongly with PO1 and PO2, as well as moderately with PO5 since effective cash management impacts organizational success and team function.	PSO1: Strongly mapped to PSO1 because cash management is a vital finance function impacting overall business management. PSO2: It also strongly aligns with PSO2 due to the need for applying leadership and decision-making skills in managing organizational finances and operations.

ENTREPRENEURSHIP AND DESIGN THINKING

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC24	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the role of entrepreneurship in economy	3	2	1	1	1	3	2
CO2	analyze strategies for business stabilization	3	3	2	1	1	3	2
CO3	develop and formulate an entrepreneurial plan	3	3	3	1	2	3	3
CO4	outline the process and stages of design thinking	1	3	2	1	1	2	3
CO5	apply methods to identify and evaluating business ideas	3	3	2	1	2	3	2

Syllabus

Unit	Title/Topics	Hours
I	Understanding Entrepreneurial Mind-set	10
<p>The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development. The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behaviour, Entrepreneurial Competencies, Entrepreneurial Stress.</p> <p>Task: Case Study: How I Made My First Million.</p>		
II	Strategic Perspectives in Entrepreneurship	10
<p>Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures.</p> <p>Task: Case Study: XYZ Transport.</p>		
III	Opportunities and Challenges of Entrepreneurship	4+4=8
<p>Part A: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New Venture Development, Evaluation Process.</p> <p>Task: Case Study: Creativity in Start-ups.</p> <p>Part B: IPR: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.</p> <p>Task: Case Study: Opportunity—Earthmoving Industry.</p>		
IV	Design Thinking – An Introduction	10
<p>Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.</p> <p>Task: Case Study: Google.</p>		
V	Prototype, Testing Ideas, Implementing Design Thinking	10
<p>Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Start-up Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.</p> <p>Task: Case Study: Tata Motors—Nano.</p>		
Textbooks		
1. T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 1e, 2012.		
References		
1. Robert D. Hisrich, Entrepreneurship, Mc Graw Hill, 10e, 2018.		
2. Bruce R. Barringer, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 because understanding and applying management theories to entrepreneurship is fundamental. Medium relevance to PO2 for analytical thinking about entrepreneurial impacts. Weak relevance to PO3, PO4, and PO5 since leadership, global, or team aspects are less central here.	PSO1: Strongly relates to PSO1 as understanding entrepreneurship requires applying knowledge of marketing, finance, and human resources to analyse the business environment. PSO2: Medium relation to PSO2 since this also involves developing critical thinking and entrepreneurial skills.
CO2	Strongly supports PO1 (management knowledge) and PO2 (analytical thinking) as strategic analysis requires both. Medium relation to PO3 because strategic decisions involve some leadership ability. Weak ties with PO4 and PO5 as this is more internally focused.	PSO1: Strongly linked with PSO1 because strategy analysis directly uses marketing, finance, and HR insights to stabilize businesses. PSO2: Also strongly supports PSO2 through critical thinking and decision-making involved in strategy evaluation.
CO3	Strong linkage with PO1, PO2, and PO3 as planning integrates management, analysis, and leadership. Some ties to PO5 for leading efforts to implement the plan. Weak connection to PO4 since legal and global aspects are less emphasized.	PSO1: Strong correlation with PSO1 as planning integrates knowledge application and leadership/entrepreneurial skill development necessary for business success. PSO2: Strong correlation with PSO2 as planning integrates knowledge application and leadership/entrepreneurial skill development necessary for business success.
CO4	More focused on analytical and critical thinking (PO2) and leadership ability (PO3) in leading innovative processes. Less related to PO1, PO4, and PO5.	PSO1: Medium relevance to PSO1 as design thinking can support business environment analysis. PSO2: Strong connection with PSO2 due to emphasis on critical thinking, leadership, and entrepreneurial innovation in the design thinking process.
CO5	Strongly related to PO1 and PO2 through applying management knowledge and critical thinking. Moderate link to PO3 and PO5 given the leadership and team implementation aspect of idea evaluation. Weak connection to PO4.	PSO1: Strongly supports PSO1 as this involves applying marketing, finance, and HR knowledge in evaluating business opportunities. PSO2: Medium linkage to PSO2 because evaluation methods require critical thinking and decision-making skills.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC25	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	demonstrate the process of developing an OR model	3	3	1	1	0	3	3
CO2	identify application areas of LPP in business	3	3	0	0	0	3	3
CO3	develop mathematical model to transportation problem	3	3	0	0	0	3	3
CO4	utilize PERT and CPM for project planning and control.	3	3	0	0	3	3	3
CO5	apply queuing theory concepts to single and multiple	3	3	0	0	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Operations Research	10
Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model. Task: Case Study: Daily Newspaper		
II	Linear Programming Method	10
Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP. Task: Case Study: Raman Traveller		
III	Assignment Model & Transportation Problem	4+4=8
Part A: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem. Task: Case Study: Shreya & Sons		
Part B: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution. Task: Case Study: Asian Games		
IV	Decision Theory	10
Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty Under Risk, Under Perfect Information, Decision Tree, Construction of Decision Tree. Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing. Task: Case Study: Oil India Corporation		
V	Queuing Theory	10
Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game. Task: Case Study: Broadcasting Corporation		
Textbooks		
1. R. Pannervselvam, Operations Research, Prentice Hall International, 3e, 2015.		
References		
1. J.K. Sharma, Operations Research: Theory and applications, Macmillian, 5e, 2013.		
2. Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson, 7e, 2019.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly maps to PO1 and PO2 as students apply management theories and analytical thinking to develop models for solving business problems. Weak mapping to PO3 and PO4 as model building indirectly supports leadership and understanding of business aspects.	PSO1: Mapped strongly to PSO1 because developing an Operations Research model requires applying knowledge of marketing, finance, and human resources to analyze business environments quantitatively. PSO2: Also, strongly mapped to PSO2 as it involves critical thinking, analytical decision making, and leadership in model formulation.
CO2	Strong mapping to PO1 and PO2 because formulating and applying LPP helps students solve business problems with data-driven decision making. No direct relation to PO3, PO4, PO5 as LPP focuses on quantitative skills mostly.	PSO1: Strong mapping to PSO1 since Linear Programming Problems are used significantly in marketing, finance, and HR decision making. PSO2: Strong mapping to PSO2 as analytical decision-making and entrepreneurial skills are exercised in applying LPP.
CO3	Strongly mapped to PO1 and PO2 for similar reasons of solving optimization problems in business environments analytically. Again, no significant correlation with PO3, PO4, PO5.	PSO1: Strongly linked with PSO1 due to modeling transportation and logistics aspects in business environments. PSO2: Strongly supports PSO2's focus on leadership and decision-making in problem-solving.
CO4	Strong mapping to PO1, PO2, and PO5 since project planning and control directly relate to solving business problems, analytical decision making, and leading teams effectively. Weak to none for PO3 and PO4 as leadership and global communication are less directly involved.	PSO1: Strong mapping to PSO1 as PERT and CPM knowledge contributes to project management in business functions. PSO2: Strong relation to PSO2 because project planning requires critical and analytical thinking alongside leadership.
CO5	Strong mapping to PO1, PO2, and PO5 due to problem-solving focus and managing service systems reflecting leadership in operations. Weak to no mapping to PO3 and PO4.	PSO1: Strongly mapped to PSO1 because queuing theory impacts customer service, HR, and operational flow analysis. PSO2: Strong mapping to PSO2 as it fosters leadership and decision-making skills in managing queuing systems.

PRODUCTION & OPERATIONS MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC26	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the systems concept of production	3	2	1	2	1	3	2
CO2	analyze process design and research techniques	3	3	1	2	1	3	3
CO3	evaluate the advantages & limitations of product layout	2	3	1	2	1	2	2
CO4	apply Johnson's Algorithm and its extensions	3	3	2	2	1	2	3
CO5	perform inventory analysis for better decision-making	2	3	2	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Operations Management	10
Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0. Task: Case Study: Khana Khazana on Wheels.		
II	Product Design and Analysis	10
New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System. Task: Case Study: Designing A Versatile charger for mobile phones.		
III	Plant Location and Plant Layout	4+4=8
Part A: Plant Location: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y- Coordinate. Task: Case Study: The Plant Location Dilemma.		
Part B: Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures. Task: Case Study: The Institute of sports medicine.		
IV	Scheduling	10
Introduction, Johnson's Algorithm, Extension of Johnson's Rule. Job Shop. Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality Control Concepts. Task: Case Study: Navjeevan Clinic OPD Scheduling.		
V	Materials Management	10
Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e-Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis. Task: Case Study: Material Handling design at federal express, Canada.		
Textbooks		
1. S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.		
References		
1. Panneerselvam, Production and Operations Management, PHI, 3e, 2012.		
2. Ajay K. Garg, Production and Operations Management, TMH, 2012.		
3. B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.		
4. K. Ashwathappa, Production and Operations Management, Himalaya Publishing, 2e, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	<p>PO1: Strong correlation, as understanding systems concept requires applying management theories to solve business problems related to production systems. PO2: Medium correlation, analytical thinking is needed to comprehend systems and production flows. PO3: Weak correlation, leadership aspects are indirectly related. PO4: Medium correlation, some understanding of global and ethical aspects is relevant in production systems. PO5: Weak correlation, as leading teams is not the primary focus here.</p>	<p>PSO1: Strong correlation, as a solid understanding of marketing, finance, and HR is crucial for analysing the production environment and systems concept. PSO2: Medium correlation, developing critical and analytical decision-making skills supports comprehensive understanding.</p>
CO2	<p>PO1: Strong correlation, applying management knowledge to optimize process design. PO2: Strong correlation, developing critical and analytical thinking in process analysis. PO3: Weak correlation, leadership skills develop but are secondary. PO4: Medium correlation, understanding legal and economic aspects aids analysis. PO5: Weak correlation, leadership is less involved in technical analysis.</p>	<p>PSO1: Strong correlation, applying knowledge of marketing, finance, and HR is essential to analyse and optimize business processes and environment. PSO2: Strong correlation, critical thinking, analytical decision making, and leadership are core to researching and improving process designs.</p>
CO3	<p>PO1: Medium correlation, application of management knowledge to layouts. PO2: Strong correlation, analytical skills are important to evaluate layouts. PO3: Weak correlation, leadership plays a minimal role here. PO4: Medium correlation, ethical and economic considerations may affect layouts. PO5: Weak correlation, team leadership influence is limited.</p>	<p>PSO1: Medium correlation, since product layout evaluation benefits from understanding the business environment through marketing, finance, and HR lenses. PSO2: Medium correlation, decision-making and leadership skills contribute to evaluating and improving layouts.</p>
CO4	<p>PO1: Strong correlation, applying operations research management techniques to business problems. PO2: Strong correlation, strong analytical thinking is needed. PO3: Medium correlation, leadership may be involved in scheduling implementation. PO4: Medium correlation, the algorithm's use may be influenced by economic and global factors. PO5: Weak correlation, limited direct leadership role.</p>	<p>PSO1: Medium correlation, applying algorithms for scheduling and operations relies partly on environmental understanding from marketing, finance, and HR. PSO2: Strong correlation, sharp analytical, critical thinking and leadership skills are important for effectively applying operational algorithms.</p>
CO5	<p>PO1: Medium correlation, applying management knowledge to inventory analysis. PO2: Strong correlation, analytical thinking is crucial for decision making. PO3: Medium correlation, leadership may play a role in inventory management decisions. PO4: Medium correlation, legal and ethical aspects may influence inventory policies. PO5: Strong correlation, leading teams effectively to manage inventory functions.</p>	<p>PSO1: Medium correlation, knowledge in marketing, finance and HR supports informed inventory management decisions within business environment context. PSO2: Strong correlation, analytical decision-making and leadership enhance inventory management and operational efficiency.</p>

**PROJECT MANAGEMENT
(OPEN ELECTIVE - II)**

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAOE21	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	assess importance & challenges of project management	3	2	1	2	1	3	2
CO2	analyze project schedules using critical path method	3	3	1	2	1	2	2
CO3	evaluate the role of government in project promotion	3	1	2	3	1	3	1
CO4	compute and interpret the cost of capital	3	3	1	2	1	2	1
CO5	identify common pitfalls in project team management	2	2	3	1	3	1	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Project Management	10
Definition of A Project & Project Management, Project Life Cycle, Traits of A Project Manager, Work-Breakdown Structure, Components of a Detailed Project Report, Role of The Government of India In Promoting Projects, Human Aspects in Project Management, Challenges And Importance Of Project Management In The Present World Task: Case Study: The Konkan Railway Corporation Limited (KRCL) & Naturals Ice Cream		
II	Project Network Analysis	10
Constructing a Network Diagram, Identifying the critical path, Float Analysis, Program Evaluation and Review Technique (PERT) analysis, Crashing Analysis, AON- Advantages of AON networks, Disadvantages of AON networks. Task: Case Study: Prepare a network diagram using a project		
III	Demand Forecasting For Commercial Appraisal Of Projects	4+4=8
Part A: Qualitative Forecasting Techniques, Role of Government in promoting projects, Decision Tree Analysis. Project Selection And Screening - Technical Appraisal, Management Appraisal, Economic Appraisal, Social Cost Benefit Appraisal. Task: Case Study: Prepare a report on any Government Project.		
Part B: Project Financial Appraisal-- Time Value of Money, Investment Analysis And Capital Budgeting: Payback period, ARR, NPV, IRR, PI Methods. Task: Case Study: Conduct financial appraisal any selected company		
IV	Project Report	10
Contents of A Detailed Project Report, Sources of Finance For A Project, International Project appraisal, Project Finance And Cash Flows-- Components of Cash Flow Statement, Fundamental Principles Of Cash Flow Estimation, Concept of Cost of Capital. Project Risk Analysis And Management-- Techniques of Risk Analysis, Risk Management Process. Task: Case Study: Prepare a project report on selected project		
V	Organization Structure For Better Project Management	10
Functional Organization Structure, Project Organization Structure, Matrix Organization Structure, Characteristics of A High Performing Team, Managing Project Conflicts, Project Team Pitfalls, Future Trends In Project Management. Task: Case Study: Prepare a report on successful organisational structures		
Textbooks		
1. Pradeep Pai, Project Management, Pearson Education, 2ed, 2022.		
References		
1. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.		
2. K. Nagarajan, Project Management, New Age International Publishers, 8e, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly aligned with PO1 because management theories and practices are fundamental to understanding project management. Medium alignment with PO2 due to analytical understanding of challenges. Weak with PO3 as leadership value development is less direct here. Medium with PO4 as understanding business environment factors is relevant. Weak with PO5 since team leading is indirectly involved.	PSO1: Strongly aligned with because understanding project management integrates marketing, finance, and HR knowledge to analyse business environments. PSO2: Medium with as this course outcome fosters analytical and leadership skills essential to decision-making and entrepreneurship.
CO2	Strongly linked to PO1 as practical management tools solve business problems. Strong with PO2 because analysis requires critical thinking and data-driven decisions. Weak with PO3 as leadership skills aren't central here. Medium with PO4 due to the need to communicate and understand relevant economic aspects. Weak with PO5 since leading teams isn't the focus.	PSO1: Medium alignment with due to application of analytical tools to business environment understanding from multiple functional areas. PSO2: Medium with PSO2 because this outcome develops critical thinking and analytical decision-making skills.
CO3	Strongly tied to PO1 in applying knowledge to external business environment. Weak on PO2 as less analytical focus. Medium on PO3 involving value-based leadership awareness. Strong on PO4 due to understanding legal, economic aspects of government roles. Weak on PO5.	PSO1: Strong link to PSO1 as evaluating government's role demands knowledge of business environment impacts, including marketing and finance. PSO2: Weak with PSO2 because it is less focused on leadership or entrepreneurial skills.
CO4	Strong on PO1 for application of financial management practices. Strong on PO2 due to analytical decision making. Weak on PO3. Medium on PO4 for understanding economic aspects. Weak on PO5.	PSO1: Medium alignment with PSO1 since this involves financial analysis important for business environment understanding. PSO2: Weak with PSO2 given its lesser focus on leadership or entrepreneurial skill development.
CO5	Medium on PO1 for management knowledge. Medium on PO2 for problem identification (critical thinking). Strong on PO3 since leadership in teams is vital here. Weak on PO4. Strong on PO5 as leading teams to goals is core.	PSO1: Weak connection with PSO1 as it is less about technical functional knowledge. PSO2: Medium with PSO2 for developing leadership and entrepreneurial skills critical to managing teams and projects.

**BUSINESS ETHICS AND CORPORATE GOVERNANCE
(OPEN ELECTIVE - II)**

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAOE22	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the concept and importance of business ethics	3	2	1	3	1	2	2
CO2	identify the ethical challenges in business environments	2	3	1	3	1	2	3
CO3	examine corporate governance in the Indian context	3	2	2	3	1	3	2
CO4	evaluate duties, responsibilities, obligations of directors	3	2	3	3	2	2	3
CO5	apply steps & strategies for CSR implementation	3	2	2	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Business Ethics in the Changing Environment	10
Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg’s Study, Carol Gilligan’s Theory, Principles of Ethics. Task: Case Study: Satyam Computer Services Limited.		
II	Professional Ethics	10
Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics. Task: Case Study: Biocon—India’s Own Home-grown Biotech Company		
III	Corporate Governance	4+4=8
Part A: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India. Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance. Task: Case Study: Tata Steel: A Company That Also Makes Steel		
Part B: Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees. Task: Case Study: Infosys Technologies: The Best Among Indian Corporates		
IV	Role of Board	10
Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings. Task: Case Study: The Tylenol Crisis: How Ethical Practices Saved Johnson & Johnson from Collapse.		
V	Corporate Social Responsibility (CSR)	10
Models for Implementation of CSR, Scope of CSR, steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135). Task: Case Study: TVS Group of Companies: Commitment Far Beyond a Sense of Corporate Social Responsibility		
Textbooks		
2. A.C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018. 3. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strongly justified as understanding ethical principles is foundational to applying management practices effectively in a competitive environment. PO2: Medium, as analysing ethical concepts and their application requires critical thinking. PO3: Weak, since ethics primarily underpin but do not directly develop leadership qualities. PO4: Strong, as ethics directly involve these aspects in comprehensive management decisions. PO5: Weak, related but more behavioural than theoretical.	PSO1: Medium correlation as the understanding of ethics is essential for analyzing business environments in marketing, finance, and HR, providing a moral framework for decisions. PSO2: Medium correlation because ethics foster critical thinking and leadership skills vital for entrepreneurial success.
CO2	PO1: Strong, as recognizing specific ethical dilemmas connects management theories with practical issues. PO2: Strong, critical for dissecting challenging situations and understanding root causes. PO4: Medium, since identifying challenges requires understanding broader societal and legal environments. PO5: Medium, teams often deal with ethical challenges requiring effective ethical leadership.	PSO1: PSO1: Medium correlation since identification of ethical issues relates to analysing business contexts across functional areas. PSO2: Strong correlation as analytical decision-making and leadership are crucial to navigating and resolving ethical challenges.
CO3	PO1: Strong, governance frameworks are rooted in management principles and ethical standards. PO2: Medium, involves analytical assessment of governance practices. PO4: Strong, emphasizes legal and normative aspects influencing governance models. PO5: Medium, leadership plays a critical role in implementing governance policies.	PSO1: Strong correlation as governance knowledge directly impacts understanding of business environments from multiple functional perspectives. PSO2: Medium correlation due to application of critical thinking and leadership in corporate governance scenarios.
CO4	PO1: Strong, applies management and ethical theories to director responsibilities. PO2: Medium, requires critical evaluation of responsibilities and ethical obligations. PO4: Strong, as responsibilities are governed by legal and ethical standards. PO5: Strong, effective leadership and accountability at the board level are essential.	PSO1: Medium correlation since directors' roles encompass diverse business areas requiring ethical and functional knowledge. PSO2: Strong correlation as leadership and decision-making abilities are essential for fulfilling director responsibilities effectively.
CO5	PO1: Strong, strategic planning of CSR involves application of management theories. PO2: Strong, decision-making in CSR requires analytical thinking and evaluation. PO3: Strong, leadership is key to instilling CSR as a value-driven organizational practice. PO4: Strong, CSR practices are guided by legal and ethical frameworks. PO5: Strong, leadership is critical for effective CSR implementation and stakeholder engagement.	PSO1: Strong correlation because CSR strategies integrate marketing, finance, and HR considerations within ethical business practice. PSO2: Strong correlation reflecting the need for leadership, entrepreneurial thinking, and analytical decision-making in CSR initiatives.

**INTERNATIONAL BUSINESS
(OPEN ELECTIVE – II)**

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAOE23	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	understand the fundamentals of international business	3	2	1	3	2	3	2
CO2	examine modern theories of international trade	2	3	1	2	1	3	3
CO3	interpret India's international trade policy	1	2	1	3	1	2	1
CO4	analyze internal and external business environments	2	3	1	3	2	3	3
CO5	evaluate key aspects of international finance	3	2	1	2	1	2	1

Syllabus

Unit	Title/Topics	Hours
I	Introduction to International Business	10
<p>Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment.</p> <p>Task: Case Study: Where Success is a Burden</p>		
II	International Trade Theories	10
<p>Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.</p> <p>Task: Case Study: What is Good for GM is Not so for Others</p>		
III	International Business and Economic Integration	4+4=8
<p>Part A: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration.</p> <p>Task: Case Study: A Charismatic and Benign Dictator</p> <p>Part B: Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.</p> <p>Task: Case Study: The New World Order</p>		
IV	Strategy and Structure of International Business	10
<p>Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.</p> <p>Task: Case Study: Late Mover Advantage?</p>		
V	International Business Operations	10
<p>Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.</p> <p>Task: Case Study: LI & Fung on a Roll</p>		
Textbooks		
<ol style="list-style-type: none"> 1. K Aswathappa, International Business, Mc Graw Hill, 6e, 2015. 2. Charles W. L Hill, G. Thomas, International Business, Mc Graw Hill, 11e, 2019. 		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (3-Strong): Requires management and business knowledge to grasp international business basics. PO2 (2-Medium): Involves analytical thinking to comprehend complex business environments. PO3 (1-Weak): Leadership skills are less emphasized at this foundational level. PO4 (3-Strong): Understanding global, economic and cultural business contexts is key here. PO5 (2-Medium): Basic team and organizational awareness supports this CO.	PSO1 (3-Strong): Involves core marketing, finance, and HR knowledge application to grasp business fundamentals. PSO2 (2-Medium): Requires developing critical thinking and leadership skills as foundational business understanding is established.
CO2	PO1 (2-Medium): Management and theory application needed for trade concepts. PO2 (3-Strong): Analytical and critical thinking essential to evaluate trade theories. PO3 (1-Weak): Little direct focus on leadership in theory examination. PO4 (2-Medium): Trade theories relate to global economic understanding. PO5 (1-Weak): Limited team leadership dimension here.	PSO1 (3-Strong): Demand for strong analytical use of marketing, finance, and HR in trade environment. PSO2 (3-Strong): Critical thinking and analytical decision-making skills are crucial for theory examination.
CO3	PO1 (1-Weak): Some management knowledge necessary but less emphasized. PO2 (2-Medium): Needs data-based analysis of policies. PO3 (1-Weak): Policy interpretation less related to leadership skills. PO4 (3-Strong): Deep grasp of economic, legal, and global aspects critical. PO5 (1-Weak): Minimal team leadership application.	PSO1 (2-Medium): Moderate application of business environment knowledge is needed. PSO2 (1-Weak): Less emphasis on leadership and entrepreneurial skills in policy interpretation.
CO4	PO1 (2-Medium): Management knowledge applies to environment analysis. PO2 (3-Strong): Analytical thinking vital for environment evaluation. PO3 (1-Weak): Leadership plays a minor role here. PO4 (3-Strong): Communication of global and business environment is crucial. PO5 (2-Medium): Leadership and teamwork important for effective analysis.	PSO1 (3-Strong): Analysis requires solid grasp of marketing, finance, HR to understand business environment. PSO2 (3-Strong): Critical thinking, leadership and entrepreneurial skills fostered through environment analysis.
CO5	PO1 (3-Strong): Strong application of management and finance knowledge. PO2 (2-Medium): Analytical skills essential for financial evaluation. PO3 (1-Weak): Less emphasis on leadership for this CO. PO4 (2-Medium): Understanding of global economic and legal aspects needed. PO5 (1-Weak): Limited team leadership focus.	PSO1 (2-Medium): Partial usage of marketing, finance, HR knowledge in financial evaluation. PSO2 (1-Weak): Less related to leadership or entrepreneurial skills development.

FUNDAMENTALS OF TAXATION & GST (OPEN ELECTIVE – II)

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAOE24	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain key terms and definitions under the Income Tax	3	2	1	3	1	3	2
CO2	compute income under various heads	3	3	1	2	1	3	3
CO3	analyze and apply deductions from Gross Total Income	2	3	1	3	1	2	2
CO4	apply provisions related to levy and collection of GST	2	2	1	3	1	3	2
CO5	prepare and manage tax invoices and credit/debit notes	3	1	1	2	2	2	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Income Tax Act-1962	10
Meaning of Tax, Types of Taxes, Reasons for Levy of Taxes, Important Definitions: Assessee, Assessment, Person, Income, India, Agricultural income, Assessment year, Previous year, Undisclosed Sources Of Income, Rates of Tax, Surcharge & Cess, Rebate For Resident Individuals, Partial Integration Of Agricultural Income With Non-Agricultural Income. Task: Case Study: Prepare a case on Surcharges.		
II	Residence and Scope of Total Income	10
Residential Status: Residential Status of Individuals, HUF, Firms, AoPs and BoIs, local authorities and artificial juridical persons. Heads of Income: Salaries--Meaning of Salary, Salary, Perquisite And Profits In Lieu Of Salary, Profits in lieu of salary, Perquisites, Deductions From Salary, Income From House Property--Conditions For Chargeability, Profits And Gains Of Business Or Profession--Meaning of 'Business' and 'Profession', Capital Gains, Income of other persons included in assessee's total income, Income From Other Sources Task: Case Study: Prepare a case on Income from all Heads.		
III	Aggregation of Income & Deductions from Gross Total Income	4+4=8
Part A: Aggregation of Income, Concept of Set-Off And Carry Forward of Losses, Inter Source Adjustment, Deductions From Gross Total Income--General Provisions, Deductions in Respect of Certain Payments, Certain Incomes, Other Income. Task: Case Study: Prepare an Aggregation of Income statement.		
Part B: Tax deduction at source (TDS), Tax collection at source (TCS), Payment of advance tax, Provisions for Filing Return of Income and Self-Assessment, Computation of Total Income. Task: Case Study: Prepare Tax Payable statement.		
IV	Introduction to GST	10
Genesis of GST in India, Concept and Need for GST in India, Framework of GST in India, Taxes subsumed in GST, Benefits of GST, Constitutional Provisions. Supply under GST--Concept & Forms, Concept of Composite and Mixed Supplies. Charge of GST- Levy and Collection of GST in India, Place of Supply of Goods & Services, Exemptions from GST, Time and Value of Supply. Task: Case Study: Prepare a report on service company		
V	Registration of GST	10
Persons liable for Registration, Persons Not liable for Registration, Procedure for Registration, Tax invoice, Credit and Debit notes, Payment of Tax, TDS at Source, Filing of Returns Task: Case Study: Prepare a report on filing the GST		
Textbooks		
1. Dr. K.S Vinod, Students Guide to Income Tax including GST, Taxmann-2022		
References		
1. www.ICAI.com		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly mapped to PO1 because understanding management theories and practices includes foundational knowledge such as tax terminology essential for solving business problems. Medium mapping to PO2 because explaining terms supports analytical thinking indirectly. Strongly linked to PO4 as it involves understanding legal and ethical aspects of business actions regarding taxation. Weak contribution to PO3 and PO5 as leadership and teamwork are less directly involved in this outcome.	PSO1: Explaining key terms and definitions enhances knowledge of marketing, finance, and HR (PSO1) by providing foundational concepts necessary for understanding business environments. PSO2: It also fosters critical thinking and decision-making skills (PSO2), as understanding terminology is crucial for analyzing business scenarios.
CO2	Strongly supports PO1, as applying theoretical knowledge to practical income computation is crucial management problem-solving. Strongly related to PO2 due to the analytical nature of income calculations requiring data-based decisions. Medium mapping to PO4 for legal understanding in computation under tax laws. Weak contribution to PO3 and PO5, given the technical and individual focus of this CO.	PSO1: Computing income under various heads directly applies finance knowledge (PSO1), essential for analyzing business environments' financial aspects. PSO2: It also develops analytical and decision-making skills (PSO2) since accurate computation and analysis are critical in business decisions.
CO3	Medium to PO1: requires understanding of management principles in financial contexts. Strong to PO2: critical thinking and analysis are directly utilized in handling deductions. Strong to PO4: demands comprehension of legal provisions affecting deductions. Weak to PO3 and PO5 due to limited leadership or teamwork elements.	PSO1: Analyzing deductions from gross income involves understanding finance and management practices (PSO1), including applying legal deductions. PSO2: It also enhances critical thinking (PSO2) required for analyzing complex financial data.
CO4	Medium to PO1 since knowledge application is involved in GST provisions. Medium to PO2 for analytical skills in GST calculations. Strong to PO4 because this outcome directly deals with legal and global economic aspects of GST. Weak to PO3 and PO5 given its regulatory and individual nature.	PSO1: Applying GST provisions emphasizes the application of marketing, finance, and HR knowledge (PSO1) in compliance and regulation. PSO2: It also fosters leadership and entrepreneurial skills (PSO2) through managing and implementing GST-related processes effectively.
CO5	Strong to PO1 as it involves applying management skills practically in tax documentation. Medium to PO4 because this process involves legal compliance. Medium to PO5 given the coordination and management aspects in preparation and team contributions. Weak to PO2 and PO3 as it is more operational than analytical or leadership-centric.	PSO1: Preparing tax invoices and managing credit/debit notes involves organizational and management skills (PSO1). PSO2: As well as leadership and entrepreneurial skills (PSO2), especially in maintaining compliance and operational efficiency.

START-UP/MSME/INNOVATION DEVELOPMENT PLAN/SECTOR SPECIFIC REPORT

Course	MBA II Semester	L	T	P	C
Subject Code	25MBAPC27	0	0	2	1

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the origin, vision, and evolution of a start-up	3	2	2	2	1	2	3
CO2	identify and evaluate the challenges faced by MSMEs	2	3	2	2	1	3	2
CO3	develop the ability to identify real-world problems	2	3	2	2	2	2	3
CO4	evaluate a company’s position within its sector	2	2	2	3	2	3	2
CO5	apply practical learning by internship experiences	2	2	3	2	3	2	3

Syllabus

Approach to Start-Up/MSME/Innovation Development Plan/Sector Specific Report	
1	<p>Start-Up:</p> <ul style="list-style-type: none"> Company Profile & Founding Journey: Include the start-up's origin story, vision, founding team, funding stages, and current status (incubator, accelerator, market stage). Business Model Analysis: Explain the value proposition, revenue model, customer segments, and go-to-market strategy. Roles & Responsibilities during Internship: Detail your tasks, problem-solving contributions, learning outcomes, and exposure to entrepreneurial challenges. SWOT Analysis & Strategic Recommendations: Analyze strengths, weaknesses, opportunities, and threats, and suggest future strategies for growth/scalability.
2	<p>MSME (Micro, Small & Medium Enterprise):</p> <ul style="list-style-type: none"> MSME Background & Operational Context: Provide a brief overview of the company, its size (micro/small/medium), industry type, location, and core operations. Functional Area Observations: Describe the internship role, specific departmental exposure (HR, Marketing, Operations, etc.), and process understanding. Challenges Faced by the MSME: Discuss typical pain points such as resource constraints, market competition, digitization gaps, or financial limitations. Suggestions for Process Improvement: Offer actionable recommendations to improve efficiency, customer reach, or financial performance.
3	<p>Innovation Development Plan:</p> <ul style="list-style-type: none"> Identification of a Problem Area: Begin by clearly stating the real-world problem or unmet need identified through observation, research, or stakeholder inputs. Ideation & Conceptualization: Outline the innovation idea (product, service, and process), how it was developed, and how it addresses the defined problem. Feasibility & Impact Assessment: Assess technical feasibility, market potential, cost benefit analysis, and possible risks involved. Implementation Roadmap: Provide a plan with milestones, resource requirements, stakeholder involvement, and scalability scope.
4	<p>Sector-Specific Report:</p> <ul style="list-style-type: none"> Industry Overview: Present a macro-level view of the chosen sector (e.g., BFSI, FMCG, Healthcare, IT, etc.), including size, trends, challenges, and opportunities. Company-Specific Analysis: Highlight the organization's position in the sector, its market share, competitors, and key strategic moves. Internship Learnings & Functional Insights: Reflect on your experience in a functional area and its alignment with sector trends (e.g., digital banking in BFSI). Policy or Regulatory Impacts: Discuss relevant government policies, economic factors, or sector-specific reforms that influence the company’s operations.
5	Start-Up/MSME/Innovation Development Plan/Sector Specific Report has to be submitted

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	to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
6	Start-Up/MSME/Innovation Development Plan/Sector Specific Report is evaluated for 100 marks at the end of I Year II Semester before conduct of II Mid Term Examinations.
7	The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

Evaluation Procedure**Internship Evaluation distribution(for 100 Marks)**

S. No.	Item	Supervisor / Guide / Mentor Marks (40)	Departmental Committee Marks (60)
1	Introduction to organization and its products and services	05	10
2	Brief on Promotes group, CEO, Departments	10	10
3	Comment industry practices	05	10
4	PPT Presentation cum Viva Voce	10	10
5	Technical Report	10	20
Total		40	60

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong correlation because explaining the origin and vision requires understanding management concepts. PO2: Medium correlation as it involves some analysis of evolution. PO3: Medium correlation since vision relates to leadership qualities. PO4: Medium correlation because origin and vision are communicated in economic and ethical context. PO5: Weak correlation as this is more foundational knowledge than leading.	PSO1: Medium correlation as understanding a start-up involves various business functions. PSO2: Strong correlation because the vision and evolution of start-ups link closely to entrepreneurial skills.
CO2	PO1: Medium, applying management concepts to real challenges. PO2: Strong, requires critical analysis of problems. PO3: Medium, addressing real-world issues involves leadership mindset. PO4: Medium, legal and economic aspects are part of challenges. PO5: Weak, mostly analytical, less about team leadership here.	PSO1: Strong, as analysing MSME challenges requires applying marketing, finance, and HR knowledge. PSO2: Medium, because tackling challenges involves decision-making and leadership skills but less entrepreneurial focus.
CO3	PO1: Medium, applying management knowledge. PO2: Strong, critical thinking to spot problems. PO3: Medium, leadership involves problem solving. PO4: Medium, understanding global/ethical impacts helps problem ID. PO5: Medium, leading teams sometimes requires problem identification.	PSO1: Medium, as analysing business issues taps into marketing, finance, and HR domains. PSO2: Strong, critical thinking and leadership skills are vital to identifying problems and approaching them effectively.
CO4	PO1: Medium, uses management analysis tools. PO2: Medium, analytical evaluation. PO3: Medium, leadership includes strategic evaluation. PO4: Strong, understanding sector position covers global economic/legal aspects. PO5: Medium, informing leadership and team goals.	PSO1: Strong, since evaluating market position involves applying knowledge of business functions. PSO2: Medium, leadership and decision-making are involved but less directly entrepreneurial
CO5	PO1: Medium, applying knowledge practically. PO2: Medium, requires decision-making abilities. PO3: Strong, practical leadership skills developed. PO4: Medium, communication and ethical understanding gained. PO5: Strong, leading and working effectively in teams.	PSO1: Medium, internships often provide exposure to marketing, finance, and HR operations. PSO2: Strong, internships foster leadership, entrepreneurial attitude, and decision-making skills.

III-SEMESTER SYLLABUS

SUPPLY CHAIN MANAGEMENT

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPC31	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the importance, and stages of a supply chain	3	2	1	2	1	3	2
CO2	examine distribution issues and challenges of Logistics	2	3	1	2	2	2	3
CO3	outline the supply chain network design	2	2	1	2	2	2	2
CO4	analyze performance measurement in supply chains	2	3	1	2	2	2	3
CO5	evaluate the role of IT in supply chains	2	3	1	3	1	2	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Supply Chain	10
<p>Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.</p> <p>Task: Case Study: Seven-Eleven Japan Co.</p>		
II	Logistics	10
<p>Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).</p> <p>Task: Case Study: Managing Growth at SportStuff.com</p>		
III	Designing the Supply Chain Network	4+4=8
<p>Part A: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice.</p> <p>Task: Case Study: BioPharma, Inc.</p> <p>Part B: Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain.</p> <p>Task: Case Study: Mintendo Game Girl.</p>		
IV	Supply Chain Performance	10
<p>Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.</p> <p>Task: Case Study: Specialty Packaging Corporation</p>		
V	Coordination in a Supply Chain	10
<p>Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.</p> <p>Task: Case Study: Delivery Strategy at MoonChem</p>		
Textbooks		
1. Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.		
References		
1. Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.		
2. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong, as understanding the supply chain connects directly to core management theories and business problem solving. PO2: Medium, because comprehension requires but does not fully develop analytical methods. PO3: Weak, since leadership is not the core of this outcome but foundational knowledge is essential. PO4: Medium, as the stages of supply chain include exposure to multicentric business issues. PO5: Weak, limited team application at the conceptual stage.	PSO1: Strong alignment (3). Understanding supply chain stages requires an integrated perspective, drawing from marketing, finance, and human resources, contextualizing how organizations operate in real business environments. PSO2: Medium alignment (2). Explaining supply chain stages involves analytical thought and some critical assessment but less intensity in leadership or entrepreneurial actions.
CO2	PO1: Medium, as logistics are applied areas of management. PO2: Strong, requires and fosters analytical skills for solving distribution problems. PO3: Weak, leadership development is not the primary focus. PO4: Medium, regulatory, ethical and global distribution challenges are included. PO5: Medium, addressing logistics issues often requires effective team collaboration.	PSO1: PSO1: Medium alignment (2). While analysing logistics connects with applied business knowledge across domains. PSO2: Strong alignment (3). Addressing logistics challenges requires deep critical thinking, analytical decision-making, and solution-oriented approaches, and central to this PSO.
CO3	PO1: Medium, connects network design to management practice through strategic decisions. PO2: Medium, network design involves analytics but not as deeply as distribution analysis. PO3: Weak, leadership exposure is limited in this outcome. PO4: Medium, understanding the business environment interconnects with global/economic/legal context. PO5: Medium, design processes may involve teams but are not team-focused explicitly.	PSO1: Medium alignment (2). Designing supply chain networks brings together marketing, finance, and HR insights, but is more strategic than operational in use of those areas. PSO2: Medium alignment (2). Outlining design stimulates structured analysis and critical thinking, though the direct development of leadership or entrepreneurial skills is moderate.
CO4	PO1: Medium, performance analysis is a management principle. PO2: Strong, critical analysis and data-driven assessment is central here. PO3: Weak, performance measurement is not primarily about leadership but foundational. PO4: Medium, performance is assessed against global, economic, and legal standards. PO5: Medium, organizational goals and team outputs are considered in measurements.	PSO1: Medium alignment (2). Performance metrics in supply chain management incorporate understanding from finance and HR to gauge success and efficiency. PSO2: Strong alignment (3). Performance analysis builds robust analytical and decision-making skills and can nurture leadership through evaluation processes.
CO5	PO1: Medium, IT application is an important management tool. PO2: Strong, evaluation of IT involves critical thinking and analytics. PO3: Weak, leadership is supported but not the focus. PO4: Strong, as IT intersects with global, legal, and ethical supply chain issues. PO5: Weak, influence on teamwork is indirect.	PSO1: Medium alignment (2). Assessing IT's role connects with how digital tools transform marketing, finance, and HR efforts, requiring integrated knowledge but not full domain depth. PSO2: Strong alignment (3). Evaluating IT enables students to exercise critical thinking, make informed decisions, and potentially develop leadership.

AI FOR BUSINESS

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPC32	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explains the foundational concepts of AI in Business	3	2	1	2	1	3	2
CO2	analyze the role of data in enterprise AI	2	3	1	2	1	3	3
CO3	evaluate the applications of AI in business domains	3	2	1	3	2	3	3
CO4	outline the use of robots in contemporary applications	2	2	1	3	2	2	2
CO5	examine issues related to AI systems	2	2	1	3	1	2	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Artificial Intelligence:	10
Definition and scope, Evolution of AI in Business, Importance and applications of AI, Foundations of AI, Features of AI, Goals of AI, Managerial view of AI, AI subfields, issues and challenges in AI. Task: Case Study: Raksha Industries: Navigating the Digital Transformation with AI		
II	AI Types and Implementation:	10
AI types – Based on capabilities: Narrow AI, General AI, Super AI, Based on functionalities: Reactive Machines, Limit memory -generative AI, virtual assistant and chat bots, responsible AI, Self-aware AI, Generative AI. Role of Data in enterprise AI, a blueprint for enterprise, AI implementation. Task: Case Study: Usha Industries: Leveraging AI		
III	AI Application in Business:	4+4=8
Part A: AI Product Development Lifecycle, Product market Fit, Stages of the AI lifecycle. Task: Case Study: AI Product Development Lifecycle in Apple Part B: AI in Customer relationship management, healthcare, Finance, Retail, Agriculture, Education, Supply chain, Sales forecasting, HR Analytics. Task: Case Study: AI in Customer relationship management Amazon		
IV	AI Agents & Robots:	10
Autonomous agents, Agentic AI, Robots in used today, Human machine collaboration, Managing automation with robots. AI & ML – overlaps among AI, ML and Data science. Task: Case Study: Fashion Forward's Race Against Time - Can AI Revive a Struggling Retail Giant?		
V	Ethical and Regulatory aspects in AI:	10
Ethical considerations in AI, AI risk and governance, managing AI security concerns, bias and fairness in AI systems. AI regulatory frameworks, Data privacy and security, liability and accountability, Intellectual Property in AI. Task: Case Study: Navigating Algorithmic Bias at Global Health Insights		
Textbooks		
1. Pavan Kumar Gurazada, Seema Gupta. Artificial Intelligence in Business. Vikas Publishing House. 2025.		
References		
1. Rahul De'. AI for Managers. Cengage Learning. 2025. 2. Marily Nika, Building AI-Powered Products-The Essential Guide to AI and Gen AI Product Management, O'Reilly, 2025. 3. Saptarshi Goswami, Amit Kumar Das, Amlan Chakravarti. AI for Everyone – A Beginner’s Handbook for AI. Pearson India. 2024. 4. Doug Rose, Artificial Intelligence for Business: What you need to know about Machine Learning and Neural Networks, Pearson, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 as understanding AI foundations is critical to applying management knowledge for business problem-solving. Medium correlation with PO2 due to the analytical nature of AI concepts. Weak correlation with PO3 as leadership skills are less directly involved. Medium correlation with PO4 considering the global, ethical, and economic context of AI. Weak correlation with PO5 because team leadership is less central at this conceptual level.	PSO1: Strongly correlated because understanding AI fundamentals helps in applying marketing, finance and HR knowledge to analyse business environments enhanced by AI automation. PSO2: Medium correlation as foundational knowledge encourages development of analytical and critical thinking skills for innovative business solutions.
CO2	Medium correlation with PO1 since applying management knowledge requires understanding data's role. Strongly linked to PO2 as it requires critical thinking and analytical skills. Weak correlation with PO3 because leadership is not the main focus. Medium correlation with PO4, as data analysis involves legal and ethical considerations. Weak correlation with PO5 since leading teams is not the primary focus.	PSO1: Strong correlation since data analysis is crucial to interpreting business environments and decisions related to marketing, finance, and HR. PSO2: Strong correlation because analysing data develops analytical and decision-making abilities essential for leadership and entrepreneurship.
CO3	Strong correlation with PO1 due to solving business problems using AI applications. Medium correlation with PO2 for analytical assessment of AI usage. Weak correlation with PO3 as application evaluation mainly involves technical and analytical skills. Strong correlation with PO4 because understanding domain-specific global and ethical aspects is essential. Medium correlation with PO5 as leading teams might be involved in implementation.	PSO1: Strong correlation as applying AI to varied domains directly aligns with using business knowledge (marketing, finance, HR) for environmental analysis. PSO2: Strong correlation since evaluating AI applications requires critical thinking and decision-making, key to leadership and entrepreneurial skills.
CO4	Medium correlation with PO1 related to managing technology in business. Medium correlation with PO2 for critical thinking about robot applications. Weak correlation with PO3 as leadership is a lesser focus here. Strong correlation with PO4 involving ethical and legal considerations of robots. Medium correlation with PO5 since managing teams in automation contexts can be relevant.	PSO1: Medium correlation because robotics enhances operational efficiency impacting business environments analysed via marketing, finance, and HR knowledge. PSO2: Medium correlation as knowledge about robots fosters analytical thinking and innovation important for leadership and entrepreneurship.
CO5	Medium correlation with PO1 as understanding AI issues helps in business management. Medium correlation with PO2 for analysing technical and ethical issues. Weak correlation with PO3 since leadership skills are less dominant here. Strong correlation with PO4 because AI governance and ethics are key challenges. Weak correlation with PO5 as team leadership is less linked.	PSO1: Medium correlation since addressing AI system issues requires understanding business functional areas and their challenges. PSO2: Strong correlation as examining ethical, security, and fairness issues in AI necessitates critical thinking and analytical decision-making skills.

BUSINESS ANALYTICS

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPC33	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explains the concept and evolution of BA	3	2	1	2	1	3	2
CO2	explore tools and software for data visualization	2	3	1	1	1	3	3
CO3	develop analytical and problem-solving skills	3	3	2	2	2	3	3
CO4	evaluate and build effective regression models	3	3	2	2	2	3	3
CO5	apply descriptive, predictive, and prescriptive models	3	3	2	2	2	3	3

Syllabus

Unit	Title/Topics	Hours
I	Foundations of Business Analytics	10
Introduction to Business Analytics- What Is Business Analytics, Evolution of Business Analytics, Data for Business Analytics, Models in Business Analytics, Problem Solving with Analytics, Database Analytics-- Data Sets and Databases, Data Queries: Tables, Sorting, and Filtering, Logical Functions, Lookup Functions for Database Queries, Excel Template Design, PivotTables. Task: Case Study: Drout Advertising Research Project		
II	Descriptive Analytics	10
Data Visualization-- The Value of Data Visualization, Tools and Software for Data Visualization, Creating Charts in Microsoft Excel, Other Excel Data Visualization Tools, Dashboards, Descriptive Statistics-- Metrics and Data Classification Frequency Distributions and Histograms, Descriptive Statistical Measures. Task: Case Study: Performance Lawn Equipment		
III	Probability Distributions and Data Modeling	4+4=8
Part A: Basic Concepts of Probability, Random Variables and Probability Distributions, Discrete Probability Distributions, Continuous Probability Distributions, Data Modeling and Distribution Fitting. Task: Case Study: Performance Lawn Equipment		
Part B: Sampling and Estimation-- Statistical Sampling, Estimating Population Parameters, Sampling Distributions. Statistical Inference-- Hypothesis Testing, Analysis of Variance (ANOVA), Chi-Square Test for Independence Task: Case Study: Performance Lawn Equipment		
IV	Predictive Analytics	10
Trendlines and Regression Analysis: Modeling Relationships and Trends in Data, Simple Linear Regression, Residual Analysis and Regression Assumptions, Multiple Linear Regression, Building Good Regression Models. Forecasting Techniques-- Qualitative and Judgmental Forecasting, Statistical Forecasting Models. Task: Case Study: Performance Lawn Equipment		
V	Data mining and Spreadsheet modeling	10
Scope of Data Mining, Cluster Analysis, Model-Building Strategies, Implementing Models on Spreadsheets, Descriptive Spreadsheet Models, Predictive Spreadsheet Models, Prescriptive Spreadsheet Models. Simulation and Risk Analysis-- Monte Carlo Simulation, Random Sampling from Probability Distributions, Generating Random Variates using Excel Functions, Monte Carlo Simulation in Excel, Dynamic Systems Simulation. Task: Case Study: Performance Lawn Equipment		
Textbooks		
1. James Evans, Business Analytics, Pearson Education, 3e, 2021.		
References		
1. Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019. 2. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley, 2015.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 because understanding management theories and practices is fundamental to grasping the evolution of business analytics. Medium correlation with PO2 as it involves developing analytical thinking. Weak correlation with PO3 and PO5 since leadership and team contribution are indirectly related. Medium correlation with PO4 due to the need to understand ethical and global aspects.	PSO1: Strong correlation with PSO1 because it involves applying knowledge of marketing, finance, and human resource concepts to understand the business environment, foundational to Business Analytics. PSO2: Medium correlation with PSO2 since explaining concepts fosters critical thinking and leadership skills development indirectly.
CO2	Strong correlation with PO2 because it directly involves fostering analytical skills. Medium with PO1 as it applies management knowledge using tools. Weak correlation with PO3, PO4, and PO5 since these are less relevant to just tool usage.	PSO1: Strong linkage with both PSO1 and PSO2 because visualization tools are critical for analysing business environments and enhancing analytical, leadership, and entrepreneurial skills. PSO2: This CO helps develop technical ability and decision-making skills pertinent to PSO goals.
CO3	Strong ties with PO1 and PO2 for applying knowledge and critical thinking. Medium with PO3 and PO4 as problem-solving can foster leadership and understanding of business environment. Medium with PO5 as these skills can support effective team leadership.	PSO1: Strongly related to PSO1 and PSO2 as analytical skills directly support the ability to understand complex business environments and enhance entrepreneurial decision-making. PSO2: It promotes leadership and critical thinking skills fundamental to the PSOs.
CO4	Strongly linked to PO1 and PO2 because building analytical models requires management knowledge and analytical skills. Medium with PO3, PO4, and PO5 since leadership, ethical aspects, and team efforts are moderately involved in analytical model development.	PSO1: Strong connection with PSO1 and PSO2 because evaluating and applying regression models require applying analytical and leadership skills, which enhance decision-making capabilities and business understanding. PSO2: These skills are essential to foster an entrepreneurial mind-set in line with PSO objectives.
CO5	Strong relationship with PO1 and PO2, crucial for applying management theories and data-based decision making. Medium correlation with PO3, PO4, and PO5 as these outcomes relate to leadership, ethical considerations, and teamwork in decision-making processes.	Strongly linked to PSO1 and PSO2 since applying advanced analytics models deeply supports understanding business functions and enhances critical thinking, data-driven decisions, and leadership qualities.

**DIGITAL MARKETING
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE31M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the need and scope of digital marketing	3	2	1	2	1	3	2
CO2	demonstrate the uses of digital media in marketing	3	3	2	2	2	3	3
CO3	describe the essential elements in digital marketing plan	3	3	2	2	2	3	3
CO4	apply SEM concepts to design and assess online	3	3	1	2	2	3	3
CO5	integrate insights from social media and analytics tools	2	3	2	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Digital Marketing:	10
Concept, Need and Scope of Digital Marketing, Comparison of Marketing and Digital Marketing, Components of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends. Task: Case Study: Flipkart: Heraldng Indian E-commerce.		
II	Channels of Digital Marketing:	10
Digital Marketing: Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty. Task: Case Study: Amazon India: The Global Unicorn		
III	Digital Marketing Plan:	4+4=8
Part A: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Task: Case Study: Google India: From Keyword to Alphabet.		
Part B: Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. Task: Case Study: Facebook India: Expanding the Network.		
IV	Search Engine Marketing (SEM) and Online Advertising:	10
Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance. Task: Case Study: Twitter India: Monetizing Communication.		
V	Social Media Marketing:	10
Understanding social media, Social Networking with Facebook, LinkedIn and Blogging as a Social Medium, Micro blogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analysing Digital Media Performance, Analysing Website Performance, Analysing Advertising Performance. Task: Case Study: Times Internet: The Voice of News.		
Textbooks		
1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021. 2. Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018. 3. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 because understanding management theories and practices is fundamental to grasping digital marketing's role in business problem-solving. Medium link to PO2 as critical thinking is needed to evaluate digital marketing scope. PO4 is strongly linked since understanding legal, ethical, and global aspects is part of digital marketing context. Weaker links to PO3 and PO5 because leadership and team contributions are less emphasized here.	PSO1: Strong connection with PSO1 because understanding marketing, finance, and human resources is foundational in analysing the business environment. PSO2: Medium linkage to PSO2 as it begins to develop critical thinking and entrepreneurial awareness related to digital marketing.
CO2	Strong with PO1 and PO2 due to application of knowledge and analytical skills in media. Moderate to PO4 because ethical and global communication is involved. PO3 and PO5 have moderate linkage as leadership and teamwork emerge when executing digital media strategies.	PSO1: Strong correlation with both PSO1 and PSO2 due to the need for practical application of marketing knowledge and leadership skills in digital media campaigns. PSO2: It fosters analytical decision-making and entrepreneurial skills necessary for implementing digital marketing strategies.
CO3	Connected strongly to PO2 for analytical decision-making skills needed in planning. Moderate link to PO1, PO3, PO4, and PO5 as planning involves management theory, leadership, ethical considerations, and team coordination.	PSO1: Strongly aligned with PSO1 because creating and analysing a digital marketing plan involves integration of marketing, finance, and HR elements. PSO2: Also strongly linked to PSO2 for leadership and decision-making skills to execute plans effectively.
CO4	Stronger tie to PO2 for analytical thinking in SEM application. Moderate to PO1, PO3, PO4, and PO5 as it involves solving business problems, leadership, ethics, and team effort.	PSO1: Medium to strong relation with PSO1 for analyzing digital marketing techniques in the business context. PSO2: Strong connection with PSO2 as applying SEM requires critical thinking, analytical decision-making, and leadership to optimize marketing effectiveness.
CO5	Medium ties across all POs, with particular emphasis on PO4 for ethical use and global communication, and PO5 for leading teams using analytics insights.	PSO1: Medium tie to PSO1 for analytical skills in assessing business environment through analytics. PSO2: Strong tie to PSO2 for critical thinking, leadership, and entrepreneurial skills sharpened through data-driven insights and social media analysis.

**TALENT AND PERFORMANCE MANAGEMENT SYSTEMS
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE31H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the Meaning and Importance of TM	3	2	2	2	1	3	2
CO2	utilize 360 Degree Feedback for Leadership Develop	1	2	3	1	2	1	3
CO3	identify and Assess Key Determinants of Performance	3	3	2	1	1	3	2
CO4	collect & Analyze Performance Information Effectively	2	3	1	2	1	3	1
CO5	develop Performance Management Skills for Managers	2	1	3	1	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Talent Management (TM)	10
Meaning and Importance of TM, Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centres. Task: Case Study: Performance-based Incentive Systems of Modern Bank of India		
II	Implementing Competency based TM	10
Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength. Task: Case Study: Linking Performance to the Bottom Line: The Approach of Mono India		
III	Performance Management (PM)	4+4=8
Part A: Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Task: Case Study: Training Milieu		
Part B: Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy. Task: Case Study: Aligning Performance Management with Employee Development		
IV	PMS Process & Implementation	10
Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviours and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance. Task: Case Study: McDonald's—The Destination to Career Growth and Performance		
V	PM: Employee Development, Reward & Legal Systems	10
Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS. Task: Case Study: Murugappa Group -Where Excellence Is Achieved Through Performance Management Systems		
Textbooks		
1. Herman Aguinis, Performance Management, Pearson, 3e, 2013.		
References		
1. Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 as understanding talent management fundamentals supports applying management knowledge. Medium correlation with PO2 and PO3 as it develops conceptual understanding and leadership context. Medium with PO4 due to importance of communicating talent management in complex environments. Weak with PO5 as knowledge explanation is less directly linked to leading teams.	PSO1: Strongly aligned with PSO1, which focuses on applying knowledge of marketing, finance, and HR to analyse business environment; understanding talent management is fundamental to analysing HR elements. PSO2: Medium with PSO2 (critical thinking, decision-making, leadership) because explanation builds foundational knowledge useful for these skills.
CO2	Strong correlation with PO3 (develop leadership ability) since 360-degree feedback is a key leadership development tool. Medium with PO2 (decision-making analytics) and PO5 (team leadership) as leadership uses data feedback and influences teams. Weak with PO1 (management theories) and PO4 (global/economic/ethical aspects) since focus is primarily on leadership skill application.	PSO1: Weak with PSO1 as this is less directly related to technical business environment analysis. PSO2: Strong correlation with PSO2 (critical thinking, analytical decision-making, leadership, entrepreneurial skills), as 360-degree feedback is a practical leadership development tool requiring analytical skills.
CO3	Strongly aligns with PO1 (management theories) and PO2 (analytical thinking) for identifying and evaluating performance drivers in business. Medium with PO3 (leadership) as performance assessment supports leadership decisions. Weak with PO4 and PO5 as this is more about analysis than global context or team leadership.	PSO1: Strong alignment with PSO1, related to analysing business environment through performance assessment. PSO2: Medium with PSO2, as assessment and critical thinking about performance support leadership and decision-making skills.
CO4	Strongly linked to PO2 (analytical thinking and data-based decisions). Medium with PO1 (management theories) and PO4 (business communication and ethical aspects). Weak with PO3 and PO5 focused on leadership and team management.	PSO1: Strongly linked to PSO1, which requires analysing business data and environment. PSO2: Weak to medium with PSO2, focusing more on knowledge and analysis than leadership skills.
CO5	Strong correlation with PO3 (leadership development) and PO5 (team leadership). Medium with PO1 (management knowledge) and weak with PO2 and PO4 as focus is on managerial skills and effective team management.	PSO1: Medium with PSO1, as performance management integrates knowledge of HR and business environment analysis. PSO2: Strong correlation with PSO2, focusing on leadership and managerial skills including decision-making and entrepreneurship.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (PROFESSIONAL ELECTIVE-I)

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE31F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the Concept and Characteristics of Investment	3	2	1	2	1	3	2
CO2	evaluate Risk Management Strategies in Bonds	3	3	1	2	1	3	3
CO3	analyze Link Between Economy, Industry & Company	2	3	1	3	1	3	3
CO4	apply Capital Asset Pricing Model in Portfolio Analysis	2	3	1	2	1	3	2
CO5	integrate PM Techniques with Investment Goals	2	2	3	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Investments	10
Meaning of Investment, Characteristics, Objectives of Investment, Types of Investors and Investment avenues, Investment management process, Investment vs Speculation, Investment vs Gambling, Speculation vs Gambling, Hedging, Stock Exchanges in India- BSE, NSE, OTCEI, ICSEI, Members and their functions, Trading System, Stock Market Regulation. Task: Case Study: Prepare a report on Trading mechanism in Selected stock exchange.		
II	Investment Valuation	10
Introduction to Debt Market, Players in Debt Market, Valuation of Debt Instruments, Yield Curves, Risk Management in Bonds, Bond Duration. Introduction to Share Valuation, Equity valuation Models, Valuation of Private Companies. Risk and Return- Calculation of Individual Stock risk and Returns. Task: Case Study: Prepare a report on Risk and Returns selected stocks.		
III	Fundamental and Technical Analysis	4+4=8
Part A: Fundamental Analysis- Economic Analysis-Tools for Economic Analysis, Forecasting models, Industry Analysis- Link between Economy and Industry, Historical Performance analysis, Prediction about market behavior, Company analysis- Tools for Company analysis. Part B: Technical Analysis- Charts, Reversal patterns, Continuation patterns, Bar Charts, Candle Charts, Dow Theory, Elliott Wave Theory, Technical Analysis tools. Task: Case Study: Conduct fundamental & technical analysis for Selected stocks		
IV	Portfolio Analysis	10
Portfolio Risk Exposure, Portfolio Risk/ Return, CAPM, EMH Theory, Random Walk Theory, Markowitz Model, Factors models, AP Theory, Prospect Theory. Task: Case Study: Prepare a report on Risk and Returns of Selected portfolios		
V	Portfolio Performance Evaluation	10
Introduction- Sharpe, Treynor, Jensen and Fama Portfolio performance measures, Introduction to Portfolio management, Active and Passive portfolio management strategies, Rebalancing portfolio. Task: Case Study: Prepare a report on Portfolio Performance Evaluation of Selected Portfolios		
Textbooks		
1. M Ranganatham & R Madhumathi, Security Analysis and Portfolio Management, Pearson, 2e, 2014.		
References		
1. ShaliniTalwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.		
2. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.		
3. William. F. Sharpe, Gordon J Alexander: Fundamentals of Investments, Prentice Hall, 2012.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (3): Strong correlation as understanding investment concepts applies management theories to solve financial problems.PO2 (2): Medium as explaining requires some analytical thinking.PO3 (1): Weak as leadership is less relevant here.PO4 (2): Medium due to the need to understand economic and legal investment contexts.PO5 (1): Weak, less team leadership involved in foundational knowledge.	PSO1: PSO1 (3): Strong correlation as applying knowledge of finance and business environment analysis is key to understanding investment concepts. PSO2: PSO2 (2): Medium as critical thinking and analytical skills support comprehension though leadership/entrepreneurial skills are less emphasized.
CO2	PO1 (3): Strong because assessing risk needs management knowledge applied to financial products.PO2 (3): Strong as evaluating risk requires strong analytical and critical thinking.PO3 (1): Weak as leadership is not central here.PO4 (2): Medium understanding of legal/economic context important.PO5 (1): Weak relevance to team leadership.	PSO1: PSO1 (3): Strong because in-depth finance and business environment knowledge are essential for evaluating risk management. PSO2: PSO2 (3): Strong due to heavy reliance on critical thinking, analytical decision-making in risk evaluation.
	PO1 (2): Medium as economic analysis uses management theories.PO2 (3): Strong critical and analytical thinking needed.PO3 (1): Weak leadership involvement.PO4 (3): Strong because understanding global, economic, legal aspects is key.PO5 (1): Weak team leadership linkage.	PSO1: PSO1 (3): Strong since marketing, finance, and HR knowledge is crucial for analysing business environment links. PSO2: PSO2 (3): Strong due to need of analytical decision-making and leadership abilities in understanding economic-industry-company linkage.
CO4	PO1 (2): Medium application of management theories.PO2 (3): Strong analytical thinking essential.PO3 (1): Weak leadership relevance.PO4 (2): Medium as economic/legal understanding supports model use.PO5 (1): Weak in terms of team leadership.	PSO1: PSO1 (3): Strong application of financial knowledge in portfolio analysis. PSO2: PSO2 (2): Medium as critical thinking supports application, but leadership and entrepreneurial skills have less direct influence.
CO5	PO1 (2): Medium as integration applies management knowledge.PO2 (2): Medium analytical thinking required.PO3 (3): Strong leadership value in aligning goals.PO4 (2): Medium understanding of broader context.PO5 (3): Strong leadership crucial for goal achievement and team effectiveness.	PSO1: PSO1 (2): Medium as alignment with marketing, finance, HR knowledge supports integration. PSO2: PSO2 (3): Strong as leadership, entrepreneurial skills and analytical decision-making drive achievement of investment goals.

**START-UP AND MSME MANAGEMENT
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE31E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the rise of the start-up economy in India.	3	2	1	3	1	2	2
CO2	evaluate venture choices by aligning business ideas.	3	3	2	2	2	3	3
CO3	interpret the legal environment for new ventures.	2	1	1	3	1	2	1
CO4	identify common problems faced by entrepreneurs	3	2	2	2	2	2	3
CO5	explain the role of institutional support bodies.	2	1	1	3	2	1	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Start-up and MSME	10
	The Rise of the Start-up Economy, The Six Forces of Change, The Start-up Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues & Challenges of MSME in India. Task: Case Study: Soul Cycle: A Classic Entrepreneurial Tale	
II	Start-up Requirements	10
	The Big Idea, Generate Ideas with Brainstorming, Business Start-up, Ideation, Venture Choices. Identifying Start-up Capital Resource Requirements, Estimating Start-up Cash Requirements, Developing Financial Assumptions, constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Start-up Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Start-ups with Bootstrapping, Crowd Funding. Task: Case Study: Pledge Music and Zinepak: Creating New Businesses in the Music Industry by Directly Engaging Fans	
III	Start-up and Legal Environment	4+4=8
	Part A: Stages of Growth in a New Venture, growing with the Market, growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Task: Case Study: Etsy: Breaking Down a Business Model Part B: Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures. Task: Case Study: How Casper Woke Up the “Sleepy” Mattress Industry	
IV	Management of MSME	10
	Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies. Task: Case Study: Base camp: Implementing Novel Work Design and HRM Practices	
V	Institutional Support for MSMEs	10
	Long-term and Short-term Financial Support, Sources of Financial Support, dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs. Task: Case Study: Relights: Using Multiple Sources of Funding to Bring Its Innovative Bicycle Lighting System to Life	
Textbooks		
1. Bruce R. Barringer, Entrepreneurship successfully, launching new ventures, Pearson, 2019. 2. Donald F Kuratko, The Entrepreneur’s Road Map, 2e, Routledge, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (Strong): Requires applying management theories and practices to understand entrepreneurial ecosystems and start-up growth. PO2 (Medium): Involves critical thinking to analyse forces driving the start-up economy. PO3 (Weak): Leadership is only indirectly relevant here. PO4 (Strong): Understanding legal, economic, and global factors influencing start-ups is essential. PO5 (Weak): Team leadership is less directly involved in this CO.	PSO1 (Strong): Applying knowledge of marketing, finance, and human resources to understand and explain the growth of start-up ecosystems aligns with this outcome. PSO2 (Medium): Critical thinking in evaluating the factors behind the start-up economy supports entrepreneurial and leadership skills.
CO2	PO1 (Strong): Applying management knowledge to make informed venture decisions. PO2 (Strong): Analytical ability is key for evaluating options. PO3 (Medium): Some value-based leadership is involved when choosing ventures. PO4 (Medium): Legal and economic considerations form part of venture evaluation. PO5 (Medium): Leadership contributes moderately in aligning ventures with organizational objectives.	PSO1 (Strong): Evaluating business ideas through marketing, finance, and HR perspectives directly correlates. PSO2 (Strong): Developing decision-making and entrepreneurial skills involves thorough analysis, which is core to this outcome.
CO3	PO1 (Medium): Management knowledge helps understand regulatory context. PO2 (Weak): Less analytical decision-making is involved here. PO3 (Weak): Leadership skills are minimally engaged. PO4 (Strong): Legal aspects are central to this outcome. PO5 (Weak): Team leadership is not directly involved.	PSO1 (Medium): Applying knowledge from various business domains, including legal aspects, to interpret the environment. PSO2 (Weak): While legal understanding aids decision-making, it is not heavily centered on leadership or entrepreneurial skills here.
CO4	PO1 (Strong): Management theories help diagnose business problems. PO2 (Medium): Analytical skills are used to understand problem causes. PO3 (Medium): Leadership principles are relevant in problem resolution. PO4 (Medium): Economic and ethical aspects contribute to problem identification. PO5 (Medium): Leading teams to address problems involves this PO.	PSO1 (Medium): Recognizing operational issues and challenges faced by entrepreneurs involves applying marketing, finance, and HR knowledge. PSO2 (Strong): Critical thinking and decision-making in solving entrepreneurial problems directly support entrepreneurial skills.
CO5	PO1 (Medium): Management knowledge assists understanding how institutions support business. PO2 (Weak): Less analytical thinking is required. PO3 (Weak): Leadership role is minimal here. PO4 (Strong): Knowledge of legal and economic institutions is critical. PO5 (Medium): Leadership in liaising with support bodies links to this PO.	PSO1 (Weak): Less focus on marketing, finance, HR, but understanding institutional support benefits business development. PSO2 (Medium): Developing leadership and entrepreneurial capabilities through understanding institutional roles.

**SALES AND PROMOTION MANAGEMENT
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE32M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the concept and evolution of promotion.	3	2	2	2	1	3	2
CO2	analyze advertising layouts by applying functions.	2	3	2	2	1	3	3
CO3	examine the principles of sales force management.	2	2	3	2	1	2	3
CO4	evaluate innovative promotion techniques.	2	2	2	3	1	2	3
CO5	develop approaches to selecting & evaluating channels.	2	2	2	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Promotion	10
Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity. Task: Case Study: Aurore Cosmetics.		
II	Advertising and Advertising Media	10
Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout. Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising. Task: Case Study: Phillips Company.		
III	Sales Management	4+4=8
Part A: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Task: Case Study: Donaldson Manufacturing Company		
Part B: Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation. Task: Case Study: Lindsay Sportswear.		
IV	Sales Promotion	10
Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion. Task: Case Study: Sonton Pharmaceuticals.		
V	Sales Distribution	10
Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management. Task: Case Study: Diamond Pump.		
Textbooks		
1. George E. Belch, Advertising and Promotion, Mc Graw Hill, 9e, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This CO strongly aligns with PO1 as it requires applying management and marketing theories about promotion. It has medium correlation with PO2 (analytical thinking) and PO3 (leadership ability) because understanding promotion evolution involves critical analysis and leadership in marketing decisions. PO4 is also relevant given that promotions must consider economic and legal aspects and PO5 is weakly linked as it involves teamwork in promotional activities.	PSO1: This CO has a strong correlation with PSO1 as it requires applying knowledge of marketing, finance, and human resource fundamentals to analyze the business environment of promotion. PSO2: It has medium relevance to PSO2 because understanding promotion evolution lays the foundation for developing critical thinking and leadership but these skills develop further in later COs.
CO2	It has strong correlation with PO2 due to the analytical nature of advertising analysis, and strong linkage with PO1 for knowledge application. PO3 and PO4 are medium since creative leadership and ethical communication are required in advertising. PO5 is weakly correlated as team coordination may be involved in execution.	PSO1: This CO strongly correlates with both PSO1 and PSO2. It demands applying marketing knowledge (PSO1) in practical settings like advertisement analysis. PSO2: It requires critical thinking and analytical decision-making (PSO2) to evaluate advertising effectiveness.
CO3	This CO has strong correlation with PO3 as leadership is key in managing sales teams, medium correlation with PO1 and PO2 as it involves applied management knowledge and analytical thinking. PO4 is medium as understanding legal and ethical sales issues matters. PO5 is weak due to its indirect link with team leadership.	PSO1: This CO has medium correlation with PSO1 as it applies knowledge of human resource and marketing management to sales teams and environment analysis. PSO2: It strongly supports PSO2 by requiring leadership skills and analytical decision-making for effective sales force management.
CO4	It demands critical and analytical thinking linked strongly to PO4 (global, ethical considerations) and PO1 (application of knowledge). PO2 and PO3 are medium reflecting the need for analytical and leadership skills in innovation. PO5 is weak since team leadership is less direct.	PSO1: It has medium relevance to PSO1 as it involves some application of knowledge about marketing and finance in promotional innovation. PSO2: This CO is more strongly linked to PSO2 because it focuses on critical thinking, analytical decision-making, and leadership to evaluate and innovate in promotional methods.
CO5	It has strong connection with PO5 because effective channel management requires leadership in teams, medium correlation with PO1, PO2, and PO4 as it interests in applied knowledge, analytical decision-making, and ethical evaluation.	PSO1: This CO strongly aligns with both PSO1 and PSO2. It requires application of marketing and finance knowledge (PSO1) to channel management decisions. PSO2: It also demands leadership, analytical decision-making, and entrepreneurial skills (PSO2) to develop and evaluate channel strategies effectively.

**LEARNING AND DEVELOPMENT
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE32H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	analyze the learning process and learning cycle.	3	3	1	2	1	3	2
CO2	examine trainers' characteristics, and training styles.	2	3	2	1	1	2	3
CO3	design effective online learning programs.	3	3	2	1	2	3	3
CO4	explain the concept of employee development.	2	2	3	3	1	2	3
CO5	evaluate training approaches for talent management.	2	2	3	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Learning	10
<p>Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, Adult Learning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.</p> <p>Task: Case Study: Zappos: Facing Competitive Challenges Endnotes</p>		
II	Training Strategy and Designing Training	10
<p>The evolution of Training's Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.</p> <p>Task: Case Study: Learning in Practice: Dow Chemical Develops Leaders by Sending Them to Work in Unfamiliar Surroundings</p>		
III	Training Methods	4+4=8
<p>Part A: Traditional Methods: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning.</p> <p>Task: Case Study: Identifying Training Needs Using Virtual Brainstorming at EY</p> <p>Part B: Technology and Multimedia, Computer based Training, Developing Effective Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.</p> <p>Task: Case Study: Safety First</p>		
IV	Development	10
<p>Employee Development, Essential Ingredients of Management Development, Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company's Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs.</p> <p>Task: Case Study: Training Methods for Bank Tellers Endnotes</p>		
V	Contemporary issues in Training and Development	10
<p>Orientation Training, Diversity Training, Sexual Harassment Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.</p> <p>Task: Case Study: Learning in Practice: Nike Is Losing Its Race for Diversity</p>		
Textbooks		
1. Raymond A Noe, Employee Training and Development, McGraw Hill, 7e, 2019.		
References		
1. Rolf Lynton, UdayPareek, Training for Development, 3e, Sage Publishers, 2012.		
2. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (3-Strong): Analysing learning theories applies management knowledge to solve learning-related problems. PO2 (3-Strong): Requires critical thinking for analysing learning processes. PO3 (1-Weak): Limited direct relation to leadership development. PO4 (2-Medium): Understanding ethical and global aspects influences learning design. PO5 (1-Weak): Limited team leadership aspect.	PSO1 (3-Strong): Strongly applies knowledge of marketing, finance, and HR for analysing the business (learning) environment. PSO2 (2-Medium): Analytical and critical thinking relate to understanding learning processes.
CO2	PO1 (2-Medium): Applies management principles in understanding trainer roles. PO2 (3-Strong): Involves analytical thinking about trainer styles. PO3 (2-Medium): Some relation to leadership in trainers. PO4 (1-Weak): Less emphasis on ethical, global legal aspects. PO5 (1-Weak): Limited team leadership relevance.	PSO1: PSO1 (2-Medium): Relates to understanding HR aspects in business via trainer roles. PSO2: PSO2 (3-Strong): Develops critical thinking, decision-making, and leadership relevant to trainers' effectiveness.
CO3	PO1 (3-Strong): Applies management theories in designing programs. PO2 (3-Strong): Requires analytical skills in design decisions. PO3 (2-Medium): Some leadership in program design and implementation. PO4 (1-Weak): Lesser focus on legal and ethical aspects. PO5 (2-Medium): Leading teams during design and deployment.	PSO1: PSO1 (3-Strong): Incorporates multi-functional business knowledge to design programs. PSO2: PSO2 (3-Strong): Demand for critical thinking, leadership, and entrepreneurial skills in innovative program design.
CO4	PO1 (2-Medium): Knowledge of management practices related to development. PO2 (2-Medium): Analytical thinking in development strategies. PO3 (3-Strong): Value-based leadership central to employee development. PO4 (3-Strong): Understanding ethical and legal dimensions in development. PO5 (1-Weak): Less focus on direct team leadership.	PSO1: PSO1 (2-Medium): Relates to HR development in business environment analysis. PSO2: PSO2 (3-Strong): Deeply connected to leadership and entrepreneurial skills in developing employees.
CO5	PO1 (2-Medium): Applies management theories for evaluation. PO2 (2-Medium): Analytical decision-making in evaluation. PO3 (3-Strong): Leadership in talent management evaluations. PO4 (2-Medium): Ethical and legal considerations in talent management. PO5 (3-Strong): Leading teams effectively in talent management.	PSO1: PSO1 (3-Strong): Uses marketing, finance, and HR knowledge to evaluate talent management methods. PSO2: PSO2 (3-Strong): Requires analytical decision-making and leadership for effective talent management.

**FINTECH
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE32F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the Role of Digital India in Promoting Fintech	3	2	2	3	1	3	2
CO2	analyze the Role of Chatbots in CRM and Service	2	3	1	2	2	2	3
CO3	understand Digital Banking Tools Mechanism.	3	2	1	2	1	3	2
CO4	integrate Capital Markets with FinTech Innovations	2	2	3	3	2	3	3
CO5	evaluate the Role of FinTech in Green Economic	1	2	3	3	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Fintech:	10
Digital Transformation in Manufacturing and Service Industry, The changing structure of the Financial ecosystem. Fintech and its advantages, Digital India and its role in promoting Fintech. Introduction to India Stack – Unique Identification, Presence Less Verification, eKYC, Digital Signature, Digital Document Repository (DigiLocker), Use of DigiLocker to Expedite Recruitment Process, Cashless Digital Payments, Account Aggregation, Receivables Exchange TReDS. Task: Case Study: Regulatory Framework.		
II	Technology Enablers for FinTech:	10
Digital Payments, Unified Payment Interface, Payment Gateway, The Instant Mobile Payment System, Chatbots - Customer Relationship and Service, Use of Chatbots in P2P Platforms, Chatbots for Guiding Personal Financial Management, Robo Advisors or Algorithm-Based Planners - The Advantages of Robo Advisors, Application Programming Interface, Blockchain – key concepts, applications, Distributed ledger technology and Decentralized Finance, Cross Border Trade Using Blockchain, Value Chain of Blockchain, Working of a Business Blockchain. Task: Case Study: Capgemini Solution on AWS Managed Blockchain: From Proof of Concept to Production.		
III	FinTech in Banking:	4+4=8
Part A: Digital Transformation in Banks. Changing Customer Expectations, Fitment of FinTech Companies in Digital Transformation – Core Banking Solutions, Network Banking and Cheque Truncation System, Cards with Chip and Pin, Net banking, Toll Gate Collections, PoS Terminals, Buy Now Pay Later (BNPL), Prepaid Mechanisms. Part B: FinTech in Lending and Borrowing: Introduction to the Business of Lending - Credit-worthiness of the Borrower, FinTech in Lending Business, Latest Technology Trends in Lending, Case Study—Amazon SMB Lending - Amazon as a FinTech Lender. Task: Case Study: Indifi - How the Platform Works		
IV	FinTech in Capital Markets:	10
Raising Capital, Types of Securities, Important Stakeholders in Capital Markets, The Trade Lifecycle, Clearing, Settlement & Back office Operations – Clearing, Settlement, Asset Servicing, How Technology Supports Capital Market Processes, Other Types of FinTech Companies: Insurtech, PropTech. Task: Case Study: Property Locator App of DBS Bank, TailFin, EnablingTech, RegTech.		
V	Fintech Regulations and Challenges:	10
Concerns and Trends in FinTech World: Concerns of FinTech Companies, Challenges Faced by FinTech Companies. Cyber security Sustainable Finance: Sustainable business practices, the role of Fintech in the Society, Green economic growth. Task: Case Study: Financial Inclusion and the role of Technology.		
Textbooks		
1. Chandrahauns Chavan and Atul Patankar, Introduction to Fintech, Pearson, 2024. 2. Peter Goldfish, A Global guide to Fintech and Future Payment Trends, Routledge, 2023.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strong correlation with PO1 as explaining the role of Digital India in promoting Fintech applies management theories (PO1). Also supports PO2 with analytical thinking to understand the ecosystem and PO4 due to understanding legal and economic aspects of Digital India relating to Fintech.	PSO1: Strong correlation with PSO1 because explaining the role of Digital India in promoting Fintech directly involves applying knowledge of marketing, finance, and human resources to analyze the business environment in the digital space. PSO2: Also medium correlation with PSO2 as it requires some critical thinking and leadership to understand and promote this role.
CO2	Mapping strong with PO2 because analyzing chatbots reflects analytical and critical thinking. Moderate with PO1 as it requires basic knowledge application and PO5 because it involves communication aspects of customer relationship management.	PSO1: Also has medium correlation to PSO1 as chatbots affect business environment analysis. PSO2: Supports PSO2 strongly because analyzing the role of chatbots in CRM and service demands critical thinking, analytical decision-making, and leadership skills to improve business functions.
CO3	Strong with PO1 since understanding digital banking tools requires core management knowledge. Also supports PO2 for analyzing these technologies and PO4 for the legal and economic context of banking tools.	PSO1: Strong alignment with PSO1 as understanding digital banking tools applies marketing, finance, and HR knowledge to grasp business environments related to banking technology. PSO2: Medium correlation with PSO2 due to the analytical skills needed.
CO4	Strong link with PO3 (value-based leadership) as integrating capital markets with FinTech demands leadership and strategic thinking. Also strong correlation with PO4 for comprehending economic, global, and legal aspects, and PO5 in terms of leading teams or projects involving capital market technologies.	PSO1: Strong with PSO1 because integrating capital markets with FinTech is deeply tied to analyzing the business environment leveraging finance and marketing. PSO2: Strong with PSO2 because it develops leadership and entrepreneurial skills to innovate in capital markets.
CO5	Strong with PO3 due to leadership in sustainable technology evaluation; also strongly linked to PO4 and PO5 because it requires understanding ethical, economic factors and leading organizational goals related to green economy.	PSO1: Also reasonably linked with PSO1 as it involves understanding business environment impacts on sustainability. PSO2: Correlates strongly with PSO2 since evaluating the role of FinTech in Green Economy builds critical thinking and entrepreneurial leadership towards sustainable finance.

**FAMILY BUSINESS MANAGEMENT
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE32E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the uniqueness of family businesses.	3	2	1	2	1	3	2
CO2	examine governance structures & identify challenges.	3	3	2	2	2	3	3
CO3	analyze next-generation personalities & apply strategies	3	3	3	2	3	3	3
CO4	apply concepts of strategic regeneration.	3	3	2	2	3	3	3
CO5	integrate leadership, culture change & OD principles.	3	3	3	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Family Business	10
<p>Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, The ECI-U Model. Task: Case Study: The Vega Food Company.</p>		
II	Ownership Challenges and Family Governance	10
<p>Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability: Twelve Elements of Strategic-Fit and its Implications on Family Firms. Task: Case Study: Sigma Motion, Inc.</p>		
III	Successor Development:	4+4=8
<p>Part A: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. Task: Case Study: Reliance Industries</p> <p>Part B: CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power. Task: Case Study: The Reliance Group</p>		
IV	Strategic Planning and Transgenerational Entrepreneurship	10
<p>Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Intrapreneurship. Task: Case Study: Small Family Business Real Estate Development Partners, Inc</p>		
V	The Future of Family Business	10
<p>New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change. Task: Case Study: Small Family Business Glassking Distributor Company</p>		
Textbooks		
1. Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.		
References		
1. Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning, 4e, 2020. 2. Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Mapped strongly to PO1 (management knowledge) because understanding unique family business traits requires application of management theories. Medium with PO2 because it involves analytical thinking to grasp competitive advantages and challenges. Weak or medium with leadership and communication-related POs as it is more foundational knowledge.	PSO1: Strongly mapped to PSO1 because analyzing the unique traits of family businesses requires applying marketing, finance, and HR knowledge to understand the business environment. PSO2: Medium with PSO2 as understanding uniqueness lays the foundation for developing critical thinking and entrepreneurial skills.
CO2	Strong for PO1 and PO2 since governance requires application of management practices and critical thinking to identify challenges. Medium for leadership and communication POs since governance impacts organizational leadership and stakeholder interaction.	PSO1: Strong correlation with PSO1 as governance requires integrated knowledge across marketing, finance, and HR to manage family business structures. PSO2: Strong correlation with PSO2 because governance challenges need critical thinking, leadership, and problem-solving skills.
CO3	Strong across PO1 to PO5 because it involves applying management, critical thinking, leadership, communication, and team leadership to develop and implement succession strategies.	PSO1: Strongly linked with PSO1 as it demands applying functional knowledge to human resource issues and developing leadership and entrepreneurial skills for succession planning. PSO2: Strongly linked with PSO2 as it demands applying functional knowledge to human resource issues and developing leadership and entrepreneurial skills for succession planning.
CO4	Strong in PO1, PO2, and PO5 as regeneration involves strategic management, analytical decision making, and leading change. Also medium in PO4 for understanding strategic environment impact.	PSO1: Mapped strongly to PSO1 due to strategic regeneration requiring understanding market and financial aspects for business renewal. PSO2: Strong also with PSO2 as it demands analytical decision making and entrepreneurial skills to implement strategic change.
CO5	Strongly aligned with PO3 (leadership), PO5 (team leadership), PO1 (applying management practices), and PO2 (analytical thinking). Cultural understanding also relates to PO4's focus on global, legal, and ethical aspects.	PSO1: Also ties to PSO1 through the application of functional business knowledge in managing culture and organizational dynamics. PSO2: Strong mapping to PSO2 since leadership, organizational development, and culture change directly develop leadership, analytical, and entrepreneurial capacities.

**BRAND MANAGEMENT AND CONSUMER BEHAVIOUR
(PROFESSIONAL ELECTIVE-III)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE33M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the Concept of Brand and Branding Basics	3	2	1	2	1	3	2
CO2	design and Implement Branding Strategies	3	3	2	2	2	3	3
CO3	apply Models of Consumer Behavior	2	3	1	2	1	2	3
CO4	examine Consumer Learning, Memory & Involvement	2	3	1	3	1	2	3
CO5	outline the Consumer Decision Making Process	2	2	3	2	3	1	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Brand Management:	10
<p>Concept of Brand and Branding, Basics Brand equity, Co-Branding and Corporate Branding. Branding strategies: types of branding strategies. Steps in brand development strategies. Brand switching. Management of Brand, Strategic Brand Management Process, Brand Loyalty; Brand Relationship. Building brand loyalty - Brand Positioning and Brand Associations. Brand Image and Personality - Valuation of Brands -Brand Tracking and Monitoring.</p> <p>Task: Case Study: Positioning a new Brand of Motorcycle in the Indian Context</p>		
II	Planning & Implementing Brand Marketing Programs:	10
<p>Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. Measuring & Interpreting Brand Performance- Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. Designing & Implementing Branding Strategies Managing Brands Over Time.</p> <p>Task: Case Study: Call of the Mass Markets: The Indian Cell Phone Industry</p>		
III	Introduction to Consumer Behavior:	4+4=8
<p>Part A: Meaning and Definition of Consumer Behavior. Differences between consumer buying and organizational buying. Consumer behavior and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; Organizational Buying Behaviors.</p> <p>Task: Case Study: Ethnic Consumers Consulting</p>		
<p>Part B: Models of Consumer Behavior- Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.</p> <p>Task: Case Study: HDFC Life Insurance: Building a Service Brand</p>		
IV	Consumer Motivation, Personality, Learning Memory and Involvement	10
<p>Introduction, needs, objectives and Scope of Consumer Motivation. Overcoming Problems of Motivational Conflict. Defense Mechanism, Motive arousal, Motivational theories. Consumer Personality: Learning Memory and Involvement Consumer attitudes, beliefs, feelings and Behavior Consumer Learning attitudes and components of learning Memory system, memory process, concept of involvement, dimensions of involvement.</p> <p>Task: Case Study: Himalaya Face Wash: Brand Associations and Lifestyles</p>		
V	Cultural and Social Influences on Consumer Behavior:	10
<p>Characteristics of Culture, values, sub cultures, cross cultural and multi-cultural influences on Consumer Behavior. Social Class and Group influences on Consumer Behavior with regard to money and other status symbols, conformity to group norms behavior and Influence, family life influences, standard of life and living Influences. Consumer Decision Process.</p> <p>Task: Case Study: Himalaya Drug Company: Repositioning a Herbal Bath Soap</p>		
Textbooks		
<ol style="list-style-type: none"> 1. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013. 2. Leon G. Schiffman, , S. Ramesh Kumar, Consumer Behavior, 10e, Pearson, 2021. 		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Mapped strongly (3) to PO1 because understanding brand fundamentals applies management theories to solve business problems. Medium (2) with PO2 reflecting analytical thinking needed to grasp brand concepts. Medium (2) with PO4 as CO1 involves communication and understanding of economic and legal aspects (branding context). Weak (1) with PO3 and PO5 since leadership and team skills are indirectly influenced.	PSO1: Strong (3) mapping to PSO1 because understanding brand basics requires knowledge of marketing and business environment analysis. PSO2: Medium (2) with PSO2 reflecting some development of critical thinking related to branding concepts.
CO2	Strong (3) with PO1 as strategic design applies management knowledge. Strong (3) with PO2 reflecting analytical and decision-making skills required to formulate branding strategies. Medium (2) with PO3 indicating value-based leadership in strategy execution. Medium (2) with PO4 due to the need to analyse market environment and ethical branding. Medium (2) with PO5 for leading brand projects or teams.	PSO1: Strong (3) mapping with PSO1 as it involves applying marketing and finance knowledge (PSO1) and developing critical thinking, leadership, and entrepreneurial skills (PSO2) in strategy design and implementation. PSO2: Strong (3) mapping with PSO2 as it involves applying marketing and finance knowledge (PSO1) and developing critical thinking, leadership, and entrepreneurial skills (PSO2) in strategy design and implementation.
CO3	Medium (2) with PO1 because applying models involves theoretical understanding. Strong (3) with PO2 as critical thinking and analysis of consumer behaviour data is essential. Medium (2) with PO4 to understand social, ethical, and global consumer aspects. Weak (1) with PO3 and PO5 as leadership skills are less directly involved.	PSO1: Medium (2) with PSO1 as it relates to understanding consumer behaviour within the business environment. PSO2: Strong (3) with PSO2 due to the analytical and decision-making skills required to apply these models effectively.
CO4	Medium (2) with PO1 due to foundational knowledge application. Strong (3) with PO2 for analysing psychological consumer factors. Strong (3) with PO4 since global, economic, and ethical factors impact consumer involvement. Weak (1) with PO3 and PO5 where leadership is less emphasized.	PSO1: Medium (2) with PSO1 for applying knowledge of marketing concepts. PSO2: Strong (3) with PSO2 because analysing consumer involvement requires critical thinking and leadership skills.
CO5	Medium (2) with PO1 and PO2 reflecting applied management and analytical skills to understand consumer decisions. Strong (3) with PO3 and PO5 as leadership and team contributions are critical in decision-influencing contexts. Medium (2) with PO4 for communication and ethical considerations in consumer decisions.	PSO1: Weak (1) with PSO1 as it involves lesser direct application of marketing/finance/HR knowledge. PSO2: Strong (3) mapping to PSO2 because it mainly focuses on leadership, decision-making, and entrepreneurial skills related to consumer choices.

EMPLOYEE RELATIONS (PROFESSIONAL ELECTIVE-III)

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE33H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify problems faced by trade & non-unions firms.	3	2	1	2	1	3	2
CO2	explain the nature & framework of collective bargaining	3	3	2	2	2	3	3
CO3	evaluate the role of government in industrial relations.	3	2	3	3	2	2	3
CO4	analyze the legislations related to wage and bonus.	2	3	1	3	1	2	3
CO5	outline measures for welfare of migrant workers.	2	2	3	1	3	2	2

Syllabus

Unit	Title/Topics	Hours
I	Industrial Relations	10
Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India. Task: Case Study: Violence at Honda Motorcycles and Scooters, India		
II	Collective Bargaining	10
Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement. Task: Case Study: The Airport Authority Strike Against Privatization		
III	Tripartism and Social Dialogue	4+4=8
Part A: Types and Levels of Tripartism, Social Dialogue and the Reform Process. Task: Case Study: Team or Union—Who Has the Greater Potential to Influence ? Part B: Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations. Task: Case Study: “We Are Shifting the Office”		
IV	Labor Legislation – I	10
Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers’ Social Security Act, 2008. Task: Case Study: Industrial Conflict and Unrest at Toyota Kirloskar Motor Company		
V	Labor Legislation – II	10
Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (Code on Wages, 2019), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) –2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers. Task: Case Study: Changes in Shift Timings		
Textbooks		
1. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi, 2017.		
References		
1. C.S. VenkatRathnam, Industrial Relations, Oxford University Press, 2nd Edition 2019.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong correlation (3) because understanding problems in trade and non-union firms requires applying management theories to diagnose issues effectively. PO4: Medium correlation (2), since recognizing problems involves understanding legal and economic environments. PO5: Weak correlation (1), as problem identification is foundational and not directly linked to leadership skills.	PSO1 (Apply knowledge of marketing, finance, and HR): Strong correlation (3) because recognizing problems in trade and non-union firms requires applying interdisciplinary knowledge, especially in business management areas. PSO2 (Develop critical thinking, decision-making, leadership skills): Moderate correlation (2), as problem identification forms the basis for decision-making and leadership in real-world scenarios.
CO2	PO2: Strong correlation (3), because explaining frameworks requires analytical skills. PO3: Medium correlation (2), as understanding frameworks can inform leadership approaches. PO4: Medium correlation (2), understanding legal and economic contexts of bargaining.	PSO1 : Moderate correlation (2), as communication and negotiation in collective bargaining involve applying marketing, HR, and legal knowledge. PSO2 : Strong correlation (3) since understanding bargaining frameworks enhances critical thinking and decision-making skills essential for leadership roles.
CO3	PO1: Weak correlation (1), as evaluation is more specific than applying general management theories. PO3: Strong correlation (3), since evaluating government roles involves understanding leadership and policy. PO4: Strong correlation (3), due to understanding legal and economic frameworks. PO5: Medium correlation (2), as leadership understanding helps evaluate government roles.	PSO1 : Moderate correlation (2), as evaluating governmental roles involves applying knowledge of legal and economic environments, especially in HR and management practices. PSO2 : Strong correlation (3), since the evaluation process heavily relies on analytical reasoning and leadership to interpret policy implications.
CO4	PO2: Weak correlation (1), as analysis of legislations demands legal expertise more than analytical thinking. PO4: Strong correlation (3), as legislations pertain to legal, economic, and social aspects. PO5: Medium correlation (2), since understanding legislation supports leadership in adherence and compliance.	PSO1 : Moderate correlation (2), as understanding legislations requires applying legal knowledge relevant to HR and finance. PSO2 : Strong correlation (3), because analysing complex legal frameworks enhances analytical skills and decision-making capabilities.
CO5	PO4: Strong correlation (3), as welfare measures require understanding legal and social contexts. PO3: Medium correlation (2), developing leadership to implement welfare measures. PO1: Weak correlation (1), as the focus is more on social and legal awareness.	PSO1 : Moderate correlation (2), since designing welfare measures involves applying knowledge from HR, legal, and social aspects. PSO2 : Strong correlation (3), as developing and implementing welfare initiatives require leadership, strategic planning, and entrepreneurial skills.

STRATEGIC COST AND MANAGEMENT ACCOUNTING (PROFESSIONAL ELECTIVE-III)

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE33F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	integrate accounting principles with cost control.	3	2	1	1	1	3	2
CO2	explain the concepts of unit costing and job costing	3	3	1	2	1	3	3
CO3	apply BEP analysis for managerial decision making	3	3	2	2	1	2	2
CO4	examine computerized budgeting systems	2	2	2	3	1	1	1
CO5	outline the concepts of standard cost & standard costing	3	2	3	1	3	2	1

Syllabus

Unit	Title/Topics	Hours
I	Introduction to CMA, Cost Analysis and Control	10
Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate. Task: Case Study: Sycon Technology Inc (STI)		
II	Costing for Decision making	10
Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production. Make or Buy Decisions. Task: Case Study: Sycon Technology Inc (STI)		
III	Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC)	4+4=8
Part A: Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Non-profit Organizations. Task: Case Study: Thandak Desert Coolers (VCP Analysis)		
Part B: Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. Task: Case Study: ABC and Customer Profitability		
IV	Budgetary Control	10
Budget, Steps in Budgetary Control, Flexible Budget, Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Zero Based Budgeting. An Introduction to Cost Audit and Managerial Audit. Task: Case Study: Sound Future Communications Limited (SFCL)		
V	Standard Costing and Variance Analysis	10
Standard Costing –Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance. Task: Case Study:(Profit Variance Analysis) Supreme Ltd		
Textbooks		
1. S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, 6e, 2019. 2. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, 7e, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly maps to PO1 (Apply knowledge of management theories and practices to solve business problems) because understanding and applying accounting principles and cost control directly supports business problem solving. It also has a medium correlation with PO2 since analytical thinking is needed, and some weaker relations with leadership, ethics, and team leadership POs.	PSO1: Strongly supports PSO1 because it requires applying knowledge of marketing, finance, and human resources principles in analyzing cost control mechanisms in the business environment. PSO2: It moderately supports PSO2 as it lays a foundation for critical thinking and decision-making skills.
CO2	Strongly correlates with PO1 and PO2 as it builds foundational knowledge critical for management decisions based on data analysis. It also supports PSO1 (marketing, finance, HR knowledge to analyze business) and PSO2 (analytical and leadership skills), reflecting the analytical decision-making and integrative skills.	PSO1: Strongly aligns with PSO1 by applying cross-functional knowledge of business disciplines to analyze specific costing methods. PSO2: Its strong correlation with PSO2 reflects the need to develop analytical decision-making and entrepreneurial skills through understanding costing concepts.
CO3	Strongly relates to PO1 and PO2 because BEP analysis is a quantitative tool solving business problems and supports critical decision-making. Medium correlations with PO3 and PO4 reflect how this analysis aids ethical and leadership decisions, while supporting PSOs indicates its role in analytical and entrepreneurial skills.	PSO1: Moderately supports PSO1 by enabling analysis of business situations related to cost and revenue. PSO2: It also moderately supports PSO2 since BEP analysis is a powerful tool for critical thinking, decision-making, and leadership roles in guiding managers and entrepreneurs.
CO4	Strongly link to PO4 (global, economic, legal, ethical aspects) as computerized systems support communication and compliance. Medium ties to PO1 (management knowledge) and PO2 (analytical thinking) reflect the technical and analytical skills required.	PSO1&PSO2: Shows a weak correlation with both PSOs as it is more specialized in technical budgeting systems but still underpins some aspects of business environment analysis (PSO1) and analytical skills (PSO2).
CO5	Strongly supports PO1 and PO5 (team leadership to achieve organizational goals) as cost control and variance analysis underpin leadership and control decisions. Medium correlations with PO2 and PO3 reflect analytical and value-based leadership.	PSO1: Moderately supports PSO1 as this knowledge integrates understanding of financial controls with broader business functions. PSO2: Its weak correlation with PSO2 reflects its supporting role in leadership and entrepreneurial decision-making.

**INNOVATION AND ENTREPRENEURSHIP
(PROFESSIONAL ELECTIVE-III)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE33E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	evaluate the role of creative environment & technology.	3	2	1	3	1	3	2
CO2	integrate divergent and convergent thinking strategies.	2	3	2	1	1	2	3
CO3	apply strategies for unblocking creative energy.	2	3	3	1	2	2	3
CO4	analyze various levels and methods of ideation.	2	3	1	3	2	3	2
CO5	design organizational strategies and frameworks.	3	2	3	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	The Creativity Phenomenon:	10
Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity. Task: Case Study: Game Enough		
II	Mastering Creative Problem Solving	10
Structuring of Well-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving. Task: Case Study: J.C. losing money		
III	Creative Intelligence	4+4=8
Part A: Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities. Task: Case Study: Where did they get their ideas from?		
Part B: Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment. Task: Case Study: Pink skirts		
IV	Innovation Management	10
Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories. Task: Case Study: The Northern Bank		
V	Micro and Macro Perspectives of Innovation	10
Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities. Task: Case Study: A complaints system		
Textbooks		
1. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.		
References		
1. Vinnie Jauhari, SudanshuBhushan, Innovation Management, Oxford Higher Education, 2014. 2. Innovation Management, C.S.G. Krishnamacharyulu, Himalaya Publishing House, 2010. 3. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked with PO1 because applying management theories to solve business problems requires understanding creative environments. Medium correlation with PO2 as evaluating involves some analytical thinking. Weak with PO3 as this is more technical than leadership based. Strong with PO4 due to understanding global, economic, legal, ethical aspects where creative technology impacts business ethics/legal. Weak with PO5 since leading teams is indirect here.	PSO1: Strong correlation with PSO1, as applying knowledge of marketing, finance, and HR to analyse the business environment requires understanding creative technology's role. PSO2: Medium correlation with PSO2, since evaluating creative environments develops critical thinking and analytical skills but is less focused on leadership and entrepreneurship.
CO2	Medium with PO1 as applying management knowledge supports thinking strategies. Strong with PO2 given critical thinking is central to this CO. Medium with PO3 as leadership development overlaps with thinking integration. Weak with PO4 as legal/ethical aspects are less focused here. Weak with PO5 leadership is less direct.	PSO1: Medium correlation with PSO1, as thinking strategies support business environment analysis. PSO2: Strong correlation with PSO2 because developing critical thinking, decision-making, leadership, and entrepreneurial skills closely aligns with integrating such thinking strategies.
CO3	Medium with PO1 since strategic application relates to management theory use. Strong with PO2 due to analytical problem solving relevance. Strong with PO3 since motivating/unblocking energy relates to leadership. Weak with PO4 limited impact on ethics/legal. Medium with PO5 leadership in energizing teams is related.	PSO1: Medium with PSO1 as applying strategies may involve knowledge of business functions. PSO2: Strong with PSO2 given the emphasis on leadership and entrepreneurial skills to channel creative energy effectively.
CO4	Medium with PO1 due to application of management concepts. Strong with PO2 as analysis involves critical thinking. Weak with PO3 leadership less direct here. Strong with PO4 as ideation analysis involves understanding broader business contexts including ethical aspects. Medium with PO5 because idea evaluation is relevant to team contributions.	PSO1: Strong with PSO1 because idea analysis supports business environment analysis from marketing, finance, and HR perspectives. PSO2: Medium with PSO2 as ideation contributes to decision-making and leadership but is not solely focused on them.
CO5	Strong with PO1 as it directly involves management theories. Medium with PO2 as it requires analytical decision making. Strong with PO3 since strategy design involves significant leadership skills. Medium with PO4 considering integration of global/economic/legal/ethical considerations in strategy. Strong with PO5 as designing strategies aims at leading teams effectively.	PSO1& PSO2: Strong correlation with both PSO1 and PSO2, as designing strategies strongly involves using knowledge of business functions and critical thinking, leadership, and entrepreneurial skills for implementation and organizational impact.

DATA VISUALIZATION LAB

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPC34	1	-	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	apply the Measurement Scales and Variable Selection	1	2	1	1	1	2	1
CO2	design Different Visualization Components	2	1	1	1	1	3	2
CO3	analyze the Data with Statistical Techniques	1	3	2	1	1	2	1
CO4	evaluates the Subjectivity and Objectivity in Data	1	1	1	3	1	1	2
CO5	identifies the Misleading Visualizations in Data	1	1	1	1	3	2	1

List of Experiments

Week	Title/Experiment
1	Introduction to data and visualization Data, information and knowledge, measurement scales, variable selection and conversion.
2	Statistical model, algorithmic model, history of visualization, gestalt's principles, seven stages of data visualization, data science process, types of charts, chart selection guide.
3	Understanding visualization and the interface- Best visualization practices, effectiveness of visual encodings and color design principles.
4	Edward Tufte's design principles, data, ink ratio, minimizing chart junk, minimizing lie factor, connecting to data sources like tables, charts, dashboards and stories.
5	Deployment of Structured data-Visualization of structured data, data dictionary and exploring the data.
6	Univariate, bivariate and multivariate analysis and relevant charts, heat maps, dual axis charts – modelling and feature selection.
7	Deployment of Unstructured data- Visualization of unstructured data and text data visualization.
8	Forms of text data, word cloud, word tree & joint plot – subjectivity and objectivity
9	Visualizing networks and Visual storytelling
10	Dashboards and storytelling, frameworks, data storytelling, narrative storytelling
11	Analytical dashboard, misleading charts and graphs, cherry picking data, correlation and causation.
12	Simpson's paradox – scaling – drill down bias and data discrepancy
References	
<ol style="list-style-type: none"> Jonathan Schwabish, Data Visualization in Excel, Routledge. Sharada Sringswara, Purvi Tiwari, U. Dinesh Kumar, Data Visualization, Wiley,2022 Seema Acharya, Mastering Data Visualization using Tableau, Wiley, 2024. 	
Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.	
<ol style="list-style-type: none"> Measurement scales, variable selection and conversion. Seven stages of data visualization. Best visualization practices. Dashboards and stories. Visualization of structured data. Univariate, bivariate and multivariate analysis. Visualization of unstructured data. Forms of text data. Visualizing networks and Visual storytelling. Dashboards and storytelling framework. Correlation and causation. Simpson's paradox – scaling. 	

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (1 - Weak): CO1 relates weakly as it introduces basic management principles underlying measurement scales which indirectly supports problem-solving. PO2 (2 - Medium): CO1 fosters analytical skills necessary for selecting appropriate variables, aiding data-based decision making. PO3 (1 - Weak): Limited direct leadership skill development. PO4 (1 - Weak): Minimal direct involvement with legal/global/ethical aspects. PO5 (1 - Weak): No direct team leadership focus, but foundational knowledge.	PSO1 (2 - Medium): CO1 requires applying marketing, finance, and HR knowledge to choose correct variables, which supports analysing business environments moderately. PSO2 (1 - Weak): Critical thinking and entrepreneurial skills are less emphasized in measurement scale selection, leading to a weaker alignment.
CO2	PO1 (2 - Medium): Applying management knowledge to design visual components supports organizational communication. PO2 (1 - Weak): Design is less analytical and more creative, so supports analytical thinking weakly. PO3 (1 - Weak): Design exercises contribute little to leadership skills. PO4 (1 - Weak): Visualization design does not directly relate to global/legal/ethical business environment. PO5 (1 - Weak): No strong link with team leadership.	PSO1 (3 - Strong): Designing visualization components heavily relies on understanding business environments through marketing, finance, and HR concepts, strongly aligning with PSO1. PSO2 (2 - Medium): Visualization design fosters analytical decision-making and leadership skills moderately.
CO3	PO1 (1 - Weak): Basic application of management knowledge in statistical analysis. PO2 (3 - Strong): Strongly fosters analytical and critical thinking for data-driven decisions. PO3 (2 - Medium): Analytical abilities indirectly support leadership formation. PO4 (1 - Weak): Limited direct connection to global/economic/legal aspects. PO5 (1 - Weak): Analytical work alone does not develop team leadership skills.	PSO1 (2 - Medium): Statistical data analysis supports the application of knowledge in business environment analysis moderately. PSO2 (1 - Weak): Critical thinking and entrepreneurial leadership skills are indirectly supported, so weaker alignment.
CO4	PO1 (1 - Weak): Minimal direct application of management knowledge. PO2 (1 - Weak): Limited analytical application. PO3 (1 - Weak): No direct leadership component. PO4 (3 - Strong): Strongly enhances understanding of data interpretation, ethical and global business perspectives. PO5 (1 - Weak): No direct team leadership emphasis.	PSO1 (1 - Weak): Evaluating data subjectivity involves less direct application of business environment knowledge, so a weak link. PSO2 (2 - Medium): Evaluating biases encourages critical thinking and decision-making, moderately fostering PSO2 skills.
CO5	PO1 (1 - Weak): Basic knowledge application. PO2 (1 - Weak): Minor analytical element in identifying misleading data. PO3 (1 - Weak): No leadership development. PO4 (1 - Weak): Limited engagement with legal or global aspects. PO5 (3 - Strong): Contributes to organizational goals by improving data communication and team decision-making quality.	PSO1 (2 - Medium): Identifying misleading data impacts business environment understanding moderately via finance and marketing insight. PSO2 (1 - Weak): Limited support for leadership and entrepreneurial skills.

SUMMER INTERNSHIP

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPC35	0	0	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	interpret management functions and functional areas	3	2	2	2	1	3	2
CO2	identify OFC for a given undertaking with hierarchy	3	2	1	1	2	3	2
CO3	apply functional knowledge to businesses enterprises	3	2	2	2	2	3	3
CO4	conduct organisational overall performance analysis	3	3	2	2	2	3	3
CO5	prepare detailed report on organisational performance	3	3	2	2	3	3	3

Syllabus

Approach to Summer Internship	
1	Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.
2	The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the Institute.
3	The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, We hub etc. for the Summer Internship. The students should do the Internship during the summer break.
4	Summer Internship report has to be submitted to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
5	Summer Internship Report is evaluated for 100 marks at the end of II Year I Semester before conduct of II Mid Term Examinations.
6	The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

Evaluation Procedure

Internship Evaluation distribution(for 100 Marks)

S. No.	Item	Supervisor / Guide / Mentor Marks (40)	Departmental Committee Marks (60)
1	Introduction to organization and its products and services	05	10
2	Brief on Promotes group, CEO, Departments	10	10
3	Comment industry practices	05	10
4	PPT Presentation cum Viva Voce	10	10
5	Technical Report	10	20
Total		40	60

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This outcome is mapped strongly with PO1 because understanding management functions directly relates to applying management principles to business problems. It also supports PO2 as students need to analyze and critique management functions, fostering analytical skills, and PO3 because understanding functions helps develop leadership qualities. It has a medium correlation with PO4 and PO5, as understanding management functions aids in interpreting global and organizational contexts and leading teams effectively.	<p>PSO1: This CO is strongly linked to PSO1 as interpreting management functions directly involves applying knowledge from marketing, finance, and human resources to analyze business environments.</p> <p>PSO2: It has medium correlation with PSO2 because understanding these functions also helps in developing critical thinking and leadership skills required for decision making.</p>
CO2	This outcome aligns strongly with PO1 because identifying organizational functional components and hierarchies necessitates understanding management structures, and supports PO2 by requiring analytical thinking to evaluate organizational design. It has a medium correlation with PO3, supporting leadership skills in recognizing organizational hierarchies, and weak correlation to PO4 and PO5, as it is more technical and structural.	<p>PSO1: This CO aligns strongly with PSO1 as identifying organizational functional components requires knowledge of various business domains, supporting analysis of the business environment.</p> <p>PSO2:It contributes moderately to PSO2 because understanding organizational structure supports entrepreneurial and leadership skill development.</p>
CO3	This outcome is strongly linked with PO1 as applying functional knowledge solves real-world business problems, and PO2 because it involves critical and analytical reasoning in applying knowledge. It supports PO3 in terms of developing practical, leadership-oriented skills and has moderate support from PO4 and PO5 by understanding and applying knowledge in a global, ethical, and organizational context.	This CO has strong correlation with both PSO1 and PSO2. It involves applying interdisciplinary knowledge for business analysis (PSO1) and requires critical thinking, decision-making, leadership, and entrepreneurial skills (PSO2) in practical business scenarios.
CO4	This is strongly correlated with PO2 because performance analysis involves critical thinking and evaluation skills, and supports PO1 by applying management principles for analysis. It also supports PO4 and PO5 by interpreting organizational performance in a broader ethical, social, and leadership context.	<p>PSO1:This CO strongly supports PSO1 by requiring integrated knowledge of marketing, finance, and HR to analyze performance comprehensively.</p> <p>PSO2: It also has strong mapping with PSO2 as analyzing organizational performance fosters analytical decision-making and leadership competencies.</p>
CO5	This outcome supports PO2 in enhancing communication and analytical reporting skills, strongly aligns with PO1 for applying management principles in reporting, and has moderate correlation with PO3 supporting leadership in documentation and presentation skills. It also touches PO4 and PO5 through the communication of organizational insights for societal and organizational leadership.	This CO is strongly correlated with both PSO1 and PSO2 because it involves comprehensive application of business knowledge to prepare reports while developing communication, leadership, and entrepreneurial skills through critical analysis and presentation.

IV-SEMESTER SYLLABUS

STRATEGIC MANAGEMENT

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPC41	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the concepts of strategic management.	3	2	1	2	1	3	2
CO2	examine generic strategies and strategy formulation.	3	3	1	2	2	3	3
CO3	integrate strategy, structure, culture and leadership.	2	2	3	1	3	2	3
CO4	assess strategies & competitive advantage in companies	3	3	2	3	2	3	3
CO5	apply benchmarking techniques to review performance.	3	3	1	2	1	3	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
<p>Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage.</p> <p>Task: Case Study: Baidu's Business Model and its Evolution</p>		
II	Tools and Techniques for Strategic Analysis	10
<p>Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.</p> <p>Task: Case Study: Future of the Autonomous Automobile: A Strategy for BMW</p>		
III	Strategy Implementation:	4+4=8
<p>Part A: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy.</p> <p>Task: Case Study: Pfizer</p> <p>Part B: Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.</p> <p>Task: Case Study: Publix Supermarkets, Inc.</p>		
IV	Turnaround and Diversification Strategies	10
<p>Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies.</p> <p>Task: Case Study: The Volkswagen Emissions Scandal</p>		
V	Strategy Evaluation and Control	10
<p>Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.</p> <p>Task: Case Study: The Wells Fargo Banking Scandal</p>		
Textbooks		
1. Hitt& Ireland, Strategic Management: A South Asian Perspective, Cengage Learning, 9e,2013.		
References		
1. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management—a Dynamic Perspective, Pearson, 2e, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly maps to PO1 as it requires applying knowledge of management theories to understand strategic management concepts. Medium relation to PO2 given explanation includes some analytical understanding. Weak to PO3 since leadership development is indirectly related. Medium to PO4 as concepts include global, economic, legal, ethical aspects. Weak to PO5 as it primarily focuses on knowledge rather than team leadership.	PSO1: Strongly maps to PSO1 as it builds foundational knowledge in marketing, finance, and HR that relates to analysing business environments. PSO2: Medium relation to PSO2 as it initiates development of critical thinking and leadership skills through understanding strategy concepts.
CO2	Strongly aligns with PO1 and PO2 because it involves applying management knowledge and critical thinking for strategy formulation. Weak to PO3 as leadership is less central here. Medium to PO4 due to the inclusion of environmental and ethical strategy considerations. Medium to PO5 since strategy can influence team and organizational goals.	PSO1: Strongly aligns with PSO1 because it requires applying knowledge of different functional areas (marketing, finance, HR) for strategy formulation. PSO2: Strongly connects to PSO2 since strategy examination enhances analytical decision-making and leadership abilities.
CO3	Strongly linked with PO3 and PO5 emphasizing leadership ability and team contribution. Medium relation with PO1 and PO2 as integration requires management knowledge and analytical thinking. Weak to PO4 as the focus is more internal organizational integration than external environment.	PSO1: Medium relation to PSO1 since integration involves application of business environment knowledge. PSO2: Strongly linked to PSO2 due to emphasis on leadership, critical thinking, and entrepreneurial skills in organizational integration.
CO4	Strong connection with PO1, PO2, and PO4 as it requires applying knowledge, analytical ability, and understanding broader business aspects. Medium to PO3 regarding informed leadership decisions. Medium to PO5 for leading teams to implement competitive strategies.	PSO1: Strong tie to PSO1 as assessing competitive advantage involves deep analysis of markets, finance, and human resources. PSO2: Strong relation to PSO2 for application of critical thinking, leadership, and decision-making in assessing and sustaining competitive advantage.
CO5	Strong relationship with PO1 and PO2 for practical application of management tools and analytical decision-making. Weak to PO3 as leadership is less central. Medium to PO4 when ethical and legal aspects of benchmarking arise. Weak to PO5 since it is more technical than team leadership focused.	PSO1: Strongly associated with PSO1 as benchmarking requires knowledge and analysis of business functions. PSO2: Medium relation to PSO2 since it develops analytical and leadership skills through performance evaluation.

**INTERNATIONAL MARKETING
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE41M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the trends of global marketing management	3	2	1	3	1	3	2
CO2	identify global environment growth drivers	2	3	1	3	1	3	3
CO3	illustrate the needs/requirements of global customers	2	2	3	2	2	2	3
CO4	apply marketing mix strategies globally	2	3	1	3	1	2	3
CO5	conduct global negotiations and documentation	2	2	2	2	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to International Marketing	10
Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization. Task: Case Study: STAR Network's Adaptation to Indian Culture - A Media Success Story		
II	Global Environmental Drivers	10
WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-Lateral Trade Agreements. Task: Case Study: Tata Groups Internationalisation Strategy		
III	Global Customers	4+4=8
Part A: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country (Market) Selection, Assessing International Market Size and Sales Potential. Task: Case Study: Cisco Systems		
Part B: Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce. Task: Case Study: International Market Entry of a Foreign MNC in India :The Case of Holcim		
IV	Global Marketing	10
Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle. Task: Case Study: Logistics Solutions in Information Technology Business		
V	Implementing Global Marketing Strategies	10
Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order. Task: Case Study: Internationalisation of Wipro Technologies		
Textbooks		
1. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.		
References		
1. Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011. 2. Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 as understanding global marketing management requires applying management theories to solve business problems. Ties to PO2 because analysing trends develops analytical and critical thinking skills. Linked moderately to PO4 due to global economic, legal, and ethical considerations inherent in international marketing.	PSO1: Strongly maps to PSO1 as it applies knowledge of marketing to analyze the global business environment. PSO2: Has medium correlation with PSO2 as studying trends enhances critical thinking and leadership skills relevant to marketing contexts.
CO2	Has strong connection with PO2 for analytical evaluation of environmental drivers. Corresponds highly with PO4 because understanding global, economic, legal, and environmental drivers is essential. Linked with PO1 since knowledge application helps interpret these growth drivers.	PSO1: Strong alignment with PSO1, utilizing finance, marketing, and HR knowledge to analyse factors driving business growth globally. PSO2: Strong linkage to PSO2, developing analytical and decision-making capabilities through environment analysis.
CO3	Strongly tied to PO3, fostering leadership by understanding and addressing customer needs. Links to PO5, as leading teams effectively depends on customer insights. Moderately connected to PO1 and PO2 for applying knowledge and analysing customer requirements.	PSO1: Medium link with PSO1, applying marketing knowledge for understanding customer needs. PSO2: Strong correlation with PSO2, fostering leadership and critical thinking to meet customer requirements effectively.
CO4	Strong association with PO2 as this requires analytical decision making for strategy application. Ties with PO4 since marketing globally involves understanding legal and ethical aspects. Linked with PO1 through the application of management knowledge for strategy execution.	PSO1: Medium connection to PSO1, as effective application demands knowledge of marketing strategies in different environments. PSO2: Strong correlation with PSO2, as strategic thinking, decision-making, and leadership are central to implementing marketing mixes globally.
CO5	Strongly related to PO5 since effective leadership and team management is vital through negotiation processes. Ties to PO3, reinforcing value-based leadership during negotiations. Connected to PO1 and PO2 for applying knowledge and analytical skills in negotiation and documentation.	PSO1: Medium association with PSO1 by applying multi-disciplinary knowledge in negotiations. PSO2: Strongly tied to PSO2, emphasizing leadership, entrepreneurial skills, and critical decision-making in negotiation and documentation processes.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE41H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline features of IHRM	3	2	1	3	2	3	2
CO2	illustrate knowledge transfer process in MNCs	3	3	1	3	2	3	3
CO3	identify the steps in GHRP	3	3	2	3	2	3	3
CO4	develop a global TNA programme and schedule	2	3	2	3	2	2	3
CO5	prepare global performance appraisal report	2	3	3	3	3	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction and Overview	10
Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of IHRM, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges. Task: Case Study: Global Human Resource Management at Coca-Cola		
II	The Key role of International HRM in Successful MNC Strategy	10
Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of IHRM from Contingency Model to Process Development. Task: Case Study: Human Resource Practices at Disney		
III	Global Human Resource Planning	4+4=8
Part A: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. Task: Case Study: The Office Equipment Company Part B: Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources. Task: Case Study: More Problems than Solutions		
IV	Global Workforce Training and Development	10
Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments. Task: Case Study: Training of McDonald's		
V	Global Workforce Performance Management	10
Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of ICM, Complexities in ICM, Factors that affect IC, Components and Structure of International Compensation Package. Approaches to ICM Expatriation and Repatriation. Task: Case Study: The Culture of Appraisal		
Textbooks		
1. Srinivas R Kandula, International Human Resource Management, Sage,4e, 2018.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (Strong): Requires applying knowledge of management theories to the international HR context. PO2 (Medium): Involves analytical thinking to understand and describe IHRM features. PO3 (Weak): Leadership development is less directly related. PO4 (Strong): Understanding global, legal, and ethical business aspects is essential to IHRM features. PO5 (Medium): Leading teams is related as managing global teams is a key IHRM consideration.	PSO1 (Strong): Understanding IHRM features requires applying HR knowledge to analyze the business environment in a global context. PSO2 (Medium): Developing analytical and leadership skills supports the foundational understanding of IHRM.
CO2	PO1 (Strong): Management knowledge is used to understand and solve organizational knowledge transfer problems. PO2 (Strong): Analytical skills are needed to critically evaluate. PO3 (Weak): Leadership may influence knowledge transfer but is a less direct connection. PO4 (Strong): Communicating global business processes, including knowledge transfer, is important. PO5 (Medium): Effective team leadership facilitates knowledge transfer in MNCs.	PSO1 (Strong): Involves applying HR knowledge to analyze and manage the knowledge transfer process, critical to MNC operations. PSO2 (Strong): Requires critical thinking and leadership abilities to effectively facilitate and manage knowledge transfer across borders.
CO3	PO1 (Strong): Application of management theories to global staffing and planning. PO2 (Strong): Critical thinking is essential in analysing HR planning processes. PO3 (Medium): Leadership development is linked as planning involves leading HR functions. PO4 (Strong): Requires understanding global legal and economic factors influencing HR planning. PO5 (Medium): Leading HR teams effectively ties in with HR planning.	PSO1 (Strong): GHRP involves applying marketing, finance, and HR knowledge to strategic planning in the business environment. PSO2 (Strong): Leadership and analytical decision-making skills are essential for effective human resource planning globally.
CO4	PO1 (Medium): Management knowledge helps design training programs. PO2 (Strong): Analytical skills needed to assess training needs accurately. PO3 (Medium): Developing leadership includes training others effectively. PO4 (Strong): Global economic and cultural understanding is critical for TNA. PO5 (Medium): Leadership of teams involves managing training activities.	PSO1 (Medium): Designing TNA programs applies HR knowledge to the business environment. PSO2 (Strong): Critical thinking and leadership skills are needed to assess training needs and implement programs effectively.
CO5	PO1 (Medium): Applying management theory to performance management systems. PO2 (Strong): Analysis and data-based decision making are key to appraisal accuracy. PO3 (Strong): Leadership skills are integral in appraising and improving performance. PO4 (Strong): Communication of global ethical and legal performance standards. PO5 (Strong): Leading and motivating teams requires performance management expertise.	PSO1 (Medium): Applying HR knowledge to assess and report performance aligns with analysing business environments. PSO2 (Strong): Leadership skills and analytical decision-making are crucial in maintaining effective performance appraisal processes.

INTERNATIONAL FINANCIAL MANAGEMENT (PROFESSIONAL ELECTIVE-IV)

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE41F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	compare IFM with that of financial management	3	2	1	2	1	3	2
CO2	illustrate international flow of funds & monetary system	2	3	1	3	1	3	3
CO3	outline features of foreign exchange market	2	3	1	3	1	3	3
CO4	analyse various international exchange rates	3	3	2	3	1	3	3
CO5	prepare an asset liability management report	3	3	2	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
<p>An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.</p> <p>Task: Case Study: Nike and Sweatshop Labor</p>		
II	International Flow of Funds	10
<p>Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.</p> <p>Task: Case Study: Indian Balance-of-Payments Problem</p>		
III	Foreign Exchange Market	4+4=8
<p>Part A: Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market.</p> <p>Task: Case Study: Shrewsbury Herbal Products, Ltd.</p> <p>Part B: Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.</p> <p>Task: Case Study: The Options Speculator</p>		
IV	Exchange Rates	10
<p>Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity. Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory.</p> <p>Task: Case Study: Turkish Lira and Purchasing Power Parity</p>		
V	Asset-liability Management	10
<p>FDI, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management. International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.</p> <p>Task: Case Study: Detroit Motors' Latin American Expansion</p>		
Textbooks		
1. Jeff Madura, International Corporate Management, Cengage, 13e, 2016.		
References		
1. CheolEun, Bruce Resnick, International Financial Management, TMH, 9e, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly correlates with PO1 because it applies management theories and practices to understand differences in financial management. Medium correlation with PO2 as it requires analytical thinking to compare financial systems. Weak with PO3 and PO5 as leadership and team contribution are indirectly involved. Medium with PO4 for understanding global financial contexts.	PSO1: Strongly aligned with PSO1 as it applies knowledge of finance to analyze business environments, a key element in comparing financial management with international financial management. PSO2: Medium with PSO2 since critical thinking and analytical skills are required for this comparison.
CO2	Strongly aligned with PO2 due to analytical skills required to explain fund flows. Medium with PO1 as knowledge application is involved. Medium with PO4 due to the economic and legal aspects in monetary systems. Weak with PO3 and PO5 for leadership and teams.	PSO1: Strong correlation with PSO1 because understanding international fund flows involves finance and marketing knowledge in global business contexts. PSO2: Strong with PSO2 given the necessity for analytical decision-making and leadership around monetary systems.
CO3	Strong correlation with PO2 for critical thinking on market features. Medium with PO1 for application of knowledge and PO4 for legal aspects.	PSO1: Strongly linked to PSO1 as it involves applying finance knowledge to analyse global markets. PSO2: Strong with PSO2 due to the critical and analytical nature of understanding foreign exchange markets.
CO4	Strongly linked with PO1 and PO2 because it involves applied knowledge and analytical skills in exchange rate analysis. Medium with PO3 and PO4 as leadership and global economic understanding are relevant.	PSO1: Strong connection to PSO1 as exchange rate analysis requires deep financial knowledge in business environments. PSO2: Strong with PSO2 as it demands analytical and decision-making skills.
CO5	Strongly corresponds with PO1, PO2, and PO5 as it involves applied management knowledge, critical thinking, and leadership in effective team outcomes. Medium correlation with PO3 for leadership values and PO4 for communication on economic aspects.	PSO1: Strongly related to PSO1 given the requirement to integrate finance and human resource knowledge to manage assets and liabilities. PSO2: Strongly with PSO2 as this outcome develops leadership, analytical, and entrepreneurial skills in managing reports effectively.

**ENTREPRENEURIAL FINANCE
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE41E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various avenues for enterprise financing	3	2	1	1	2	3	2
CO2	identify process for organising and operating the venture	2	3	1	2	2	2	3
CO3	illustrate the process of financial planning	3	2	1	2	1	3	2
CO4	analyse the mechanics of venture valuation	3	3	1	2	1	3	3
CO5	employ venture capital financing for growing venture	3	2	2	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Finance for Entrepreneurs	10
Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections. Task: Case Study: Macy's Housewares, Incorporated		
II	Organizing and Operating the Venture	10
Financing a New Venture, Seed, Start-up and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis. Task: Case Study: Introduction to Entrepreneurship		
III	Financial Planning	4+4=8
Part A: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Task: Case Study: DP Systems, LLC		
Part B: Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital. Task: Case Study: Mark Wheeler Craftsman, Inc.		
IV	Venture Valuation	10
Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends. Task: Case Study: Associated Steel Trading, LLC		
V	Financing for the Growing Venture	10
Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing. Task: Case Study: The Gilberts: An Entrepreneurial Family		
Textbooks		
1. Steven Rogers, Entrepreneurial Finance, 3e, Tata Mc Graw Hill, 2014.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong (3) because understanding financing avenues requires applying entrepreneurial finance concepts. PO2: Medium (2) as it involves analysing different financing options. PO3: Weak (1) since outlining financing is more informational. PO4: Weak (1) due to minor relevance in introduction. PO5: Medium (2) as financing affects organizational planning.	PSO1: Strong correlation because understanding multiple financing options requires applying knowledge from marketing, finance, and HR to analyse business environments. PSO2: Medium correlation as it requires developing critical thinking and entrepreneurial skills to evaluate enterprise financing options.
CO2	PO1: Medium (2) since venture operation requires management knowledge. PO2: Strong (3) for analytical decision making in organizing. PO3: Weak (1) as leadership is less central here. PO4: Medium (2) because understanding legal and economic factors in organizing is required. PO5: Medium (2) since leading teams in ventures is essential.	PSO1: Strong correlation since organizing and operating ventures necessitates knowledge of marketing, finance, and HR to analyse various business components. PSO2: Strong correlation because organizing ventures involves entrepreneurial skills, leadership, and analytical decision-making.
CO3	PO1: Strong (3) because financial planning is key management knowledge. PO2: Medium (2) due to need for data-based planning. PO3: Weak (1) as leadership is indirect. PO4: Medium (2) for economic and legal factors affecting planning. PO5: Weak (1) limited team leadership role in planning.	PSO1: Strong correlation as financial planning is deeply rooted in finance knowledge applied in business environment analysis. PSO2: Medium correlation because it requires critical thinking and decision-making skills for effective financial planning.
CO4	PO1: Strong (3) as valuation ties to business management theories. PO2: Strong (3) involving analytical thinking and data analysis. PO3: Weak (1) leadership is less involved. PO4: Medium (2) due to economic/legal aspects impacting valuation. PO5: Weak (1) team leadership is peripheral.	PSO1: PSO1: Strong correlation due to the necessity of applying finance and marketing knowledge in analysing ventures. PSO2: Strong correlation as this involves critical thinking and analytical skills related to valuation and decision-making.
CO5	PO1: Strong (3) applying entrepreneurial finance theory. PO2: Medium (2) analytical skills needed for financing decisions. PO3: Medium (2) leadership important for venture growth. PO4: Strong (3) global and economic understanding required for financing. PO5: Strong (3) leadership in managing financing and growth teams.	PSO1: Strong correlation since employing venture capital financing requires broad knowledge of finance, marketing, and human resource management. PSO2: Strong correlation as it demands entrepreneurial skills, leadership, and analytical capabilities to handle growth financing.

**SERVICES & RETAIL MANAGEMENT
(PROFESSIONAL ELECTIVE-V)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE42M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	evaluate Challenges in Services Sector	3	2	1	2	2	3	2
CO2	applying Service Blueprinting	2	3	2	1	1	2	3
CO3	analyzing Organized Retailing	2	3	1	3	2	3	2
CO4	integrating Merchandise and Store Management	2	2	2	3	3	3	2
CO5	design Retail Promotion Strategies	3	1	1	3	2	2	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Services Marketing	10
<p>Services: Concepts, Characteristics and Classification of Services, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Services Marketing Mix, Service Marketing Triangle, Consumer Behaviour in Services, Consumer Expectations and Perception of Service, Customer Satisfaction, Listening to Customers through Research, Building Customer Relationships, Service Failure, Service Recovery Strategies.</p> <p>Task: Case Study: Sullivan Ford Auto World</p>		
II	Designing and Managing Services:	10
<p>Service Innovation: Design and Mapping Patterns, Service Quality and Quality Measurement, Gap model of Service Quality, Service Excellence, Service Standards: Factors & Types, Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape, Service Blueprinting, Strategies to match Service Promises with Delivery, Service Guarantee, Ethics in Service Firms.</p> <p>Task: Case Study: Dr. Beckett's Dental Office</p>		
III	Introduction to Retailing:	4+4=8
<p>Part A: Introduction to retailing, functions of retailing, types of retailing, Emergence of organized retailing, customer buying behaviour in retailing, retailing strategy, target market and retail format, growth strategies of retail in competitive markets.</p> <p>Task: Case Study: Making Macy's Meaningful: Moves by the Retail Chain to Maintain Its Competitiveness</p> <p>Part B: Retailing In India: The present Indian retail scenario, factors affecting retailing in India, retailing opportunities in India, Rural retailing, region wise analysis of Indian retailing.</p> <p>Task: Case Study: Find "Good Stuff Cheap" at Ollie's Bargain Outlet</p>		
IV	Merchandise and Store Management:	10
<p>Sources of merchandise, category management, allocation of merchandise, merchandise presentation techniques, logistics management, Objectives of good store design, store layout, types of store layout and design, Space planning, store atmospherics, traffic flow and analysis.</p> <p>Task: Case Study: Blue Tomato: Internationalization of a Multichannel Retailer</p>		
V	Location, Pricing and Promotion Strategies:	10
<p>Shopping centers, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site, retail pricing strategies, pricing adjustments, using price to stimulate retail sales, promoting the merchandise, retail promotion strategies, E-tailing: Types, Benefits & Challenges.</p> <p>Task: Case Study: Remixing a Green Business: The Green Painter</p>		
Textbooks		
<ol style="list-style-type: none"> Lovelock Christopher, Services Marketing: People Technology Strategy, Pearson, 9e, 2022. Douglas K. Hoffman & John E.G. Bateson, Services Marketing, 6e, Cengage, 2025 Levy & Weitz, Retailing Management, McGraw Hill, 2015. 		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	CO1 (Evaluate Challenges in Services Sector) maps strongly to PO1, as understanding management theories and problem solving is fundamental to evaluating sector challenges. Medium correlations to PO2 and PO4 reflect the need for analytical thinking and understanding economic, legal, and ethical issues.	PSO1: This CO closely aligns with PSO1, as evaluating challenges requires applying knowledge of marketing, finance, and human resource management to understand the business environment. PSO2: Moderate alignment with PSO2 is due to the need for critical thinking and leadership skills to address these challenges effectively.
CO2	CO2 (Apply Service Blueprinting) aligns strongly with PO2 because service blueprinting requires analytical skills to design and manage service processes. It also has medium links to PO1, PO3	PSO1: It also relates to PSO1 as it involves practical application of marketing, finance, and HR knowledge within service processes. PSO2: Applying service blueprinting is an analytical and decision-making task that develops leadership and entrepreneurial skills, strongly linking it with PSO2.
CO3	CO3 (Analyze Organized Retailing) has strong mapping with PO2 and moderate mapping with PO4 and PO5. This is justified as organized retailing requires critical analysis, understanding of global and legal retail aspects, and leading teams.	PSO1: Analyzing organized retailing demands a comprehensive understanding of business environments, strongly correlating with PSO1. PSO2: It also requires leadership and analytical decision-making skills to navigate retail dynamics, relating moderately to PSO2.
CO4	CO4 (Integrate Merchandise and Store Management) connects strongly to PO4 and PO5, reflecting responsibilities in communicating business aspects and leading stores. Moderate alignment with PO1, PO2	PSO1: Integration in merchandise and store management requires an understanding of business environment functions across marketing, finance, and HR, strongly associating it with PSO1. PSO2: It further involves leadership and decision-making abilities connected with PSO2.
CO5	CO5 (Design Retail Promotion Strategies) strongly aligns with PO1 and PO4 as it involves comprehensive management knowledge and understanding business environment and ethics in promotion. It moderately relates to PO5.	PSO1: Designing promotion strategies involves analyzing business environments (PSO1) and applying entrepreneurial leadership. PSO2: Decision-making skills (PSO2) to create effective marketing initiatives.

**LEADERSHIP AND CHANGE MANAGEMENT
(PROFESSIONAL ELECTIVE-V)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE42H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	demonstrate the ability to adopt effective leadership.	3	0	3	0	3	3	3
CO2	evaluate the effectiveness of leadership styles.	3	2	3	0	1	2	3
CO3	analyze the nature and sources of organizational change	3	3	3	2	2	3	2
CO4	examine the dimensions & role of organizational culture	2	2	2	3	1	2	1
CO5	apply methods for evaluating OD interventions.	3	2	0	2	2	2	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Leadership	10
Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin’s Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton’s Managerial Grid. Task: Case Study: From Steve Jobs to Tim Cook - Apple		
II	Leadership Theories and Styles	10
Contingency Theories of Leadership: Fiedler’s Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX) and The Hersey – Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels. Task: Case Study: Blake Mycoskie and TOMS		
III	Leadership & Organizational Change	4+4=8
Part A: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change. Task: Case Study: Facebook COO Sheryl Sandberg Part B: Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin’s Three-step Model, McKinsey’s 7-S Model, Action Research Model, John Kotter’s Eight-step Model, Organization Intelligence Model and ADKAR Model. Task: Case Study: Foxconn Technology Group		
IV	Management of Organizational Change	10
Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change. Task: Case Study: Mary Barra—New CEO of General Motors		
V	Strategies for Managing Change	10
Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement. Task: Case Study: Nike in the Era of CEO Mark Parker		
Textbooks		
1. Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly mapped to PO1 (management theories) because adopting leadership involves applying management principles.Strongly mapped to PO3 (value-based leadership ability) as CO1 directly reflects leadership skills.Strongly mapped to PO5 (team leadership) since leadership entails leading teams effectively.	PSO1: Strongly aligned with PSO1 because effective leadership impacts decisions in marketing, finance, and HR domains, helping analyse the business environment. PSO2: Strongly aligned with PSO2 as adopting leadership develops critical thinking, analytical decision-making, leadership, and entrepreneurial skills.
CO2	Strongly mapped to PO1 (management theories) given it requires understanding different leadership theories.Medium mapped to PO2 (analytical thinking) because evaluating leadership depends on critical analysis.Strongly mapped to PO3 (leadership ability) as it involves assessing leadership styles.Weakly mapped to PO5 (team effectiveness) because leadership style impacts team outcomes.	PSO1: Medium alignment with PSO1 since evaluating leadership improves understanding relevant to managing marketing, finance, and HR functions. PSO2: Strong alignment with PSO2 because evaluating leadership styles requires critical thinking, analytical skills, and leadership capabilities.
CO3	Strongly mapped to PO1 (management knowledge) as change management is a core management concept.Strongly mapped to PO2 (analytical thinking) for analysing change dynamics.Strongly mapped to PO3 (leadership ability) since leading change requires leadership skills.Medium mapped to PO4 (global, legal, ethical awareness) because organizational change is influenced by these aspects.Medium mapped to PO5 (team leadership) as change often involves leading teams.	PSO1: Strong alignment with PSO1 as change management knowledge aids comprehensive business environment analysis involving marketing, finance, and HR. PSO2: Medium alignment with PSO2 since analysing change requires critical thinking, decision-making, and leadership skills.
CO4	Medium mapped to PO1 (management knowledge) due to organizational culture being a management element.Medium mapped to PO2 (analytical thinking) for examining culture dimensions.Medium mapped to PO3 (leadership ability) as culture impacts leadership.Strongly mapped to PO4 (global, economic, legal, ethical understanding) because culture is rooted in these areas.Weakly mapped to PO5 (team leadership) reflecting indirect influence on teams.	PSO1: Medium alignment with PSO1 due to cultural understanding helping analyse organizational context affecting business functions. PSO2: Weak alignment with PSO2 as culture impacts leadership and decision-making indirectly related to entrepreneurial skills.
CO5	Strongly mapped to PO1 (management theories) since evaluating interventions requires management knowledge.Medium mapped to PO2 (analytical thinking) for assessment skills.Medium mapped to PO4 (global and ethical aspects) due to ethical considerations in interventions.Medium mapped to PO5 (team leadership) since application involves team coordination.	PSO1: Medium alignment with PSO1 because evaluating OD interventions requires understanding business functions in marketing, finance, and HR. PSO2: Medium alignment with PSO2 as it develops analytical decision-making and leadership skills through intervention assessments.

**RISK MANAGEMENT AND DERIVATIVES
(PROFESSIONAL ELECTIVE-V)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE42F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	analyze different approaches to risk management.	3	2	1	2	1	3	2
CO2	explain the concept of forward & futures contracts.	3	3	1	2	1	3	3
CO3	examine the specifications & mechanics of futures.	3	3	1	2	1	3	3
CO4	apply the concept of put-call parity for Options Prices.	3	3	1	3	1	3	3
CO5	evaluate the mechanics & applications of swaps.	3	2	2	2	2	3	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Derivatives	10
Define Derivatives, Significance & Uses of Derivatives, Define Risk, Its types, Risk Management Process, A brief History of risk Management, Commodity Price risk, Interest rate risk, Currency risk, Approaches to risk Management, Risks in Derivatives trading, Derivatives in India- Operations of Derivatives exchanges, The trading System, The clearing and Settlement System, The trading Process, Online trading, The OTC Derivatives Market, Regulation of Derivatives trading in India. Task: Case Study: Jet Airways		
II	Interest rates	10
Define Interest rates, Simple and compound Interest rates, Future value and Present value, Effective Interest rates for Different compounding Periods, Risk-free Interest rate, Risk-free rates, Interest rate risk and Forward rates. Task: Case Study: Modern Chemicals		
III	Forward & Future contracts	4+4=8
Part A: Introduction to Forward contract, Purpose, Advantages & Problems, Pricing of commodity Forward contracts, Currency Forward contracts, Interest rate Forwards. Part B: Introduction to Futures contracts, Futures contracts versus Forward contracts, Participants in Futures Markets, Specifications of Futures Contracts, Types of Orders, Hedging Strategies Using Futures, Single Stock Futures and Stock index Futures, Interest rate Futures. Task: Case Study: Ram Hosiery		
IV	Introduction to Options	10
Fundamentals of Options, Options Issued by corporations, Options terminologies, Exchange-traded and OTC Options, Trading of Options, Call and Put Options, Combinations of Options: trading Strategies, Put-call Parity, The binomial Options Pricing Model, The black-Scholes Options Pricing Model. Task: Case Study: Ram Contract		
V	Swaps	10
Introduction to Swaps, Types of Swaps, Terminologies in Swaps, Interest rate Swaps, Forward Swaps, Swaptions, Currency Swaps, Equity Swaps, Commodity Swaps. Task: Case Study: Aviatronics private airline		
Textbooks		
<ol style="list-style-type: none"> Sundaram Janakiramanan, Derivatives and Risk Management, 2ed, Pearson, 2017. John C Hull, Risk Management and Financial Institutions, Wiley, 5e, 2018. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, Cengage, 2013. 		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (Apply management knowledge): Strong (3) because analysing approaches involves applying theories and practices of risk management.PO2 (Analytical thinking): Medium (2) as it requires understanding and analysing approaches.PO3 (Value-based leadership): Weak (1) since leadership is less involved here.PO4 (Global, legal, ethical aspects): Medium (2) due to consideration of regulatory aspects in risk management.PO5 (Team leadership): Weak (1) less relevant in this CO.	PSO1 (Apply knowledge of marketing, finance, HR): Strong (3) because analysing risk management approaches requires integrating knowledge of finance and business environment. PSO2 (Develop critical thinking, leadership): Medium (2) since it develops analytical thinking and decision-making relevant for entrepreneurial and leadership contexts.
CO2	PO1: Strong (3) as it involves applying financial knowledge.PO2: Strong (3) analytical skills are critical in understanding futures.PO3: Weak (1) limited leadership emphasis.PO4: Medium (2) covers regulatory and legal aspects.PO5: Weak (1) limited team leadership involvement.	PSO1: Strong (3) as understanding futures is directly related to analysing financial markets and business environment. PSO2: Strong (3) because it strengthens analytical decision-making and leadership skills through financial analysis.
CO3	PO1: Strong (3) application of detailed knowledge of futures.PO2: Strong (3) critical thinking in examining specifications.PO3: Weak (1) less leadership involved.PO4: Medium (2) includes understanding legal and regulatory frameworks.PO5: Weak (1) minimal team leadership.	PSO1: Strong (3) ties to applying finance knowledge in business environments. PSO2: Strong (3) involves critical thinking and analytical skills to examine and evaluate futures contracts.
CO4	PO1: Strong (3) applying financial concepts.PO2: Strong (3) critical thinking and quantitative skills involved.PO3: Weak (1) leadership less emphasized.PO4: Strong (3) understanding ethical/legal implications of financial tools.PO5: Weak (1) limited team leadership.	PSO1: Strong (3) applies finance knowledge that influences business analysis and environment understanding. PSO2: Strong (3) enhances critical thinking, analytical decision-making, and leadership skills.
CO5	PO1: Strong (3) application of complex financial concepts.PO2: Medium (2) analytical evaluation skills required.PO3: Medium (2) some leadership skills in evaluation.PO4: Medium (2) legal and ethical considerations.PO5: Medium (2) leading understanding and application.	PSO1: Strong (3) requires integrated knowledge of finance for evaluating complex swaps. PSO2: Medium (2) develops analytical and leadership skills through evaluation and decision-making in financial contexts.

ENTREPRENEURIAL MARKETING (PROFESSIONAL ELECTIVE-V)

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE42E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify marketing challenges faced by entrepreneurs.	3	2	1	2	1	3	2
CO2	conduct SWOT analysis to know strength & weakness.	3	3	1	2	1	3	3
CO3	analyze business growth patterns using lifecycle.	2	3	1	2	2	2	3
CO4	evaluate entrepreneurial distribution strategies.	2	2	1	3	2	2	2
CO5	apply creative and cost-effective marketing techniques.	3	2	2	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Entrepreneurial Marketing	10
Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting. Task: Case Study: Entrepreneurship and Marketing Interface Research – A Synopsis and Evaluation		
II	Enterprise Growth	10
Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance. Task: Case Study: The Role of Marketing Rational and Natural Business Start-Ups		
III	Growth Strategies and Models	4+4=8
Part A: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Task: Case Study: Entrepreneurial Marketing Orientation in SMEs		
Part B: Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model. Task: Case Study: Opportunity and the Entrepreneurial Marketer		
IV	Entrepreneurial Market Development Strategies	10
Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans. Task: Case Study: Innovative Marketing in SMEs: An "APT" Conceptualization		
V	Entrepreneurial Marketing Tools	10
Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing. Task: Case Study: Social Media, Customer Relationship Management, and SMEs		
Textbooks		
1. Edwin J. Nijssen, Entrepreneurial marketing an Effectual Approach 2e, Routledge, 2017.		
References		
1. ZubinSethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.		
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (Strong): Identification of marketing challenges requires applying knowledge of management theories to real business problems. PO2 (Medium): Understanding these challenges involves analytical and critical thinking. PO3 (Weak): Limited direct involvement in leadership development at this stage. PO4 (Medium): Communication and understanding of business environment challenges relate to legal and ethical issues. PO5 (Weak): Only a slight influence on leading teams.	PSO1 (Strong): Strongly related as it requires applying knowledge of marketing, finance, and HR to analyse the business environment facing entrepreneurs. PSO2 (Medium): Developing critical thinking and entrepreneurial skills is important to understand market challenges.
CO2	PO1 (Strong): SWOT analysis requires application of management theories to assess internal and external factors. PO2 (Strong): It heavily depends on analytical and critical thinking for data-driven decisions. PO3 (Weak): Minimal connection to leadership at this identification phase. PO4 (Medium): Some understanding of economic and legal aspects is needed. PO5 (Weak): Limited implication for team leadership here.	PSO1 (Strong): SWOT analysis relies on application of marketing, finance, and HR knowledge for effective environment analysis. PSO2 (Strong): Critical thinking and decision-making skills are essential for accurate SWOT analysis.
CO3	PO1 (Medium): Requires knowledge application in analysing business growth. PO2 (Strong): Analytical skills are critical to interpret growth models. PO3 (Weak): Leadership skill development is not the main focus. PO4 (Medium): Understanding global and economic aspects influences analysis. PO5 (Medium): Leads to an intermediate level of team contribution awareness.	PSO1 (Medium): Requires understanding of marketing and finance knowledge to analyse growth stages. PSO2 (Strong): Analytical decision-making and entrepreneurial skills are crucial to interpreting growth patterns.
CO4	PO1 (Medium): Application of management practices for marketing strategy evaluation. PO2 (Medium): Analytical thinking essential for evaluation. PO3 (Weak): Leadership role is minimal. PO4 (Strong): Strong connection to understanding economic, legal, and ethical aspects in distribution. PO5 (Medium): Involves some level of team leadership in strategy implementation.	PSO1 (Medium): Application of marketing and finance knowledge is necessary for evaluating distribution viability. PSO2 (Medium): Critical thinking and leadership skills are involved in evaluating and implementing strategies.
CO5	PO1 (Strong): Direct application of management practices in marketing implementation. PO2 (Medium): Analytical decision making is involved in selecting techniques. PO3 (Medium): Leadership skills are needed in driving marketing innovations. PO4 (Medium): Understanding ethical and economic impacts is relevant. PO5 (Strong): Leading teams is vital in applying marketing strategies effectively.	PSO1 (Strong): Requires practical application of marketing knowledge in innovative and resource-efficient ways. PSO2 (Strong): Leadership, entrepreneurial skills, and analytical decision-making are highly relevant to executing marketing techniques.

MARKETING ANALYTICS (PROFESSIONAL ELECTIVE-VI)

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE43M	2	0	0	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the Marketing Analytics Fundamentals	3	2	1	2	1	3	2
CO2	apply Cluster Analysis for Market Segmentation	3	3	1	2	1	3	3
CO3	analyze Advanced Pricing Strategies	3	3	1	2	1	3	3
CO4	measures Advertising Effectiveness	3	3	1	2	1	3	3
CO5	integrates Customer Analytics for Decision Making	3	3	2	2	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Marketing Analytics	10
Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data, Summarizing Revenue Data, Slicing & Dicing of Data, Demographic Analysis and Construction of Crosstabs of Two Demographic Variables. Task: Case Study: Slicing and Dicing Marketing Data with PivotTables		
II	Segmentation & Positioning Analytics:	10
Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Perceptual Mapping, White Spaces, Umbrella Brands, Multidimensional Scaling. Task: Case Study: Develop Classification Trees for Segmentation		
III	Pricing Analytics:	4+4=8
Part A: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Task: Case Study: Estimating Demand Curves and Using Solver to Optimize Price Part B: Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming. Task: Case Study: Find Optimal Bundle Prices		
IV	Promotion Analytics:	10
Promotion Analytics: Types of Promotions, Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising. Task: Case Study: Develop Media Selection Models		
V	Customer Analytics:	10
Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active. Task: Case Study: Calculating Lifetime Customer Value		
Textbooks		
1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021. 2. Moustusy Maity, Marketing Analytics for Strategic Decision Making, Oxford education, 2021.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1: Strong correlation because understanding fundamentals requires applying management theories and practices in marketing analytics. PO2: Medium correlation as fundamentals provide base knowledge enabling analytical thinking. PO3: Weak correlation since foundational knowledge is less directly tied to leadership. PO4: Medium correlation due to the need to consider legal, economic contexts when learning fundamentals. PO5: Weak correlation as initial learning may not yet involve team leadership.	PSO1: Strong correlation because fundamentals cover knowledge of marketing, finance, and HR concepts needed to analyse the business environment. PSO2: Medium correlation, foundational knowledge aids in developing critical thinking and leadership skills over time.
CO2	PO1: Strong, applying management theories to practical segmentation challenges. PO2: Strong, requires analytical and critical thinking skills for data-based decisions. PO3: Weak, analytical tasks less related to leadership development. PO4: Medium, segmentation decisions can have global and ethical considerations. PO5: Weak, individual analytical task with less direct small team leadership involvement.	PSO1: Strong, as this applies marketing knowledge and analytical tools to real-world business problems. PSO2: Strong, requires critical thinking and analytical decision-making skills relevant to leadership and entrepreneurial abilities.
CO3	PO1: Strong, management knowledge applied to solve pricing problems. PO2: Strong, requires analytical rigor to optimize pricing. PO3: Weak, leadership less central in pricing analytics. PO4: Medium, legal/economic factors influence pricing decisions. PO5: Weak, analytic focus over leadership here.	PSO1: Strong, involves application of finance and marketing knowledge to strategically analyse business pricing. PSO2: Strong, analytical rigor and decision-making skills are essential for pricing strategy development.
CO4	PO1: Strong, management practice applied in advertising effectiveness. PO2: Strong, critical thinking needed to interpret effectiveness data. PO3: Weak, leadership less emphasized here. PO4: Medium, advertising must consider ethical and legal aspects. PO5: Weak, focus on data measurement more than team leadership.	PSO1: Strong, integrates marketing knowledge to assess advertising impact in the business environment. PSO2: Strong, critical analytical abilities are applied to make decisions based on advertising data.
CO5	PO1: Strong, applying management theories to customer data for decisions. PO2: Strong, needs analytical decision-making abilities. PO3: Medium, requires leadership skills to integrate analytics into strategy. PO4: Medium, customer data use involves legal and ethical understanding. PO5: Weak, leadership may be indirect here but integration can affect teams.	PSO1: Strong, comprehensive use of marketing, finance, HR knowledge for informed business decisions. PSO2: Strong, leadership and analytical skills are needed to integrate data insights into strategic decisions.

**HR ANALYTICS
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE43H	2	0	0	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the scope and significance of HR Analytics.	3	2	2	3	1	3	2
CO2	demonstrate the process of conducting HR Analytics.	3	3	2	2	1	3	2
CO3	evaluate talent management practices through analytics.	3	3	3	2	1	3	2
CO4	identify & describe the tools used in HR Analytics.	3	2	2	2	1	2	1
CO5	apply prescriptive HR analytics techniques for action.	3	3	3	2	1	3	2

Syllabus

Unit	Title/Topics	Hours
I	Introduction to HR Analytics	10
History of Different HRM Perspectives, Transition from Human Resources Management (HRM) to Human Capital Management (HCM) and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes. Task: Case Study: Hiring Through Numbers –Using Hands-On Excel		
II	Understanding HR Analytics	10
Conducting HR/Workforce Analytics: Models of HR Analytics, how to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics. Task: Case Study: Learning Needs Identification		
III	Analytics for Key HR Processes Using MS Excel	4+4=8
Part A: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal. Task: Case Study: Analytics for Employee Engagement		
Part B: Talent Management, Employee Engagement, Compensation Management and Expatriate Management. Task: Case Study: Performance Analytics Measuring and Benchmarking		
IV	Descriptive and Diagnostic HR Analytics	10
Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSCP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes. Task: Case Study:- Compensation and Rewards for a Performance-Driven Outcome		
V	Predictive & Prescriptive HR Analytics	10
Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics. Task: Case Study: Attrition scorecard using MS Excel		
Textbooks		
1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.		
References		
1. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.		
2. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	CO maps strongly to PO1 (application of management theories and practices) because understanding HR Analytics' scope involves applying management concepts. It connects to PO4 (understanding economic, legal, ethical business aspects) with medium strength given the global and ethical considerations in HR Analytics. It also supports PO2 (analytical thinking for decisions) through the analytical nature of HR Analytics.	PSO1: This CO strongly connects with PSO1 because understanding the scope and significance of HR Analytics requires applying knowledge of marketing, finance, and human resources to analyze the business environment. PSO2: It moderately supports PSO2 as it develops some foundational critical thinking and analytical skills important for leadership and entrepreneurial abilities.
CO2	Strongly linked with PO1 (applying management knowledge) and PO2 (data-based analytical thinking) as students must practically apply analytics processes and think critically about data. There is medium correlation with PO3 (leadership abilities) since conducting analytics can inform leadership decisions.	PSO1: CO2 has a strong relationship with PSO1 due to the practical application of marketing, finance, and HR knowledge in conducting analytics. PSO2: It also relates moderately to PSO2 because conducting analytics enhances critical thinking, decision-making, and leadership skills by involving data-driven processes.
CO3	This CO is strongly correlated with PO1, PO2, and PO3 because evaluating talent management requires applying management theories, analytical thinking, and leadership to improve practices. The PO4 correlation is moderate as evaluation also involves understanding ethical and legal aspects.	PSO1: This CO strongly supports PSO1 as evaluation requires comprehensive domain knowledge in HR, marketing, and finance to assess business environments. PSO2: It also strongly aligns with PSO2 since critical thinking, analytical decision-making, leadership, and entrepreneurship skills are crucial in influencing talent management practices based on analytics outcomes.
CO4	This CO has a strong relation to PO1 as it involves understanding and applying management tools. The moderate correlations with PO2 and PO3 stem from the analytical and leadership skills needed to effectively utilize these tools.	PSO1: CO4 moderately correlates to PSO1 as it involves some application of HR and business knowledge when identifying analytical tools. PSO2: It has a weak link to PSO2 since describing tools primarily relates to understanding rather than developing high-level leadership or entrepreneurial skills.
CO5	CO5 strongly relates to PO1, PO2, and PO3 because applying prescriptive analytics involves management knowledge, analytical decision-making, and leadership to enforce actions based on data insights.	PSO1: This CO strongly ties to PSO1 as it involves applying HR, marketing, and finance knowledge directly for business decisions within the environment. PSO2: It also strongly aligns with PSO2 because applying prescriptive analytics requires advanced critical thinking, analytical decision-making, leadership, and entrepreneurial skills to act effectively.

**FINANCIAL ANALYTICS
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	25MBAPE43F	2	0	0	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	use spreadsheet tools for reporting and interpretation.	3	3	1	1	1	3	2
CO2	analyze risk and return for investments.	3	3	1	2	1	3	2
CO3	apply advanced capital budgeting techniques.	3	3	2	2	2	3	3
CO4	integrate portfolio theory and market analysis.	3	3	2	3	1	3	3
CO5	computes expected bond returns.	3	3	1	2	1	3	2

Syllabus

Unit	Title/Topics	Hours
I	Techniques of Financial Statement	10
Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet. Task: Case Study: Prepare a report on financing activities of a selected company.		
II	Time Value of Money & Risk and Return	10
(a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets. (b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta and Covariance of Stock. Task: Case Study: Prepare a report on Risk and Return of a selected company.		
III	Capital Budgeting Techniques	4+4=8
Part A: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting. Task: Case Study: Prepare a report on evaluation of a project using Capital Budgeting techniques.		
Part B: Real Option in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets. Task: Case Study: Prepare a report on Project Risk using Spreadsheets		
IV	Equity Valuation	10
Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock. Task: Case Study: Prepare a report on applications of Capital Asset Pricing Model.		
V	Bond Valuation	10
Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Calculating Expecting Bond Return in a Single and Multi-Period Framework, Computation of Bond Beta, Bond price sensitivities. Task: Case Study: Prepare a report on Calculating Expecting Bond Return.		
Textbooks		
1. Sheeba Kapil, Financial Valuation and Modelling, Wiley, 1e, 2022.		
References		
1. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022. 2. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Use spreadsheet tools for reporting and interpretation strongly maps to PO1 and PO2 because applying management knowledge and analytical skills is crucial for using and interpreting spreadsheet data effectively. Its correlation with PO3, PO4, and PO5 is weaker since leadership and ethical/global aspects have less direct relevance here.	PSO1: CO1 (Use spreadsheet tools for reporting and interpretation) shows a strong correlation with PSO1 because using tools for data reporting directly applies knowledge of marketing, finance, and HR in analysing business environments. PSO2: It has a medium correlation with PSO2, reflecting the development of analytical decision-making skills.
CO2	Analyse risk and return for investments strongly correlates with PO1 and PO2 as it involves applying management theories and critical thinking for financial decision-making. It has medium relation to PO4 (economic and ethical understanding) because analysing investments requires some awareness of broader economic and ethical factors.	PSO1: CO2 (Analyse risk and return for investments) strongly supports PSO1 as it directly involves analysing financial aspects of the business environment. PSO2: It also moderately supports PSO2 through enhancing critical thinking and decision-making skills related to investment analysis.
CO3	Apply advanced capital budgeting techniques strongly ties to PO1, PO2, and medium to PO3, PO4, and PO5 since capital budgeting requires problem-solving, analytical thinking, leadership in project evaluation, and awareness of economic and legal business aspects.	PSO1: CO3 (Apply advanced capital budgeting techniques) strongly correlates with PSO1 because capital budgeting encompasses financial analysis, leadership in project evaluation, and decision-making skills, aligning with both program-specific objectives. PSO2: CO3 (Apply advanced capital budgeting techniques) strongly correlates with PSO2 because capital budgeting encompasses financial analysis, leadership in project evaluation, and decision-making skills, aligning with both program-specific objectives.
CO4	Integrate portfolio theory and market analysis has strong mapping with PO1, PO2, and PO4 reflecting the need to apply management theory, analytical thinking, and understanding of economic and global market factors. Medium mapping to PO3 and weak to PO5 is justified as it involves some leadership thought but less team leading.	PSO1: CO4 (Integrate portfolio theory and market analysis) strongly relates to PSO1 due to its focus on financial and market environment analysis. PSO2: It also strongly supports PSO2 by fostering critical thinking and leadership abilities in analysing complex market scenarios.
CO5	Compute expected bond returns strongly relates to PO1 and PO2 for managing financial calculations and data-driven decision-making with medium relevance to PO4 reflecting economic and legal aspects influencing bond markets.	PSO1: CO5 (Compute expected bond returns) has strong linkage to PSO1 by applying financial knowledge to bond markets. PSO2: It moderately correlates with PSO2 due to the analytical and decision-making skills necessary for bond return calculations.

**TECHNOLOGY BUSINESS INCUBATION
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE43E	2	0	0	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	analyze current policies for TBI promotion in India.	3	2	1	3	1	3	2
CO2	develop a comprehensive business plan for an incubator	3	3	2	2	2	3	3
CO3	evaluate the progression of service needs for companies	2	3	2	2	2	2	3
CO4	integrate knowledge of TBI types, facilities & processes	3	2	1	3	2	2	3
CO5	apply the principles of technology business incubation.	3	2	2	2	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Technology Business Incubation (TBI)	10
Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status. Task: Case Study: Perform a Study on current Trends of TBIs and regional TBIs in and around Hyderabad		
II	Planning the TBI	10
Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits. Task: Case Study: Prepare a detailed feasibility report on establishment of TBI & revenue generation		
III	TBI Implementation and Operations	4+4=8
Part A: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy. Task: Case Study: Perform a Study on marketing of TBIs and format of MOUs. Part B: Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance. Task: Case Study: Perform a Study on types of services provided by TBI and TNA of stakeholders.		
IV	TBI in India	10
Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives. Task: Case Study: Legal documents necessary to register a start-up under different enactments in India.		
V	Global Perspective of TBI	10
Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation. Task: Case Study: Prepare a model report on evaluation of TBI, MOUs and revenue feasibility.		
Textbooks		
1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche National bibliothek, 2021.		
References		
1. Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.		

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This CO strongly relates to PO1 (management theories and practices) as analyzing policies requires applying management concepts. It also ties to PO4 (global, economic, legal, and ethical aspects) because policy analysis involves understanding the broader regulatory and economic environment impacting business incubation. There is a medium link with PO2 (analytical thinking) to assess policy data critically and a weak connection with leadership (PO3) and team leading (PO5) as these are less emphasized here.	PSO1: This CO has a strong relation to PSO1 as it requires application of knowledge in marketing, finance, and human resource areas to analyze business environment policies effectively. PSO2: It also has a medium relevance to PSO2 because analyzing policies builds critical thinking and decision-making capabilities foundational to leadership and entrepreneurship.
CO2	This CO has a strong connection with PO1 as business planning is a core management skill. It also strongly connects with PO2 to foster analytical and critical thinking in preparing financials and feasibility. PO3 and PO5 are involved moderately due to the leadership and team coordination needed in planning, while PO4 is relevant for integrating legal and ethical considerations into the plan.	PSO1: This CO strongly aligns with both PSOs. It requires PSO1 knowledge for integrating marketing, finance, and HR components into the business plan. PSO2: PSO2's skills in critical thinking, leadership, and entrepreneurship are essential in formulating and executing such a plan.
CO3	This requires analytical skills (PO2) to assess evolving client needs, leadership (PO3) and team skills (PO5) to guide services, and business knowledge (PO1) to understand services. The global and ethical aspects (PO4) are moderately relevant in understanding client contexts.	PSO1: Evaluating service needs correlates moderately with PSO1 since understanding business functions and environment is vital. PSO2: It strongly relates to PSO2 as it involves analytical decision-making and leadership skills to adapt services proactively.
CO4	Integration reflects deep management knowledge (PO1) and understanding of global and legal frameworks (PO4). Analytical skills (PO2) are needed to relate these elements effectively, with moderate leadership (PO3) and team (PO5) involvement.	PSO1: This CO moderately connects to PSO1 through the need to understand diverse business disciplines impacting incubation services. PSO2: It strongly aligns with PSO2 by requiring critical thinking, leadership, and entrepreneurial skills to integrate components effectively.
CO5	This CO strongly demands management skills (PO1) to apply principles in operation, leadership (PO3) and team skills (PO5) to lead incubation activities, and analytical thinking (PO2) with awareness of global and ethical issues (PO4).	PSO1: This CO strongly involves PSO1, as applying TBI principles depends on mastery of marketing, finance, and HR to support incubated ventures. PSO2: It is also strongly linked to PSO2 due to the need for leadership, entrepreneurship, and decision-making abilities in implementing incubation strategies.

**MARKETING ANALYTICS LAB
(PROFESSIONAL ELECTIVE-VI Lab)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE44M	-	-	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the Marketing Analytics Fundamentals	3	2	1	1	1	3	1
CO2	apply Cluster Analysis for Market Segmentation	3	3	2	1	1	2	2
CO3	analyze Advanced Pricing Strategies	3	3	2	1	2	3	2
CO4	evaluates Advertising Effectiveness	2	3	2	2	1	2	3
CO5	integrates Customer Analytics for Decision Making	3	3	2	2	2	3	3

List of Experiments

Week	Title/Experiment
1	MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data.
2	Creation of Pivot Tables and Organizing Data. Summarizing Revenue Data: Month-wise and Product wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers.
3	Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.
4	Location-wise Clustering, Using Solver to find Optimal Clusters.
5	Using Decision Trees for Segmenting the Market.
6	Using Solver Table to Price Multiple Products and Finding Demand Curve.
7	Using Evolutionary Solver to Find Optimal Bundle Prices.
8	Measuring the Effectiveness of Advertising: The Adstock Model.
9	Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.
10	Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV).
11	Measuring Sensitivity Analysis with Two-Way Tables.
12	Estimating the Chance if Customer is still Active.

References

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.

Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.

1. Use MS Excel to Organize and Summarize Marketing Data.
2. Summarizing Revenue Data: Month-wise and Product wise. Slicing & Dicing of Data.
3. Analyze Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.
4. Location-wise Clustering
5. Use Decision Trees for Segmenting the Market.
6. Finding Demand Curve.
7. Find Optimal Bundle Prices.
8. Measuring the Effectiveness of Advertising.
9. Develop Media Selection Models.
10. Using Conjoint Analysis for Levels in Consumer Decision Process.
11. Measuring Sensitivity Analysis with Two-Way Tables.
12. Estimating the Chance if Customer is still Active.

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 as it requires applying knowledge of management theories in marketing analytics fundamentals. Medium for PO2 since fundamental understanding supports analytical thinking. Weak to PO3, PO4, PO5 as fundamentals indirectly relate to leadership, global aspects, and team leadership.	PSO1: Strongly aligns with PSO1 because it involves applying marketing, finance, and HR knowledge to understand business environments, which is fundamental at this stage. PSO2: Weak connection to PSO2 as critical thinking and leadership skills develop more in application stages.
CO2	Strong with PO1 and PO2, applying core management knowledge and analytical skills. Medium for PO3 given application requires some leadership and decision-making under uncertainty. Weak for PO4 and PO5—less focus on ethics or team leadership roles in this analysis task.	PSO1: Medium with PSO1 as segmentation directly relates to marketing knowledge application. PSO2: Medium with PSO2 since applying segmentation demands analytical decision-making and emerging leadership skills.
CO3	Strong correlation with PO1 and PO2 due to knowledge application and critical thinking in pricing decisions. Medium with PO3 and PO5, given pricing strategy impacts leadership decisions and organizational goals. Weak with PO4, as legal and ethical implications are considered but less emphasized.	PSO1: Strong with PSO1 because pricing involves finance and marketing concepts critical in analysing business. PSO2: Medium with PSO2 due to the need for analytical thinking and decision-making for strategy formulation.
CO4	Medium to strong for PO2, PO3, PO4 since evaluating ads involves analytical, ethical, and communication skills. Strong with PO2 (analytical thinking) and medium with PO5 (team contribution required for effective communication). Weak for PO1 since it builds on more specialized knowledge beyond basic management theories.	PSO1: Medium with PSO1 as it involves marketing knowledge to evaluate business environments. PSO2: Strong with PSO2 since evaluating effectiveness demands a high level of critical thinking, analytical skills, and leadership.
CO5	Strong links with PO1, PO2, PO3, and PO5 because integration involves applying management knowledge, analytical thinking, leadership, and teamwork for business decisions. Medium with PO4, understanding ethical and global factors relevant to customer data utilization.	PSO1: Strongly mapped with PSO1 because this outcome calls for applying comprehensive knowledge and advanced critical thinking, leadership, and entrepreneurial skills for decision making. PSO2: Strongly mapped with PSO2 because this outcome calls for applying comprehensive knowledge and advanced critical thinking, leadership, and entrepreneurial skills for decision making.

**HR ANALYTICS LAB
(PROFESSIONAL ELECTIVE-VI Lab)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE44H	-	-	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the scope and significance of HR Analytics.	3	2	1	2	1	3	2
CO2	demonstrate the process of conducting HR Analytics.	3	3	1	2	2	3	3
CO3	evaluate talent management practices through analytics.	3	3	2	2	2	3	3
CO4	identify & describe the tools used in HR Analytics.	3	3	1	2	1	3	2
CO5	apply prescriptive HR analytics techniques for action.	3	3	2	2	2	3	3

List of Experiments

Week	Title/Experiment
1	Computing Four Levels of Analysis: Descriptive, Diagnostic, Predictive and Prescriptive using MS Excel.
2	Applications of Big Data Era in HR Analytics.
3	Understanding HR Data: Methods of Capturing Data.
4	Data Examination & Purification.
5	Conduction of HR Analytics for key metrics: Recruitment & Selection, Training & Development, Performance Appraisal.
6	Conduction of HR Analytics for key metrics: Talent Management, Employee Engagement, Compensation Management and Expatriate Management.
7	Conduction HR Analytics: Statistical tools: MS Excel, SPSS & PSPP
8	Conduction HR Analytics: Visualization Tools: MS Excel, Tableau & Power BI.
9	Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications.
10	Predictive HR Analytics: Correlation, Regression, Factor and Cluster Analysis.
11	Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness.
12	Prescriptive HR Analytics: Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios.
References	
<ol style="list-style-type: none"> Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017. 	
Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.	
<ol style="list-style-type: none"> Computing Four Levels of Analysis. Applications of Big Data Era in HR Analytics. Understanding HR Data: Methods of Capturing Data. Data Examination & Purification. Conduction of HR Analytics for key metrics. Conduction of HR Analytics for key metrics. Conduction HR Analytics: Statistical tools: MS Excel, SPSS & PSPP Conduction HR Analytics: Visualization Tools: MS Excel, Tableau & Power BI. Descriptive Analytics in HR. Predictive HR Analytics: Correlation, Regression, Factor and Cluster Analysis. Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness. Prescriptive HR Analytics: Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios. 	

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (management theories) relates as understanding HR Analytics scope requires management knowledge. PO2 (analytical thinking) aligns since explanation involves critical appraisal. PO4 (legal, ethical aspects) connects as HR Analytics entails ethical data use. Weaker links to PO3 and PO5 as leadership and team management are less emphasized here.	PSO1: Strongly linked to PSO1 since foundational knowledge of marketing, finance, and HR is essential for understanding HR Analytics' business relevance. PSO2: Medium linkage with PSO2 because critical thinking and leadership emerge indirectly through comprehension.
CO2	Strong linkage with PO1 (application of management theories) and PO2 (data-based decision making) as it involves practical application and analytical skills. PO4 important because understanding process includes compliance and ethical data handling. PO5 relevant for collaborative analytical projects.	PSO1: Strong correlation with PSO1 as applying multidisciplinary business knowledge is key to the analytic process. PSO2: Also strongly connected to PSO2 for developing analytical decision-making and leadership skills involved in conducting analytics.
CO3	PO1 applies because evaluating practices requires management knowledge; PO2 for analytical evaluation; PO3 for leadership in talent management decisions; PO4 for understanding global and ethical implications in talent strategies; PO5 for leading talent initiatives.	PSO1: Strongly aligned with PSO1 given the role of business environment analysis (marketing, HR) in evaluating talent practices. PSO2: Also strongly linked to PSO2 due to the need for critical thinking, leadership, and entrepreneurship in talent strategy evaluation.
CO4	PO1 for management knowledge basis; PO2 for technical analytical skills; PO4 for ethical and compliance awareness around tool use; weaker PO3 and PO5 since leadership is less central.	PSO1: Strong connection with PSO1 as understanding various business functions assists in tool selection and usage. PSO2: Medium association with PSO2 since tool knowledge supports but does not fully encompass leadership or entrepreneurial skills.
CO5	Strong in PO1 and PO2 as it involves both management application and high analytical skills; PO3 for leadership in decision implementation; PO4 for compliance and ethical application; PO5 for leading actions effectively.	PSO1&PSO2: Strongly linked to both PSO1 and PSO2 as it demands application of business knowledge and the exercise of critical thinking, decision-making, and leadership for implementing analytics-driven actions.

**FINANCIAL ANALYTICS LAB
(PROFESSIONAL ELECTIVE-VI Lab)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE44F	-	-	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	use spreadsheet tools for reporting and interpretation.	3	2	1	1	1	3	2
CO2	analyze risk and return for investments.	3	3	1	2	1	3	3
CO3	apply advanced capital budgeting techniques.	3	3	1	2	2	3	3
CO4	integrate portfolio theory and market analysis.	2	3	1	3	2	2	3
CO5	computes expected bond returns.	2	3	1	2	1	3	2

List of Experiments

Week	Title/Experiment
1	Ratio Analysis using MS Excel.
2	Computing Net Cash Flow using MS Excel.
3	Reporting and Interpretation using Spreadsheet.
4	Computing Future Value: Simple, Compound Interest and Annuity.
5	Computing Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
6	Computing Risk and Returns using Spreadsheet.
7	Evaluating Capital Budgeting Techniques using Spreadsheet.
8	Calculation of Portfolio Mean and Variance.
9	Industry Analysis, Economic Analysis and Technical Analysis in Stock with MS Excel.
10	Computing Bond Valuation: Duration, Duration of Bond with Uneven Payments.
11	Calculating Expecting Bond Return in a Single and Multi period Framework, Semi-annual Transition Matrix.
12	Computation of Bond Beta.
References	
<ol style="list-style-type: none"> 1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e, 2022. 2. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013. 	
Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.	
<ol style="list-style-type: none"> 1. Ratio Analysis using MS Excel. 2. Computing Net Cash Flow using MS Excel. 3. Reporting and Interpretation using Spreadsheet. 4. Computing Future Value: Simple, Compound Interest and Annuity. 5. Computing Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets. 6. Computing Risk and Returns using Spreadsheet. 7. Evaluating Capital Budgeting Techniques using Spreadsheet. 8. Calculation of Portfolio Mean and Variance. 9. Industry Analysis, Economic Analysis and Technical Analysis in Stock with MS Excel. 10. Computing Bond Valuation: Duration, Duration of Bond with Uneven Payments. 11. Calculating Expecting Bond Return in a Single and Multi period Framework, Semi-annual Transition Matrix. 12. Computation of Bond Beta. 	

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	Strongly linked to PO1 as it requires applying management knowledge to use tools solving business problems.Strongly linked to PO2 for developing analytical skills in reporting and interpreting data.Weak to PO3, PO4, PO5 since the primary focus is technical skill development, not leadership or ethical communications.	PSO1: Strong correlation with PSO1 as it involves applying knowledge of finance and business tools for environment analysis. PSO2: Medium correlation with PSO2 due to development of analytical and decision-making skills through practical spreadsheet use.
CO2	Strongly linked to PO1 (applying knowledge to business problems) and PO2 (critical analytical thinking).Medium linkage to PO4 as understanding economic aspects is relevant.Weak at PO3 and PO5 since leadership is not a direct outcome.	PSO1: Strongly correlated with PSO1 since risk and return analysis is core to understanding finance and marketing environment. PSO2: Strong correlation with PSO2 as it hones critical thinking, analytical decision-making, and leadership in investment decisions.
CO3	Strongly aligned with PO1 and PO2 due to problem solving and analytical requirement.Medium linkage with PO4 and PO5 as capital budgeting supports financial decision leadership and organizational goals. PO3 is weak due to less emphasis on value-based leadership.	PSO1: Strong link with PSO1 for applying finance knowledge in capital budgeting. PSO2: Strong relationship with PSO2 as it fosters decision-making, leadership, and entrepreneurial skills through capital investment evaluation.
CO4	Stronger alignment with PO2 for analytical and critical thinking.Medium with PO1, PO4, and PO5 due to application of management theory and leading teams with economic effects awareness.Low correlation with PO3 for leadership.	PSO1: Medium correlation with PSO1 due to the application of marketing and finance knowledge in analysing business environment factors. PSO2: Strong correlation with PSO2 as portfolio theory requires advanced analytical skills and leadership in managing investments.
CO5	Strong on PO1 and PO2 for direct application and analysis.Medium on PO4 and PO5 for broader economic understanding and contribution to organizational goals.PO3 is weak as leadership is not directly related.	PSO1: Strong link with PSO1 through financial knowledge application in bond return computation. PSO2: Medium connection with PSO2 for producing analytical skills and decision-making capabilities in fixed income investments.

**BUSINESS INCUBATION - IDEA LAB
(PROFESSIONAL ELECTIVE-VI Lab)**

Course	MBA III Semester	L	T	P	C
Subject Code	25MBAPE44E	-	-	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	analyze current policies for TBI promotion in India.	3	3	2	2	1	3	2
CO2	develop a comprehensive business plan for an incubator	3	2	2	3	2	3	3
CO3	evaluate the progression of service needs for companies	2	3	3	2	3	2	3
CO4	integrate knowledge of TBI types, facilities & processes	3	2	2	3	2	3	2
CO5	apply the principles of technology business incubation.	3	2	2	2	1	3	2

List of Experiments

Week	Title/Experiment
1	Identifying and nurturing entrepreneurial mindsets. Understanding the role of TBIs in the national economy and startup ecosystem.
2	Techniques for identifying market needs and innovative solutions. Design thinking and Lean Startup principles. Conducting market research and customer validation.
3	Strategies for translating research and technology into commercial products.
4	Assessing technological feasibility and market potential.
5	Protecting inventions and innovations through patents, trademarks, and copyrights.
6	Understanding licensing agreements and IP strategy.
7	Structuring a comprehensive business plan. Developing strategies for marketing, operations, and management.
8	Exploring various funding options, including government grants, seed funding, and venture capital.
9	Creating financial projections and managing startup finances.
10	Networking with industry experts, investors, and other startups. Implementing effective mentoring programs for incubatees.
11	Understanding different incubation models (physical and virtual).
12	Legal agreements and the exit policy for startups. Monitoring, evaluation, and benchmarking startup performance.

References

1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche National bibliothek, 2021.

Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.

1. Understanding the role of TBIs in the national economy and startup ecosystem.
2. Techniques for identifying market needs and innovative solutions.
3. Conducting market research and customer validation.
4. Strategies for translating research and technology into commercial products.
5. Protecting inventions and innovations through patents, trademarks, and copyrights.
6. Understanding licensing agreements and IP strategy.
7. Structuring a comprehensive business plan.
8. Exploring various funding options.
9. Creating financial projections and managing startup finances.
10. Networking with industry experts.
11. Implementing effective mentoring programs for incubatees.
12. Understanding different incubation models (physical and virtual).

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	PO1 (3-Strong): Requires applying management theories and practices to understand and analyse policies effectively. PO2 (3-Strong): Involves analytical and critical thinking to assess complex policy environments. PO3 (2-Medium): Understanding policies fosters leadership awareness in the context of innovation ecosystems. PO4 (2-Medium): Includes knowledge of legal and ethical aspects relevant to TBI promotion. PO5 (1-Weak): Limited direct team leadership role here but indirectly influences stakeholders.	PSO1 (3-Strong): Requires applying marketing, finance, and HR knowledge to analyze the business environment as influenced by TBI policies. PSO2 (2-Medium): Critical thinking and analytical skills are needed to interpret policy impacts and entrepreneurial potential.
CO2	PO1 (3-Strong): Application of management knowledge in planning and organizing. PO2 (2-Medium): Critical thinking supports data-driven decision making in plan development. PO3 (2-Medium): Leadership skills are needed to guide plan execution. PO4 (3-Strong): Business plan must address economic, legal, and ethical business environment aspects. PO5 (2-Medium): Leading teams and resources to implement the business plan.	PSO1 (3-Strong): Integrates knowledge from marketing, finance, and HR for comprehensive planning. PSO2 (3-Strong): Enhances decision-making, leadership, and entrepreneurial skills essential for business plan formulation and execution.
CO3	PO1 (2-Medium): Application of management principles for evaluation. PO2 (3-Strong): Analytical skills are essential to evaluate service progression through data. PO3 (3-Strong): Leadership abilities help in understanding and influencing service dynamics. PO4 (2-Medium): Broader environmental awareness shapes the evaluation process. PO5 (3-Strong): Leading teams and initiatives influenced by service evaluation.	PSO1 (2-Medium): Applies business environment analysis and adapts knowledge from various disciplines. PSO2 (3-Strong): Strongly develops analytical decision-making and leadership to assess and meet service needs.
CO4	PO1 (3-Strong): Management knowledge integration required. PO2 (2-Medium): Analytical thinking aids in process understanding. PO3 (2-Medium): Leadership knowledge necessary for managing diverse facets of TBIs. PO4 (3-Strong): Requires comprehension of global, legal, and ethical factors. PO5 (2-Medium): Team leadership in implementing TBI processes.	PSO1 (3-Strong): Utilizes marketing, finance, and HR knowledge to understand and integrate different aspects of TBIs. PSO2 (2-Medium): Supports critical thinking and leadership in managing TBI operations.
CO5	PO1 (3-Strong): Practical application of management theories. PO2 (2-Medium): Decision-making skills applied to incubation principles. PO3 (2-Medium): Leadership in incubator activities. PO4 (2-Medium): Awareness of the business environment context. PO5 (1-Weak): Less direct involvement in team leadership.	PSO1 (3-Strong): Applies multidisciplinary business knowledge to incubation principles. PSO2 (2-Medium): Develops entrepreneurial and leadership abilities to apply technology business incubation effectively.

PROJECT PRE-SUBMISSION SEMINAR

Course	MBA IV Semester	L	T	P	C
Subject Code	24MBAPC41	-	1	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify a problem and set objectives for the study	3	3	1	2	2	3	3
CO2	illustrate literature review process	2	3	1	2	1	2	3
CO3	outline research design, sampling type and test statistic	3	3	1	2	2	3	3
CO4	prepare a synopsis with future scope of proposed project	2	2	1	3	2	2	2
CO5	present synopsis and seek advice of experts	2	2	3	2	3	2	3

Guidelines

The main aim of the Project Pre-Submission is to prepare the students to identify the real-world problems and submit a project proposal in the report-form with set of objectives and proposed methodology to solve the problem. The student should submit a report to PRC on approval from the faculty supervisor.

The student deemed to be successful only if the student submits a Project Pre-Submission Report, Present a PPT, face viva voce Examination before PRC and secure 50% of total marks (i.e. 50 marks out of 100 marks). A student deemed to be failed if he doesn't submit a report/ present PPT /viva voce session/secure 50 Marks out of 100 Marks. In case a student deemed to be failed he has to reappear for the same as recommended by PRC.

S. No.	Title
1	Define a problem and identify the set of objectives.
2	Collect relevant literature from various sources.
3	Propose data collection methodology, design, and modeling/simulation.
4	Prepare and submit an abstract of proposed project with approval of Guide.
5	Present the abstract of the proposed project before the Evaluation Committee.
6	Evaluation Committee awards marks and gives approval to proceed for project stage-II.
7	If committee not satisfied with the student performance then the student has to reappear.
8	If the students fail even in reappearance then, they should appear as and when offered.

Evaluation Procedure

CIE: 40 Marks		SEE: 60 Marks	
Internal Guide Evaluation		Department Review Committee Evaluation	
Item	Marks	Item	Marks
Problem Identification	05	Title Justification	05
Abstract	05	Abstract	05
Objectives	05	Objectives	05
Literature Survey	10	Literature Review	10
Proposed Methodology	05	Proposed Methodology	10
Report Submission	05	Report Presentation	15
Viva-Voce (Q & A)	05	Viva-Voce (Q & A)	10
Total	40	Total	60

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This CO strongly correlates with PO1 (applying management theories to solve business problems) and PO2 (analytical and critical thinking) as identifying problems and setting objectives requires application of management knowledge and analytical evaluation. It has medium correlation with PO4 and PO5 as understanding business contexts and leading teams support problem identification and objective definition.	PSO1: Strongly correlates with PSO1 as understanding marketing, finance, and human resource knowledge is essential to analyze and define business problems effectively. PSO2: Also strongly correlated to PSO2, since critical thinking, analytical decision-making, and leadership skills enable setting precise study objectives.
CO2	Strong correlation to PO2 since reviewing literature requires critical analysis and synthesis of data. Medium correlation with PO1 and PO4 as knowledge and communication of global/business aspects are important for comprehensive review.	PSO1: Medium correlation with PSO1 because reviewing literature requires knowledge integration from various business domains to understand the environment. PSO2: Strong correlation with PSO2 due to the analytical and critical thinking skills integral to the literature review process.
CO3	Strongly aligned to PO1 and PO2 due to the technical analytical skills needed for research methodology and data analysis. It supports decision-making using data, thus relates to PO4 and PO5 moderately.	PSO1: Strong correlation with PSO1 as research design and statistics demand solid knowledge in business functional areas for data analysis. PSO2: Also strongly linked to PSO2 since decision-making and analytical skills are critical in research methodology formulation.
CO4	It strongly relates to PO4 (understanding and communication of business, legal, and ethical aspects) because preparing future project scope includes analyzing relevant environments. Medium alignment with PO1, PO2, and PO5 as these skills support comprehensive project outline and leadership.	PSO1: Medium correlation with PSO1 as preparing future scope involves business environment analysis using knowledge of marketing, finance, and human resources. PSO2: Medium correlation with PSO2 as leadership and critical thinking skills help articulate the future directions effectively.
CO5	Strong alignment with PO5 (leadership and team contribution) as presentation and collaboration are key. Moderate correlation with PO1, PO2, and PO4 as effective communication and problem-solving underlie the presentation process.	PSO1: Medium correlation with PSO1 because presentation links to understanding business functions to communicate ideas effectively. PSO2: Strong correlation with PSO2 since leadership, decision-making, and analytical skills are vital in presenting and incorporating expert feedback.

MAIN PROJECT VIVA-VOCE

Course	MBA IV Semester	L	T	P	C
Subject Code	24MBAPC42	-	-	8	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	test the objectives and support hypotheses	3	2	1	2	1	3	2
CO2	explain data collection process and develop cross tables	3	3	1	2	1	3	3
CO3	apply sampling techniques to support test statistic	3	3	1	2	1	3	3
CO4	analyze the data, draw meaningful inferences	3	3	2	3	1	3	3
CO5	prepare a report on summary, findings and conclusions	2	3	2	3	2	2	3

Guidelines

The main aim of the Project is to prepare the students to provide probable solutions for problems identified from real-world problems and submit a final project report in the prescribed format to the PRC on approval from the faculty supervisor.

The student deemed to be successful only if the student submits a Project Report after plagiarism check, Present a PPT, face viva voce Examination before External Departmental Evaluation Committee and secure 50% of total marks (i.e. 50 marks out of 100 marks). A student deemed to be failed if he doesn't submit a report/ present PPT /viva voce session/secure 50 Marks out of 100 Marks

S. No.	Title	
1	Define a problem, setup tested objectives and hypotheses.	
2	Collect literature from various sources.	
3	Illustrate data collection methodology & cross tables, design, modelling, and simulation.	
4	Develop cross tables suitably to apply test statistic to prove hypotheses	
5	Prepare a detailed project report and present before the Evaluation Committee.	
6	Evaluation Committee awards marks and gives approval to proceed for project stage-II.	
7	If committee not satisfied with the student performance, then the student has to reappear.	
8	If the students fail even in reappearance then, they should appear as and when offered.	
Evaluation Procedure (SEE: 100 Marks)		
Item		Marks
Title Justification		10
Abstract		10
Objectives		10
Literature Review		10
Methodology		20
Report Presentation		20
Viva-Voce (Q & A)		20
Total		100

CO-PO-PSO Justification

COs	CO-PO Justification	CO-PSO Justification
CO1	This outcome aligns strongly with PO1 (Apply knowledge of management theories and practices) as it develops critical thinking and analytical skills necessary to evaluate hypotheses and objectives in managerial situations.	PSO1: This course outcome aligns strongly with PSO1 because applying marketing, finance, and human resource knowledge requires testing business objectives and hypotheses. PSO2: It also moderately supports PSO2 as critical thinking is essential here to evaluate hypotheses and support decision making.
CO2	This directly supports PO2 (Foster analytical and critical thinking abilities) by emphasizing data analysis and interpretation skills that are vital for data-driven decision-making, as well as PO4 (Understand, analyze, and communicate global, economic, legal, and ethical aspects of business) by understanding data integrity and ethics.	PSO1: This CO has a strong correlation with PSO1 Knowledge from marketing, finance, and HR is foundational to analyzing data collection methods (PSO1), and the development of cross tables requires critical and analytical thinking. PSO2: This CO has a strong correlation with PSO2 as well as leadership capacity for managing and interpreting data-driven insights.
CO3	Relevant to PO2 and PO5 (Lead teams to contribute effectively), as understanding sampling methods is critical for valid research and analysis, fostering team collaboration and informed decision-making.	PSO1: Strongly aligned with PSO1 because it involves using statistical and analytical methods related to understanding business environment factors like marketing and finance. PSO2: It strengthens PSO2 by developing analytical skills needed for critical decisions and leadership in business analysis.
CO4	This directly correlates with PO2 (Foster analytical and critical thinking skills) and PO4 (Understanding comprehensive analysis), emphasizing the application of analytical skills in real-world business problem solving.	PSO1& PSO2: This CO strongly supports both PSO1 and PSO2, as it directly involves applying knowledge of core business functions (PSO1) and developing critical, analytical, and leadership skills (PSO2) essential for making informed business decisions.
CO5	This supports PO4 and PO5, as effective communication and summarization of analysis are critical managerial skills, along with PO3 (Develop value-based leadership abilities), since presenting findings ethically and convincingly is part of leadership.	PSO1: Applies functional knowledge (PSO1) as students must contextualize conclusions based on marketing, finance, and HR aspects. PSO2: Prepares students for leadership and entrepreneurial roles (PSO2) through communication, critical thinking, and decision-making skills synthesis.



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MBA

Courses and SDGs Mapping Table

Sem.	S. No.	Subject Code	Subject Name	Sustainable Development Goals (SDGs)																
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
I	1	25MBAPC11	Management and Organizational Behaviour				√	√			√	√	√					√		
	2	25MBAPC12	Business Economics		√						√	√	√		√					√
	3	25MBAPC13	Financial Reporting & Analysis				√				√	√								
	4	25MBAPC14	Research Methodology and Statistical Analysis			√	√		√		√	√	√			√				
	5	25MBAPC15	Legal and Business Environment								√	√							√	√
	6	25MBAOE11	ESG and Sustainability Management					√	√	√	√	√	√		√	√			√	√
	7	25MBAOE12	Cyber Security			√	√					√		√	√				√	√
	8	25MBAOE13	Cross Cultural Management				√				√	√	√						√	√
	9	25MBAOE14	Banking and Insurance	√		√					√	√	√						√	√
	10	25MBAPC16	Business Communication Lab				√				√	√							√	
	11	22MBAPC17	Statistical Data Analysis Lab				√					√				√				√
II	12	25MBAPC21	Human Resource Management			√	√	√			√		√							
	13	25MBAPC22	Marketing Management								√	√		√						
	14	25MBAPC23	Financial Management				√				√	√	√		√					
	15	25MBAPC24	Entrepreneurship and Design Thinking								√	√	√		√					
	16	25MBAPC25	Quantitative Analysis for Business Decisions								√	√	√		√	√				
	17	25MBAPC26	Production & Operations Management									√	√		√					
	18	25MBAOE21	Project Management									√	√							√
	19	25MBAOE22	Business Ethics & Corporate Governance			√	√	√				√	√	√		√	√			√
	20	25MBAOE23	International Business									√	√	√		√				√
	21	25MBAOE24	Fundamentals of Taxation and GST	√			√					√	√	√						√
	22	25MBAPC27	Start-up/MSME/Innovation Development Plan/Sector Specific Report				√					√	√	√		√				
III	23	25MBAPC31	Supply Chain Management								√	√		√	√	√				√
	24	25MBAPC32	AI for Business				√				√	√	√		√				√	√
	25	25MBAPC33	Business Analytics				√				√	√		√						√
	26	25MBAPE31M	Digital Marketing				√				√	√	√		√					√
	27	25MBAPE31H	Talent and Performance Management Systems				√				√		√						√	√
	28	25MBAPE31F	Security Analysis & Portfolio Management				√				√	√				√				√
	29	25MBAPE31E	Start-up and MSME Management								√	√	√		√					√
	30	25MBAPE32M	Sales and Promotion Management				√				√				√					√
	31	25MBAPE32H	Learning and Development				√	√			√		√							√
	32	25MBAPE32F	FINTECH							√	√	√	√		√	√				
	33	25MBAPE32E	Family Business Management				√				√	√	√		√	√			√	√
	34	25MBAPE33M	Brand Management and Consumer Behaviour				√				√	√			√	√				√

Sem.	S. No.	Subject Code	Subject Name	Sustainable Development Goals (SDGs)																
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
III	35	25MBAPE33H	Employee Relations	√		√		√			√		√					√		
	36	25MBAPE33F	Strategic Cost and Management Accounting								√	√		√					√	
	37	25MBAPE33E	Innovation and Entrepreneurship				√				√	√		√					√	
	38	25MBAPC34	Data Visualization Lab				√				√	√			√			√	√	
	39	25MBAPC35	Summer Internship								√	√		√				√	√	
IV	40	25MBAPC41	Strategic Management				√	√			√	√	√	√				√	√	
	41	25MBAPE41M	International Marketing				√				√	√	√	√	√			√	√	
	42	25MBAPE41H	International Human Resource Management				√				√									
	43	25MBAPE41F	International Financial Management				√				√			√				√	√	
	44	25MBAPE41E	Entrepreneurial Finance								√	√		√					√	
	45	25MBAPE42M	Services & Retail Management								√	√		√	√					
	46	25MBAPE42H	Leadership and Change Management				√	√			√	√			√			√	√	
	47	25MBAPE42F	Risk Management and Financial Derivatives							√	√	√		√	√				√	
	48	25MBAPE42E	Entrepreneurial Marketing								√	√		√					√	
	49	25MBAPE43M	Marketing Analytics				√				√	√	√	√					√	
	50	25MBAPE43H	HR Analytics				√				√	√	√	√						
	51	25MBAPE43F	Financial Analytics				√				√	√	√	√	√	√				√
	52	25MBAPE43E	Technology Business Incubation								√	√								√
	53	25MBAPE44M	Marketing Analytics Lab				√				√	√	√		√					√
	54	25MBAPE44H	HR Analytics Lab				√				√	√	√							
	55	25MBAPE44F	Financial Analytics Lab				√				√	√	√	√	√	√				√
	56	25MBAPE44E	Business Incubation - Idea Lab								√	√								√
	57	25MBAPC42	Project: Pre-submission - Seminar				√					√							√	√
58	25MBAPC43	Project: Main Project Viva-Voce				√				√	√			√					√	

United Nations Sustainable Development Goals (SDGs):

S.No.	Item
1	No Poverty: End poverty in all its forms everywhere.
2	Zero Hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3	Good Health and Well-Being: Ensure healthy lives and promote well-being for all at all ages.
4	Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	Gender Equality: Achieve gender equality and empower all women and girls.
6	Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all.
7	Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable and modern energy for all.
8	Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9	Industry, Innovation and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10	Reduced Inequalities: Reduce inequality within and among countries.
11	Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient and sustainable.
12	Responsible Consumption and Production: Ensure sustainable consumption and production patterns.
13	Climate Action: Take urgent action to combat climate change and its impacts.
14	Life Below Water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15	Life on Land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16	Peace, Justice and Strong Institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17	Partnerships for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.