

**Shiksha Mandal's
G. S. College of Commerce, Wardha**

Department of Advanced Management Studies (DAMS)

**Syllabus of 1st Year
for the Program of
MASTER OF BUSINESS ADMINISTRATION
(as per Bloom's Taxonomy)**

w.e.f. 2025-2026

	MASTER OF BUSINESS ADMINISTRATION [M.B.A.]
A	PROGRAMME OUTCOMES
	After completing two years of M.B.A. programme, students are expected to
PO-1	Application of Theories: Apply contemporary management theories and practices to address real-world business issues.
PO-2	Data-Driven Decision Making: Employ critical thinking and data analytics tools for evidence-based business decisions.
PO-3	Leadership & Ethics: Demonstrate leadership, teamwork, and ethical behaviour in global and multicultural business environments.
PO-4	Functional Integration: Solve business problems using interdisciplinary knowledge of finance, marketing, HR, and operations.
PO-5	Technology & Business Intelligence: Leverage technology, digital platforms, and research for business intelligence and innovation.
PO-6	Lifelong Learning: Engage in self-directed learning to stay relevant in the face of evolving business trends and practices.
PO-7	Entrepreneurship & Innovation: Exhibit creativity and entrepreneurship in developing innovative and sustainable business models.
PO-8	Global & Inclusive Perspective: Integrate global best practices while upholding inclusivity, diversity, and social responsibility.
B	PROGRAMME SPECIFIC OUTCOMES
	After completing two years of MBA programme, students would
PSO-1	Strategic & Data-Driven Solutions: Ability to develop strategic and innovative solutions using data analytics and business intelligence tools.
PSO-2	Functional Synergy: Ability to synthesize financial, marketing, human resource, and operations knowledge for holistic business solutions.
PSO-3	Sustainable Innovation: Ability to create tech-enabled, socially responsible, and environmentally sustainable business models.
C	PROGRAMME EDUCATIONAL OBJECTIVES
PEO-1	Business Competence & Leadership: To equip students with comprehensive business knowledge, industry readiness, and strategic leadership skills for dynamic global environments.
PEO-2	Critical Thinking & Research Orientation: To develop analytical, problem-solving, and research competencies for navigating complex and evolving business challenges.
PEO3	Ethics, Sustainability & Social Responsibility: To foster ethical behaviour, social consciousness, and sustainability-driven decisions in professional settings.
PEO-4	Innovation, Entrepreneurship & Adaptability: To cultivate entrepreneurial mindsets and adaptability to technological and economic transformations through innovation.
PEO-5	Lifelong Learning & Inclusiveness: To nurture inclusive growth and a spirit of lifelong learning for personal and professional development.

C COURSE CONTENTS		
	Course	Outcome
1.	Fundamentals of Business Management	To provide students with a foundational understanding of business principles, management functions, and organizational structures, enabling them to grasp the core concepts of planning, organizing, leading, and controlling in a business environment.
2.	Legal Aspects of Business	To equip students with a comprehensive understanding of the legal framework governing business operations in India, enabling them to identify, interpret, and apply relevant laws and regulations such as contract law, company law, consumer protection, intellectual property rights, and employment laws in real-world business scenarios.
3.	Managerial Economics	Students will be equipped to apply managerial economics concepts to analyze consumer behavior, market dynamics, production and cost structures, and the impact of economic policies on business strategies and economic growth.
4.	Quantitative Techniques for Business Management	Students will be able to apply quantitative analysis and mathematical models to solve business problems, enhance decision-making, and optimize business operations across various functional areas.
5.	Entrepreneurship Development	To develop an entrepreneurial mindset among students by equipping them with the knowledge, skills, and motivation required to identify business opportunities, create and manage new ventures, and contribute to economic and social development.
6.	Financial Reporting & Accounting	Students will be able to apply accounting principles to prepare and analyze financial statements, interpret financial ratios, and use analytical techniques to evaluate a company's financial performance and health.
7.	Management Information System	Students will be able to understand and analyze the strategic role of MIS in various business functions, explore ERP, SCM, and CRM systems for integration, and utilize tools like Balanced Scorecards and dashboards to enhance decision-making and performance.
8.	Environmental Sustainability and Governance	Students will be able to understand environmental challenges, promote sustainable practices, evaluate sustainability audits and ESG standards, and explore governance principles enriched with Indian philosophical wisdom.
9.	Project Management	Students can manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders. Also they can identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders
10.	Emotional Intelligence & Neuroscience of Leadership	Students will be able to understand the concepts and components of Emotional Intelligence (EI) and apply its models and neuroscience insights to enhance leadership effectiveness, self-regulation, interpersonal relationships, and team performance.
11.	Marketing Management	To develop strategic marketing skills by understanding consumer behavior, market research, product development, pricing, promotion, and distribution strategies in a competitive environment.
12.	Human Resource Management	Students will be able to understand and apply key human resource management concepts, strategies, and practices to effectively manage talent, drive organizational performance, and contribute to the development of a positive organizational culture.

13.	Cost and Management Accounting	Students will be able to apply cost and management accounting principles to prepare cost sheets, analyze budgets and financial statements, and support effective decision-making and financial health assessment.
14.	Operations Management	To familiarize students with the principles of production and operations management, including process design, capacity planning, quality control, and supply chain coordination for efficient resource utilization.
15.	Business Analytics	Students will learn how to collect, organize, clean and analyze data using tools like Excel. Students will be able to use data to solve problems in areas like finance, marketing, and human resources.
16.	International Business Management	To provide students with an in-depth understanding of global business operations by exploring international trade theories, market entry strategies, cross-cultural management, and the impact of economic, legal, and political environments on international business decisions.
17.	Business Research Methods & Application	Students will be able to design and conduct business research, analyze data using appropriate methods, and apply research findings to solve real-world business problems and support strategic decision-making.
18.	Advanced Technologies in Business	Students will learn how new technologies like AI, Big Data, and digital communication, shape businesses, improve data management and impact future job opportunities.
19.	Advanced Office Management Tools	Students will learn to create documents, presentations, and spreadsheets easily. They will have useful skills to organize tasks and improve office efficiency.
20.	Corporate Image Building	Students will be able to understand and analyze the dynamics of corporate image and reputation, evaluate the impact of culture, ethics, and CSR, and apply strategic communication and branding trends to enhance corporate identity.

Fundamentals of Business Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC01			
Course Name	Fundamentals of Business Management			
No. of Credits	04			
Teaching Hours	60Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> Proficiency in verbal and written communication for effective business interaction. Being able to think critically and analyze the situations. 			
Course Objectives	<ol style="list-style-type: none"> Understand the Fundamental Concepts of Management: To introduce students to the core principles, functions, and processes of management in organizational settings. Apply Management Theories to Practice: To equip students with practical tools and techniques to apply management theories in dynamic business environments. Analyze Key Management Functions: To explore the essential management functions—planning, organizing, directing, coordinating, staffing, and controlling—and their application in real-world scenarios. Develop Decision-Making and Problem-Solving Skills: To enhance students' ability to make informed decisions and solve management challenges effectively. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concept of Management, Explain the functions and characteristics of quality manager, Interpret the development of Management Thought and Analyze the scientific and artistic aspects of management.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	L – 1 L – 2 L – 4	Remember Understand Analyze
CO2	Explain the concept of Planning, MBO and decision making, Identify the components of planning, and Analyze methods of decision making.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	L – 2 L – 3 L – 4	Understand Apply Analyze
CO3	Illustrate process of staffing, concept of organizing and coordinating, Compare the types of organization structure of various businesses in real world context.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	L – 2 L – 4	Understand Analyze
CO4	Summarize the concept of directing and controlling, Choose the type of control techniques for effective management.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	L – 2 L – 3	Understand Apply

Syllabus			
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1 L – 2 L – 4	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Introduction to Management Management – Definition, Importance and Functions of Management; Managerial levels and skills; Characteristics of Quality Managers; Is management a science or art? Development of Management Thought - Contribution of Taylor, Fayol, Elton Mayo.
Unit II CO2	L – 2 L – 3 L – 4	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Planning & Decision Making Planning: Planning Concept and its Need, Importance, Types of Planning, Components/Elements of Planning, steps in planning process, Concept of Management by Objectives (MBO). Decision Making: Concept, Types, Steps involved, methods of decision making.
Unit III CO3	L – 2 L – 4	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Staffing, Organizing & Coordinating Staffing: Concept, Importance and Principles of staffing, Steps in Staffing Process. Organizing: Concept and its Principles, Types of organization structure, Departmentation Concept, Delegation of Authority, Centralization and Decentralization of Authority, Span of control. Coordinating - Concept, Importance and Principles of Coordinating.
Unit IV CO4	L – 2 L – 3	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Directing & Controlling Direction – Concept, Importance, Principles and Elements of Directing. Control - Concept, Importance of Control, Control process, Types of control (a) Feed forward control (b) Concurrent Control (c) Feedback Control.
Text- Books:		1. Principles of Management – T Ramasamy, Himalaya Publishing House. 2. Principles of Management -Concepts and Cases – Rajeesh Viswanathan, Himalaya Publishing House. 3. Principles and Practices of Management – Dr. Nerkar & Dr. Chopde, Dreamtech Management Textbooks. 4. Principles of Management – Tripathi, Reddy, Bajpai, Tata McGraw Hill.	
Reference Books:		1. Fundamentals of Management - Robbins, S.P and Decenzo, D.A, Pearson Education Asia, New Delhi. 2. Management - Text and Cases , Satya Raju, PHI, New Delhi. 3. Management - Koontz and Wehrich, TMGH.	

Legal Aspects of Business

Programme Code	GSW-PG-02-MB			
Programme Name	(MBA) Master of Business Administration			
Course Code	MBCO2			
Course Name	Legal Aspects of Business			
No. of Credits	04			
Teaching Hours	60 Lectures			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic understanding of legal principles • Familiarity with business structures • Knowledge of e-governance and digital compliance • Awareness of consumer rights and unfair trade practices 			
Course Objectives	<ol style="list-style-type: none"> 1. To understand the essential elements of a valid contract and analyse different types of contracts, their enforceability, and remedies for breach. 2. To explore the legal framework governing company formation, corporate governance, and restructuring processes, including mergers and acquisitions. 3. To examine the role of MCA-21 in corporate compliance, including digital filing, DIN, DSC, and e-governance procedures. 4. To evaluate consumer rights, unfair trade practices, and the legal mechanisms available for consumer grievance redressal 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concept of Essential Elements of a Valid Contract, Understanding the different Types of Contracts, Capacity to Contract & concept of offer and acceptance Apply Remedies for Breach of Contract	PO1, PO2, PSO1, PSO2	L – 1 L – 2 L - 3	Remember Understand Apply
CO2	Define: Introduction & Scope – Types of Companies, Formation of a Company Understand the Memorandum of Association-Articles of Association-Content. Doctrine of ultra vires, doctrine of constructive notice APPLY - Laws and Procedures of Corporate Restructuring and Winding Up of a Company.	PO1, PO2, PSO1, PSO2	L - 1 L – 2 L – 3	Remember Understand Apply
CO3	Define Role and benefits of MCA, MCA Services, objective of MCA 21 portal, understand: purpose of agenda and quorum, meaning and importance of proxy and resolutions. DSC, requirements for DIN, KYC of DIN, E-filing- meaning, advantages, Apply: Process of E-filing of annual returns.	PO1, PO2, PO3, PO6 PSO1, PSO2	L - 1 L – 2 L – 3	Remember Understand Apply

CO4	Remember Definition of Consumer, Defect, and Deficiency Understand the terms like Unfair and Restrictive Trade Practices Analyse the Remedies under the Act		PO1, PO2, PO4, PO8 PSO1, PSO2	L - 1 L – 2 L – 4	Remember Understand Analysis
Syllabus					
Unit/COs	PO/PSO Mapped	Cognitive Levels	Content		
Unit-1	PO1, PO2,	L – 1 L – 2 L - 3	The Indian Contract Act, 1872 Definition & Essential Elements of a Valid Contract Types of Contracts – Void, Voidable, and Valid Contracts Offer and Acceptance – Rules, Revocation, and Communication. Consideration – Meaning, Legal Rules, and Exceptions Capacity to Contract –Free Consent – Coercion, Undue Influence, Fraud, Misrepresentation, and Mistake Remedies for Breach of Contract – Damages, Quantum Meruit, Specific Performance, Injunction.		
Unit-2	PO1, PO2, PSO1, PSO2	L - 1 L – 2 L – 3	The Companies Act, 2013 Introduction & Scope – Types of Companies. Formation of company- promotion, incorporation, commencement of business, preliminary contracts and provisional contracts. Memorandum of Association- clauses and alterations, Articles of Association-Content and alterations. Doctrine of ultra vires, doctrine of constructive notice, Doctrine of indoor management. Roles & Responsibilities of Directors – Board of Directors, Appointment, and Powers Corporate Governance, Laws and Procedures of Corporate Restructuring leading to: Mergers; Amalgamations, Takeovers / Acquisitions, Joint Ventures		
Unit-3	PO1, PO2, PO3, PO6 PSO1, PSO2	L - 1 L – 2 L – 3	Meetings -Meaning of meeting, kinds of meetings, Rules for notice, agenda, quorum, chairman. Voting (postal, electronic and poll), Proxy and its provisions. Resolutions and Types of resolutions, MCA-21 MCA-21- Role and benefits of MCA, MCA Services, objective of MCA 21 portal, DSC, requirements for DIN, KYC of DIN, E-filing- meaning, advantages, process of E-filing of annual returns.		
Unit-4	PO1, PO2, PO4, PO8 PSO1, PSO2	L - 1 L – 2 L – 4	Consumer Protection Act, 2019: Consumer Protection Act: Definitions: Consumer, Defect and Deficiency. Unfair and Restrictive trade practices. Role and Functions of Consumer Protection Councils. Rights of Consumer. Consumer Forum; Structure and jurisdiction. Power of consumer forum. Remedies under act. Case study on Consumer Protection Act.		
Text- Books:			1. Business Laws & Economic Legislations – V. Rama Krishna Raju, Himalaya Publishing House. 2. Business Law – Dr. G. K. Kapoor & Dr. Sanjay Dhamija, Taxmann’s Publications. 3. Consumer Protection Act, 2019 – Principles & Practice by Dr. V.K. Agarwal. 4. Business Law -K. R. Bulchadani		
Reference Books:			1. Business Law- N.D. Kapoor 2. Mercantile Law - M.C. Kuchhal Business 3. Corporate Law - P.C. Tulsian 4. Legal Aspects of Business- Akhileshwar Pathak		



Managerial Economics

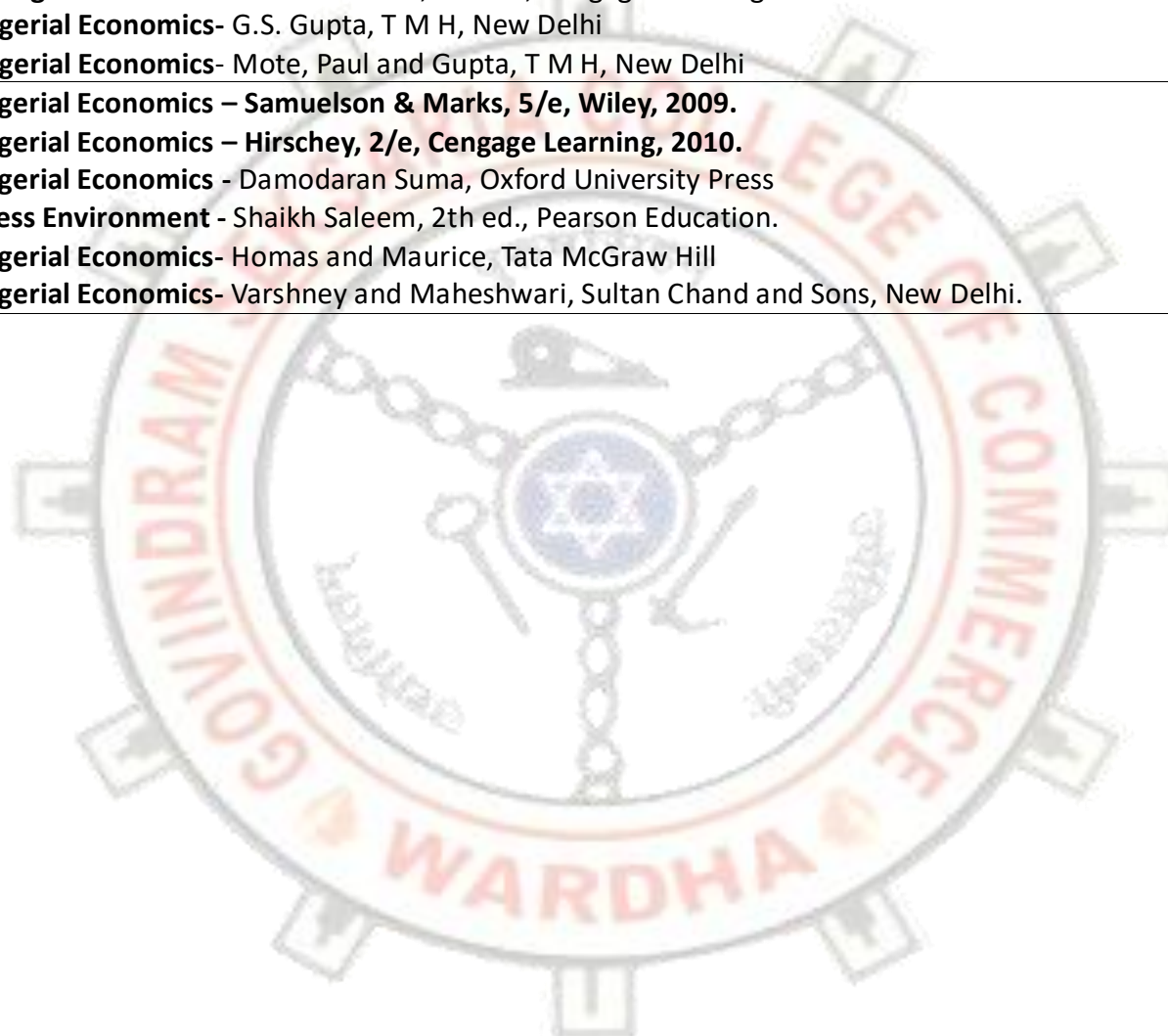
Programme Code		GSW-PG-02-MB		
Programme Name		MBA		
Course Code		MBC03		
Course Name		Managerial Economics		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		3 – 1 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic understanding of economics. • Ability to work with numbers, graphs, and basic statistics. • Familiarity with how businesses operate in an economy. • 4. Skill to analyze and solve business problems. • Basic Understanding of Mathematics. • Ability to make smart choices using economic logic. 		
Course Objectives		<ol style="list-style-type: none"> 1. To determine the consumer behaviour and contrast the impact of managerial economics concepts on business strategies working in an economy. 2. To define the concepts of demand, supply, and equilibrium by discovering the effects of changes in the business environment on market equilibrium and determining the causes of market failures and the role of government intervention in addressing market failures. 3. To relate the concepts of production function and the different types of costs in the course of business. Also, by utilizing production functions and cost analysis, contrast the price and output determination in different market structures. 4. To utilize the knowledge of India's economic policies & reforms & global aspects and measure the impact of economic reforms on business operations and economic growth in India. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Interpret the consumer behaviour and analyzing the impact of managerial economics concepts on business strategies.	PO1, PO2, PO4, PSO1	L - 2 L - 3 L - 4	Understanding Applying Analyzing
CO2	Define demand, supply, and equilibrium with examining the effects of changes in the business environment on market equilibrium and evaluating the causes of market failures and the role of government intervention in addressing market failures.	PO1, PO2, PO4, PSO1, PSO2	L - 1 L - 3 L - 4 L - 5	Remembering Applying Analyzing Evaluating
CO3	Recall the concepts of production function and the different types of costs. By applying production functions and cost analysis, analyzing the price and output determination in	PO1, PO2, PO4, PSO1, PSO2	L - 1 L - 3	Remembering Applying

	different market structures		L – 4	Analyzing
CO4	Applying the knowledge of India's economic policies and evaluating the impact of economic reforms on business operations and economic growth in India.	PO1, PO2, PO6, PO7, PSO1, PSO3	L – 1 L – 3 L – 4 L – 5	Remembering Applying Analyzing Evaluating

Syllabus

Unit	BTL	PSO	Content
Unit I (CO1)	L - 2 L - 3 L - 4	PO1, PO2, PO4, PSO1	Introduction to Managerial Economics <ul style="list-style-type: none"> • Meaning and Nature of Managerial Economics • Scope and Significance of Managerial Economics • Uses of Managerial Economics • Role and Responsibilities of a Managerial Economist • Microeconomics vs. Macroeconomics • Consumer Behaviour and Utility Analysis: Law of Diminishing Marginal Utility, Equi-Marginal Utility, Indifference Curve Analysis
Unit II (CO2)	L - 1 L – 3 L – 4 L - 5	PO1, PO2, PO4, PSO1, PSO2	Demand, Supply and Equilibrium <ul style="list-style-type: none"> • Demand Analysis: Concept of Demand, Factors influencing demand, Law of Demand • Elasticity of Demand: Meaning, Degrees, Types, Methods of calculation and factors influencing Elasticity of demand. • Supply Analysis: Concept of Supply, Factors influencing Supply, Law of Supply. • Elasticity of Supply: Meaning, Degrees, Types, Methods of calculation and factors influencing Elasticity of Supply. • Market Equilibrium: Meaning, Divergence from equilibrium price, Impact of business environment changes on equilibrium. • Market Failures and Government Intervention: Meaning of market failure, Causes of market failures, Governments role in fixing market failures.
Unit III (CO3)	L - 1 L - 3 L – 4	PO1, PO2, PO4, PSO1, PSO2	Production and Cost Analysis <ul style="list-style-type: none"> • Production Function: Meaning, Short run production function, Long run production function, Concept of Economies and Diseconomies of Scale. • Cost Concepts: Meaning of Cost, Types of Cost, Behaviour of Cost, Cost output relationship. • Price and output determination under various market structures: Perfect Competition, Monopoly, Monopolistic competition, Oligopoly.
Unit IV (CO4)	L – 1 L - 3 L – 4 L – 5	PO1, PO2, PO6, PO7, PSO1, PSO3	Indian Economic Development <ul style="list-style-type: none"> • Understanding Indian Economy: Features of Indian Economy, Growth Trends (GDP, PCI and Sectoral Contribution) • Business Environment in India: Ease of Doing Business Index, Ease of Starting Business Index • Economic Policies and Reforms: Inflation and Role of Monetary Policy, Financial Sector Reforms (Banking reforms, NBFCs, Digital Transactions), Industrial Policy and licensing reforms (From license raj to liberalization). • India and Global Economy: FDI, WTO and its role, Impact of WTO on Indian Industry, MSMEs and start-ups and their role in India's growth, Challenges faced by MSMEs and startups.

Text- Books:	<ol style="list-style-type: none"> 1. Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011 2. Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010. 3. Managerial Economics- Analysis, Problems and Cases, P.L. Mehta, 13th Edition, S. Chand & Co. Ltd. 4. Managerial Economics- D. N Dwivedi, 7th Edition, Vikas Publications 5. Indian Economy- Mishra & Puri, 2007, Himalaya Publishing House 6. Exploring Economics - Robert L. Sexton, 6th ed., Cengage Learning. 7. Managerial Economics- G.S. Gupta, T M H, New Delhi 8. Managerial Economics- Mote, Paul and Gupta, T M H, New Delhi
Reference Books:	<ol style="list-style-type: none"> 1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009. 2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010. 3. Managerial Economics - Damodaran Suma, Oxford University Press 4. Business Environment - Shaikh Saleem, 2th ed., Pearson Education. 5. Managerial Economics- Homas and Maurice, Tata McGraw Hill 6. Managerial Economics- Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.



Quantitative Techniques for Business Management

Programme Code		GSW-PG-02-MB		
Programme Name		MBA (Master of Business Administration)		
Course Code		MBC04		
Course Name		Quantitative Techniques for Business Management		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic Mathematical Knowledge – Understanding of algebra, arithmetic, and basic calculus to handle quantitative problem-solving. • Fundamentals of Statistics – Familiarity with statistical concepts such as mean, median, mode, standard deviation, and probability. • Logical and Analytical Thinking – Ability to interpret data, analyze patterns, and make logical business decisions. • Basic Excel and Data Analysis Skills – Proficiency in using spreadsheets and statistical tools for data computation and visualization. • Understanding of Business Concepts – Awareness of core business functions like finance, marketing, and operations where quantitative techniques are applied. 		
Course Objectives		<ol style="list-style-type: none"> 1. To develop students' ability to apply inferential statistics in managerial decision-making by understanding measures of central tendency and dispersion in business and economics. 2. To enable students to analyze relationships between variables using correlation and regression techniques for data interpretation and decision-making. 3. To develop students' ability to formulate and solve linear programming problems using the graphical method for optimal decision-making. 4. To enable students to understand the concept and components of time series analysis, apply the Least Squares method for trend analysis (linear and non-linear), and utilize time series techniques for informed business decision-making. 		
Course Outcomes		<ol style="list-style-type: none"> 1. Students will be able to apply inferential statistics in managerial decision-making, understand the role of statistics in business and economics, and analyze data using measures of central tendency and dispersion. 2. Students will be able to analyze relationships between variables using correlation and regression techniques, interpret results, and apply regression models for business decision-making. 3. Students will be able to formulate linear programming problems, identify constraints and feasible regions, and determine optimal solutions using the graphical method. 4. Students will be able to analyze time series data, apply trend analysis using the Least Squares method for linear and non-linear equations, and utilize time series forecasting for effective business decision-making. 		
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)

CO1	Students will be able to apply inferential statistics in managerial decision-making, understand the role of statistics in business and economics, and analyze data using measures of central tendency and dispersion.	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2	L – 1 L – 2 L - 3 L – 6	Apply Analyze
CO2	Students will be able to analyze relationships between variables using correlation and regression techniques, interpret results, and apply regression models for business decision-making.	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2	L – 1 L – 2 L - 3 L – 6	Analyze Apply
CO3	Students will be able to formulate linear programming problems, identify constraints and feasible regions, and determine optimal solutions using the graphical method.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1 PSO2, PSO3	L – 1 L - 3 L – 5 L – 6	Formulate Determine
CO4	Students will be able to analyze time series data, apply trend analysis using the Least Squares method for linear and non-linear equations, and utilize time series forecasting for effective business decision-making.	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2, PSO3	L – 1 L - 3 L – 5 L – 6	Analyze Apply

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Unit	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1 L – 2 L - 3 L – 6	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2	Role of statistics: Applications of inferential statistics in managerial decision - making; Importance of statistics in business and economics Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variance
Unit II CO2	L – 1 L – 2 L - 3 L – 6	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2	Correlation & Regression Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation
Unit III CO3	L – 1 L - 3 L – 5 L – 6	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2, PSO3	Linear Programming and Problem Formulation: Meaning of LPP and Optimisation, Constraints and feasible region, Formulation of LPP for 2 variables, Determination of optimum solution by graphical method only.
Unit IV CO4	L – 1 L - 3 L – 5 L – 6	PO1, PO2, PO4, PO5, PO6, PSO1 PSO2, PSO3	Time series analysis: Concept, Components of time series, Trend analysis: Least Square method - Linear and Non - Linear equations, Applications in business decision making.

Text- Books:

1. **Business Statistics, Bhardawaz** - Excel Books
2. **An Introduction to Statistical Methods**, Gupta C B, Gupta V - Vikas1995, 23rd Edition.
3. **Business Statistics, Black** - Wiley Dreamtech
4. **Business statistics, Sharma J K** - Pearson education 2nd edition

Reference Books:

1. **Quantitative Analysis for Management**, Render and Stair Jr - Prentice - Hall, 7th edition
2. **Statistics for Management**, Levin Rubin - Pearson 2000, New Delhi, 7th Edition
3. **Business Statistics**, Beri G C- Tata Mc Graw Hill, 2nd Edition
4. **Statistics for Business and Economics**, Chandan J S - Vikas 1998.1st Edition



Entrepreneurship Development

Programme Code		GSW-PG-02-MB		
Programme Name		(MBA) Master of Business Administration		
Course Code		MBCO5		
Course Name		Entrepreneurship Development		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic understanding of business and economic concepts • Familiarity with different types of enterprises and business structures • Knowledge of financial and funding options for startups • Awareness of government policies, schemes, and regulatory frameworks for entrepreneurs 		
Course Objectives		<ol style="list-style-type: none"> 1. To understand the fundamental concepts of entrepreneurship, including its evolution, characteristics, and competencies required for success. 2. To explore the process of identifying business opportunities, project planning, and feasibility analysis for new ventures. 3. To examine various sources of finance, government schemes, and institutional support available for entrepreneurs. 4. To evaluate the legal and regulatory framework for entrepreneurship, including intellectual property rights, business compliance, and startup challenges. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concept of entrepreneurship, explain evolution, characteristics and functions of an entrepreneur, types of entrepreneurs Analyse entrepreneurial competencies and challenges faced by startups	PO1, PO3, PO7, PSO2	L – 1 L – 2 L - 4	Remember Understand Analyse
CO2	Understand the process of identifying and classifying business ideas Apply feasibility analysis methods to assess economic, financial, market, and technological viability for new ventures Analyse franchising opportunities and business expansion strategies, including going public and venture exit options	PO1, PO2, PO4, PO7, PSO1, PSO2	L - 2 L – 3 L – 4	Understand Apply Analyse

CO3	Understand the sources of finance available for entrepreneurs, Compare traditional and alternative funding options. finance (Banks, Financial Institutions, Venture Capital, Angel Investors, Crowdfunding, Fintech Solutions). Evaluate Government support programs (Stand-Up India, Start-Up India, PMEGP, CGTMSE), their impact, effectiveness, and relevance for entrepreneurs.	PO1, PO4, PO6, PO8, PSO2, PSO3	L – 2 L – 3 L - 5	Understand Apply Analyse
CO4	Understand the concept of Intellectual Property Rights (IPRs), differentiate between patents, copyrights, trademarks, the IPR components Apply the legal framework for protecting business ideas.	PO1, PO3, PO5, PO6, PSO1	L - 1 L – 2 L – 3	Remember Understand Apply

Syllabus

Unit/COs	PO/PSO Mapped	Cognitive Levels	Content
Unit-1/CO1	PO1, PO3, PO7, PSO2	L – 1 L – 2 L - 4	Introduction to Entrepreneurship Definition & Concept – Entrepreneur, Entrepreneurship, Entrepreneurship Development Evolution of Entrepreneurship, Characteristics & Skills of an Entrepreneur, Functions of an Entrepreneur, Entrepreneur vs. Manager, meaning of entrepreneurial competencies, major entrepreneurial competencies, Types of Entrepreneurs – Innovative, Imitative, Fabian, Drone, Social, Rural, and Women Entrepreneurs, Concept of Intrapreneurship, Entrepreneur as a Career Option & Decision-Making Process, Challenges Faced by Startups
Unit-2/CO2	PO1, PO2, PO4, PO7, PSO1, PSO2	L - 2 L – 3 L – 4	Entrepreneurial Planning and Business Expansion Identification & Classification of Business Ideas, Project Planning & Components – Market Plan, Financial Plan, Operational Plan. Feasibility Analysis – Economic, Financial, Market, and Technological Feasibility. Franchising-process and opportunities. New venture expansion strategies and issues – Going public- ending the venture.
Unit-3/CO3	PO1, PO4, PO6, PO8, PSO2, PSO3	L – 2 L – 3 L - 5	Sources of Finance & Government Support Traditional Funding Sources – Commercial & Cooperative Banks. Financial Institutions Supporting Entrepreneurs – SIDBI, NABARD, MUDRA Bank. Government Schemes & Incentives – Stand-Up India, Start-Up India, PMEGP, CGTMSE. Alternative Financing – Venture Capital, Angel Investors, Crowdfunding, Fintech Solutions. Role of Government in Promoting Entrepreneurship – MSME Policies, Subsidies, Grants. Government Agencies Supporting Entrepreneurs – DICs, NSIC, SIDBI.
	PO1, PO3, PO5, PO6, PSO1	L - 1 L – 2 L – 3	Entrepreneur legal procedures Overview of Intellectual Property Rights

Unit-4/CO4			<p>Patent Act: Definition, patentable invention, procedure for obtaining patent; opposition to the grant of patents; infringement of patents; Offences under the patent Act; penalties</p> <p>Trademark Act 1999- Definition of Trademark; doctrine of deceptive similarity; infringement of Trademark; remedies in case of trademark</p> <p>Copyright; meaning of Copyright, infringement of Copyright; procedure for registration of Copyright work that can be Copyrighted</p>
Text- Books:			<ol style="list-style-type: none"> 1. Entrepreneurial Development – S. S. Khanke S.Chand 2. Entrepreneurship- Dr. Achut P. Pednekar, Himalaya Publishing House. 3. Small Scale Industries and Entrepreneurial Development- C.S. V. Murthy. 4. Intellectual Property Rights- Dr.Rakesh Kumar Singh.
Reference Books:			<ol style="list-style-type: none"> 1. Innovation and Entrepreneurship- Peter F. Drucker 2. Entrepreneurship- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd 3. Entrepreneurship As Strategy- G. Dale Meyer, Kurt A. Heppard 4. New Vistas of Entrepreneurship- Challenges & Opportunities, A. Sahay, M.S.Chhikara 5. Lead like an Entrepreneur- Neal Thornberry

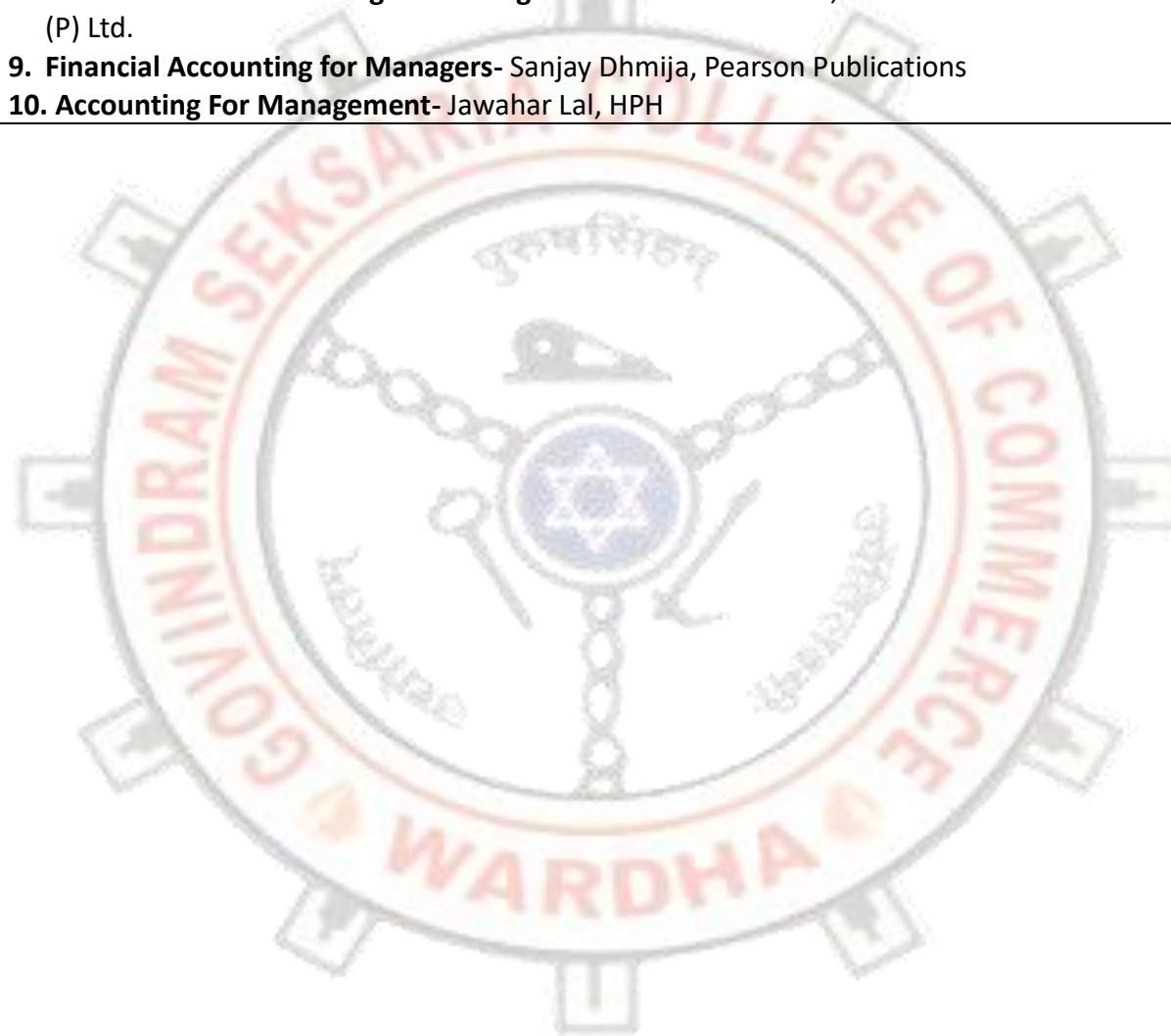


Financial Reporting and Accounting

Programme Code		GSW-PG-02-MB		
Programme Name		MBA		
Course Code		MBC06		
Course Name		Financial Reporting and Accounting		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		3 – 1 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic understanding of accounting terminologies. • Familiarity with fundamental business concepts & economics. • Knowledge of the incomes & expenses. • Basic Understanding of Mathematics. 		
Course Objectives		<ol style="list-style-type: none"> 1. To understand accounting principles and demonstrate the ability to prepare journal entries and trial balances. 2. To apply their knowledge to prepare final accounts (P&L and Balance Sheet) as per Schedule III of the Companies Act, 2013, and analyze their components to evaluate financial performance. 3. To recall various financial ratios, analyze them to assess company performance, and evaluate financial health based on profitability, liquidity, and solvency ratios. 4. To explain and analyze techniques of financial statement analysis, including DuPont and common size analysis, and evaluate business performance. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Outline the concept of accounting, accounting principles & accounting concepts for constructing journal entries & trial balance.	PO1, PO2, PO4, PSO1, PSO2	L-2 L-3	Understanding Applying
CO2	Listing the characteristics of Companies and developing the final accounts of companies.	PO1, PO2, PO4, PO8 PSO1, PSO2	L - 2 L – 3 L – 4	Understanding Applying Analyzing
CO3	Estimating the financial ratios of the companies and assessing the financial health of the companies.	PO1, PO5, PO2, PO4, PO8, PSO1, PSO2	L - 1 L – 4 L – 5	Remembering Analyzing Evaluating
CO4	Estimating the common size statement, comparative statements & performing DuPont	PO1, PO5,	L - 2	Understanding

	Analysis.		PO2, PO4, PSO1, PSO2	L – 4 L – 5	Analyzing Evaluating
Syllabus					
Unit	BTL	PSO	Content		
Unit I (CO1)	L-2 L-3	PO1, PO2, PO4, PSO1, PSO2	Elementary Accounting: Theory: Meaning, Need, Importance and Objectives of Accounting, Accounting Principles, Concepts and Conventions of Accounting, Meaning, Scope & Importance of Bookkeeping and Accountancy, Importance of Trial Balance in Accounting Process. Practical Problems- Preparation of Journal and passing journal entries & Preparation of Trial Balance.		
Unit II (CO2)	L - 2 L – 3 L – 4	PO1, PO2, PO4, PO8 PSO1, PSO2	Final Accounts of Companies: Theory: Meaning of Company, Its Characteristics, Advantages and Disadvantages, Meaning, Need Objectives and Advantages of Final Accounts. Practical Problems: Preparation of Final Accounts as Per Schedule III of Companies Act, 2013 (P&L Statement & Balance Sheet)		
Unit III (CO3)	L - 1 L – 4 L – 5	PO1, PO5, PO2, PO4, PO8, PSO1, PSO2	Ratio Analysis- Theory- Meaning of Ratio, Meaning of Ratio analysis, Advantages & Disadvantages of Ratio Analysis, Type of Ratios. Practical Problems- Profitability Ratio, Liquidity Ratio, Solvency Ratio, Activity Ratio & Efficiency Ratio.		
Unit IV (CO4)	L - 2 L – 4 L – 5	PO1, PO5, PO2, PO4, PSO1, PSO2	Financial Statement Analysis Theory- Overview of financial statement analysis and its importance for decision-making, Features & Users of Financial Statement Analysis, Limitations of Financial Statement Analysis. Concepts of Common-size statement, Comparative Analysis, and Du-Pont Analysis. Practical Problems- Techniques of Financial Statement Analysis- Common size statement, Comparative Analysis, and Du-Pont Analysis.		
Text- Books:		1. Cost & Management Accounting- Ravi M. Kishore, Taxmann Publication, 6 th Edition. 2. Financial Accounting & Analysis – Narender Ahuja & Varun Dawar, Taxmann Publication (2015), 1st Edition. 3. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014. 4. Financial Accounting- Tulsian P. C, 1/e, Pearson Education. 5. Accounting for managers- Madegowda J, Himalaya Publishing House. 6. Advanced Accountancy- Gupta R. L & Radhaswamy M, Sultan Chand Publications. 7. Financial Accounting- Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas, 10th Edition. 8. Financial Accounting Management an Analytical Perspective- Ambrish Gupta, Pearson Education-2009. 9. Accounts for Management- Sehgal,Taxmann Publication Pvt. Ltd. 10. Management Accounting- Rustagi, Taxmann Publication Pvt. Ltd.			
Reference Books:		1. Introduction to Financial Statement Analysis- Ashish K Bhattacharya, Elsevier India. 2. Financial Accounting – Raman B. S,Vol I & Vol II, 1 /e, United Publishers, 2009.			

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| | <ul style="list-style-type: none">3. Financial, Cost and Management Accounting- Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.4. Advance Accounts Volume I- M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand and company, New Delhi.5. Advance Accounts Volume II- M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand and company, New Delhi.6. Accounting- ICAI Foundation Study Material7. Advanced Accounting- ICAI Intermediate Study Material.8. A Text book of Accounting For Management- Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.9. Financial Accounting for Managers- Sanjay Dhmiya, Pearson Publications10. Accounting For Management- Jawahar Lal, HPH |
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Management Information System

Programme Code		GSW-PG-02-MB		
Programme Name		MBA		
Course Code		MBC07		
Course Name		Management Information System		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		3 – 1 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic Computer Skills & IT Knowledge. • Business & Management Concepts. • Basic knowledge of data analysis and business performance metrics. • Familiarity with ERP, SCM, and CRM concepts. 		
Course Objectives		<ol style="list-style-type: none"> 1. To understand the concepts, types, and strategic role of MIS in business decision-making. 2. To analyse how MIS supports HR, finance, production, marketing, and service industries. 3. To examine ERP, SCM, and CRM models, their benefits, and their role in business integration. 4. To utilize tools like the Balanced Scorecard and dashboards to measure and improve business operations. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level(BTL)
CO1	The students will understand the concept of Management information for decision making and the KPIs for business operations.	PO1, PO2, PO5, PO6, PSO1	L – 1 L – 2 L – 6	Remember Understand Create
CO2	The students will be able to apply MIS in production, human resources, finance and marketing domains.	PO1, PO2, PO4, PO5, PSO1, PSO2	L – 2 L – 3 L – 4	Understand Apply Analyse
CO3	The students will be able to understand service concepts and apply MIS in service sector.	PO1, PO2, PO4, PO5, PO8, PSO1	L – 2 L – 3 L – 4	Understand Applying Analyse
CO4	The students will get exposure to modern information systems like ERP, SCM and CRM.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	L – 1 L – 2 L – 4	Remember Understand Analyse
Syllabus				

Unit	PO/PSO Mapped	Cognitive Levels	Content
Unit I CO1	PO1, PO2, PO5, PO6, PSO1	L – 1 L – 2 L – 6	Concepts & Types of Information Systems. Components of MIS. Strategic Management of Business. Balance Score Card, Scorecard and Dashboard, measures of business operations and business performance. Steps for strategic design of MIS.
Unit II CO2	PO1, PO2, PO4, PO5, PSO1, PSO2	L – 2 L – 3 L – 4	Applications of MIS in Manufacturing Sector: Model of Information Processing System. Application of Model to human resource management, financial management, production management, marketing management.
Unit III CO3	PO1, PO2, PO4, PO5, PO8, PSO1	L – 2 L – 3 L – 4	Introduction to Service Sector, creating distinctive service, service concept, service process cycle, service management system, MIS application in Service industry – banking & insurance
Unit IV CO4	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	L – 1 L – 2 L – 4	Enterprise Management System. ERP Systems, Models of business functions integration. ERP Model and Modules. Business organization model. ERP product characteristics. Benefits of ERP. Basics of SCM & CRM. EMS Model.
Text- Books:			<ol style="list-style-type: none"> 1. Management Information Systems (1st Edition) Giridhar Joshi, Oxford University Press 2. Management Information Systems (4th Edition) Waman S Jawadekar, McGraw Hill Publication
Reference Books:			<ol style="list-style-type: none"> 1. Ashok Arora and Akshya Bhatia, “Management Information systems”, Excel Books. 2. A.K. Gupta, “Management Information System”, S. Chand & Co 3. M. Jaiswal, “Management Information systems”, – Oxford publishing house 4. Oz, “Management Information Systems”, Thomson Learning Books, 3rd Edition

Environmental Sustainability and Governance

Programme Code		GSW-PG-02-MB		
Programme Name		MBA		
Course Code		MBSF01		
Course Name		Environmental Sustainability and Governance		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Skill / Foundation		
LTP Structure (L-T-P)		3 – 1 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic understanding of Environmental Science • Awareness of Business Ethics & Corporate Social Responsibility (CSR) • Basic Knowledge of Sustainable Development & Policy Frameworks • Fundamental Understanding of Corporate Governance & Data Management 		
Course Objectives		<ol style="list-style-type: none"> 1. To develop an understanding of environmental issues, the impact of pollution on ecosystems. 2. To examine the role of individuals, corporations, and society in promoting sustainable development and implementing environment-friendly practices in daily life and workplaces. 3. To provide knowledge of sustainability audits, their significance in corporate governance, and evolving ESG compliance standards worldwide. 4. To explore the principles of corporate governance and data governance, and the integration of Indian philosophical wisdom in governance models. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level(BTL)
CO1	Students will differentiate between CSR and ESG, recognize climate change challenges, and analyse the importance of treating nature as a business asset.	PO1, PO3, PO8, PSO3	L – 2 L – 4	Understand Analyse
CO2	Students will explore Sustainable Development Goals (SDGs), assess the positive and negative impacts of technology, and understand how corporate responsibility aligns with environmental conservation.	PO3, PO7, PO8, PSO3	L – 3 L – 5	Apply Evaluate
CO3	Students will learn the framework and process of conducting sustainability audits, evaluate Indian and global ESG reporting requirements, and understand the role of regulatory bodies in sustainability governance.	PO2, PO4, PO5, PSO1	L – 4 L – 5	Analyse Evaluate
CO4	Students will analyse Vidur Niti, Bhagavad Gita, and Arthashastra in governance, differentiate corporate and data governance, and understand the importance of data integrity and security in business operations.	PO1, PO3, PO6, PO8, PSO2	L – 4 L – 2	Analyse Understand

Syllabus			
Unit	PO/PSO Mapped	Cognitive Levels	Content
Unit I CO1	PO1, PO3, PO8, PSO3	L – 2 L – 4	Environmental Issues: Meaning & Definition of Pollution, Environment and Pollutants, Causes and Effects of different types of Pollutants on Ecosystem, Greenhouse Effect & Global Warming and Climate Change Introduction to ESG: The Changing Role of Business in Society, Treating Nature as a Commodity, Greening of Business, Natural Capital-Meaning, Basics of ESG, Difference between CSR and ESG & Need & Significance of ESG
Unit II CO1	PO3, PO7, PO8, PSO3	L – 3 L – 5	Role of Individuals, Corporate and Society - Environmental Values, Positive and Adverse Impact of Technological Developments on Society and Environment, Role of an individual/ Corporate/ Society in environmental conservation, Environmental Management and Sustainable Development: An overview, Sustainable Development Goals (17 SDGs), Significance of Sustainable Development, Environment Friendly Practices at Workplace and Home
Unit III CO1	PO2, PO4, PO5, PSO1	L – 4 L – 5	Sustainability Audit- Meaning of Sustainability Audit, Rise / Evolution of Sustainability Audit, Framework of Sustainability Audit, Process of conducting Sustainability Audit, Audit Standards on Sustainability & Importance of Sustainability Audit. Emerging Mandates from Government and Regulators- ESG Reporting in India, ESG regulations around the world
Unit IV CO1	PO1, PO3, PO6, PO8, PSO2	L – 2 L – 4	Meaning and Definitions of Corporate Governance, Advantages of Corporate Governance, Need for Corporate Governance, Elements/Scope of Corporate Governance, Governance from Indian Scriptures- Vidur Niti, Bhagavad Gita & Arthashastra, Roots of Corporate Governance in Indian Ethos, Corporate Governance – Contemporary Developments in India, Importance of Data Governance, Data Governance Challenges, Difference between Data Governance and Data Management & Implementing an Effective Data Governance Framework.
Text- Books:			<ol style="list-style-type: none"> 1. “Our Common Future” – The Brundtland Report (by the World Commission on Environment and Development) 2. “Sustainable Finance and ESG” – Marcelo Giugale 3. “Corporate Governance: Principles, Policies, and Practices” – Bob Tricker
Reference Books:			<ol style="list-style-type: none"> 1. “Environmental Management” – N.K. Uberoi 2. “Corporate Sustainability, ESG, and Environmental Responsibility” – Christopher G. Beehner 3. “Sustainable Development: An Introduction” – John Pezzey 4. “Sustainability Accounting and Reporting” – Stefan Schaltegger, Roger Burritt & Holger Petersen 5. “Vidur Niti: A Guide to Governance” – Pavan Choudary 6. “Data Governance: How to Design, Deploy, and Sustain an Effective Data Governance Program” – John Ladley

Project Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBSF02			
Course Name	Project Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ol style="list-style-type: none"> 1. A foundational understanding of management concepts, including planning, organizing, controlling, and leadership. 2. Strong verbal and written communication skills for clear project documentation, presenting progress reports, and conveying project goals to team members and stakeholders. 3. Familiarity with basic time management principles, including prioritization and scheduling. 			
Course Objectives	<ol style="list-style-type: none"> 1. To provide an in-depth understanding of the fundamental principles and practices of project management. 2. To equip students with the necessary skills to plan, execute, and control projects effectively in various business contexts. 3. To develop the ability to use project management tools and techniques for managing scope, time, cost, quality, risk, and stakeholder expectations. 4. To foster critical thinking in solving project-related problems and making informed decisions. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define Project Management, Analyze the Project Life cycle, Compare the various organizational structures used in projects, Design project scope and project priorities.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L – 1 L – 4 L – 5 L – 6	Remember Analyze Evaluate Create
CO2	Interpret the types of project constraints, Make use of Project Management Plan to Develop Project Network activities, Analyze the various costs associated with a Project.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L – 2 L – 3 L – 4 L – 6	Understand Apply Analyze Create
CO3	List the qualities of a project manager, Apply the concept of five stage team development model to Build High performance Project Teams, Discover the Risk Management process.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L – 1 L – 3 L – 4 L – 6	Remember Apply Analyze Create
CO4	Illustrate the structure of Project Monitoring Information system, Examine the Project Control Process and Formulate a mechanism for Project closure.	PO1, PO2,	L – 2 L – 4	Understand Analyze

		PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L – 6	Create
Syllabus				
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content	
Unit I CO1	L – 1 L – 4 L – 5 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Introduction to Project Management Meaning, characteristics, objectives of a Project, Importance of Project Management, Project Life Cycle, Project Scope and Project Priorities, Identifying Project stakeholders, Organizational structures used in Project.	
Unit II CO2	L – 2 L – 3 L – 4 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Project Planning & scheduling Project Management Plan and its Process, Work Breakdown Structure (WBS), Developing a Project Network Activities: Sequencing, Duration and scheduling, CPM/PERT. Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top Down & Bottom-Up methods of Estimating, Various Costs associated with Projects, Types of resource constraints, options for accelerating project completion.	
Unit III CO3	L – 1 L – 3 L – 4 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Managing Project Teams & Risk Management Managing Project Teams: Five Stage Team Development Model, Building high performance project teams; Role of Leadership in Project Management, Ethics in Project Management, Qualities of an effective Project Manager. Risk Management: Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control	
Unit IV CO4	L – 2 L – 4 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Project Performance, Evaluation & Closure Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure, Wrap-up Closure activities	
Text- Books:			1. Project Management – The Managerial Process, Gray, C. F., Larson, E. W., and Joshi, R., McGraw Hill Education, 8 th Edition. 2. Project Management – V. C. Sontakki, Himalaya Publishing House. 3. Project Management – S. Chowdhary, McGraw Hill,	
Reference Books:			1. Project Management: A Managerial Approach – Meredith, J. R. and Mantel, S. J., Wiley, PMBOK Guideline Book. 2. Project Management – Achieving Competitive Advantage , Jeffrey Pinto, Pearson Publishing House Ltd., 5 th Edition. 3. Project Management for Business and Technology – Principles and Practice , John M. Nicholas, Prentice – Hall of India Ltd. 4. A Guide on Project Work – Narendra Singh, Himalaya Publishing House.	

Emotional Intelligence & Neuroscience of Leadership

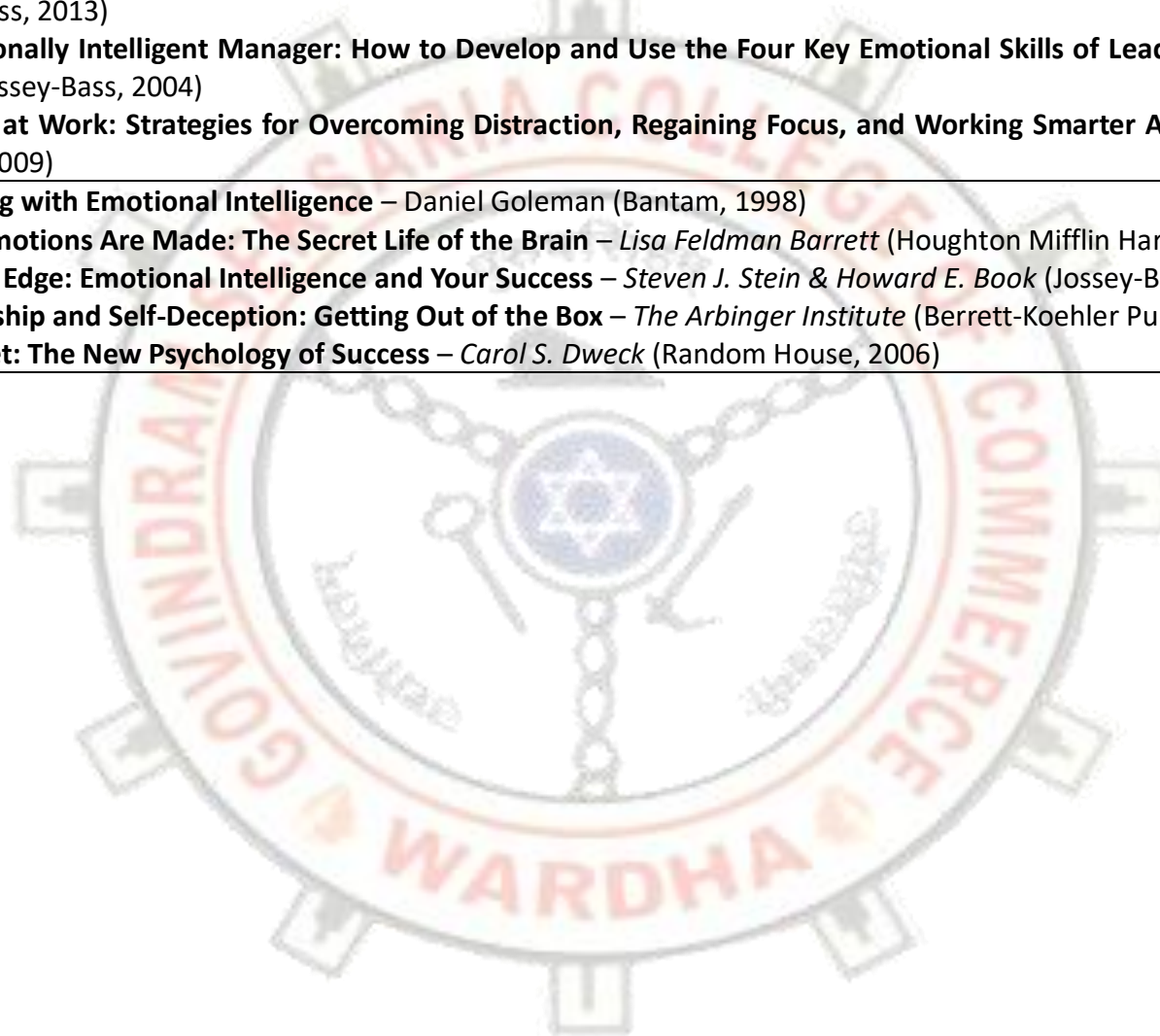
Programme Code		GSW-PG-02-MB		
Programme Name		MBA (Master of Business Administration)		
Course Code		MBSF03		
Course Name		Emotional Intelligence & Neuroscience of Leadership		
No. of Credits		04		
Teaching Hours		60 Hours		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 0		
Pre-Requisites for the Course		<ol style="list-style-type: none"> 1. Ability to express thoughts clearly, actively listen, and collaborate effectively in social and professional settings. 2. Capability to analyse emotions, reflect on personal strengths and areas for growth, and apply emotional regulation techniques. 		
Course Objectives		<ol style="list-style-type: none"> 1. Understand the Fundamentals of Emotional Intelligence – To introduce the concept, significance, and models of emotional intelligence, along with its neurological basis and business applications. 2. Develop Self-Awareness and Emotional Regulation – To enhance self-awareness and self-management by understanding emotional regulation techniques based on neuroscience. 3. Strengthen Social Awareness and Relationship Management – To develop social awareness, relationship management, and political intelligence skills essential for effective leadership. 4. Apply EI for Leadership and Team Effectiveness – To explore the role of EI in leadership, decision-making, and team dynamics while learning strategies for measuring and improving EI. 		
Course Outcomes		Students will be able to:		
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define and explain the fundamentals of EI, its importance, and key building blocks. Apply and differentiate various EI models. Examine the neuroscience behind emotional regulation. Assess the role of EI in leadership effectiveness and business success.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1, L – 2, L – 3, L – 4, L - 5	Remember, Understand, Apply, Analyze, Evaluate
CO2	Explain self-awareness concepts. Apply neuroscience principles to explain emotional regulation. Examine emotional triggers and management techniques. Assess and compare emotional regulation techniques. Develop personalized self-awareness and self-regulation strategies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1,	L – 2, L – 3, L - 4, L – 5, L - 6	Understand, Apply, Analyze, Evaluate, Create

		PSO2, PSO3		
CO3	Comprehend and explain social awareness and empathy concepts. Make use of persuasion and influence techniques in leadership. Examine the neuroscience behind empathy and the role of EI in leadership. Assess and compare relationship management strategies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 2, L – 3, L – 4, L – 5	Understand, Apply, Analyze, Evaluate
CO4	Explain and apply leadership models and relationship-building strategies. Examine different EI measurement tools and frameworks. Assess and compare assessment strategies and leadership approaches. Design and develop strategies for team creativity, goal setting, and feedback.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L- 2, L – 3, L – 4, L – 5, L – 6	Understand, Apply, Analyze, Evaluate, Create

Syllabus

Unit	CO	PO/PSO Mapped	Content
Unit I	CO1	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Fundamentals of Emotional Intelligence Concept and Importance of Emotional Intelligence (EI) Models of Emotional Intelligence: Ability, Trait, and Mixed Models Building Blocks of EI: Self-Awareness, Self-Management, Social Awareness, and Relationship Management Neuroscience Behind EI: Brain Regions Involved in Emotional Regulation Business Case for EI: Role in Organizational Success, Case Studies on Leadership Effectiveness
Unit II	CO2	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Personal Competence Self-Awareness: Recognizing and Understanding One's Own Emotions, Strengths, and Areas for Development Neuroscience of Self-Awareness: The Prefrontal Cortex and Emotional Regulation Self-Management: Managing Stress, Fear, Anxiety, and Anger Effectively Techniques for Emotional Regulation: Mindfulness, Resilience, and Coping Mechanisms Practical Activities for Enhancing Self-Awareness and Self-Control
Unit III	CO3	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Social Competence Social Awareness: Understanding Others' Perspectives, Empathy, and Organizational Awareness, Neuroscience of Empathy and Social Perception Political Intelligence in Leadership: Influence, Persuasion, and Workplace Dynamics Relationship Management: Effective Communication, Teamwork, Collaboration, and Conflict Resolution Leadership and Emotional Intelligence: Personality, Traits, and Influence on Leadership Effectiveness
Unit IV	CO4	PO1, PO2, PO3, PO4, PO5,	Leadership, Team Management, and EI Development Measuring Emotional Intelligence: Tools and Frameworks for EI Assessment Strategies to Develop and Enhance EI in Leaders Leadership Development: The Action-

		PO6, PO7, PO8, PSO1, PSO2, PSO3	Observation-Reflection Model Team Leadership: Motivation, Decision-Making, and Conflict Management Building Effective Relationships with Subordinates and Peers Fostering Team Creativity, Goal Setting, and Constructive Feedback
Text- Books:	<ol style="list-style-type: none"> 1. Emotional Intelligence: Why It Can Matter More Than IQ – <i>Daniel Goleman</i> (Bantam Books, 1995) 2. Primal Leadership: Unleashing the Power of Emotional Intelligence – <i>Daniel Goleman, Richard Boyatzis, Annie McKee</i> (Harvard Business Review Press, 2013) 3. The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership – <i>David R. Caruso & Peter Salovey</i> (Jossey-Bass, 2004) 4. Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long – <i>David Rock</i> (Harper Business, 2009) 		
Reference Books:	<ol style="list-style-type: none"> 1. Working with Emotional Intelligence – <i>Daniel Goleman</i> (Bantam, 1998) 2. How Emotions Are Made: The Secret Life of the Brain – <i>Lisa Feldman Barrett</i> (Houghton Mifflin Harcourt, 2017) 3. The EQ Edge: Emotional Intelligence and Your Success – <i>Steven J. Stein & Howard E. Book</i> (Jossey-Bass, 2011) 4. Leadership and Self-Deception: Getting Out of the Box – <i>The Arbinger Institute</i> (Berrett-Koehler Publishers, 2018) 5. Mindset: The New Psychology of Success – <i>Carol S. Dweck</i> (Random House, 2006) 		



Marketing Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC08			
Course Name	Marketing Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic understanding of business principles. • Knowledge of gathering, analyzing and interpreting market data. • Strategic thinking along with analytical skills. 			
Course Objectives	<ol style="list-style-type: none"> 1. Understand Core Marketing Concepts: To familiarize students with the fundamental principles and terminology of marketing, including the 4 Ps (Product, Price, Place, Promotion) and the concept of customer value. 2. Analyze Consumer Behaviour: To enable students to understand the psychological, social, and cultural factors that influence consumer decisions and to apply this knowledge to segment markets effectively. 3. Develop Strategic Marketing Skills: To equip students with the tools and frameworks necessary to develop, implement, and evaluate marketing strategies that align with organizational goals. 4. Enhance Marketing Research Competency: To teach students how to conduct market research, analyze data, and interpret findings to make informed marketing decisions. 5. Master the Marketing Mix Decisions: To help students understand how to design and implement the right mix of product, price, place, and promotion to meet customer needs and achieve competitive advantage. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define marketing and list its importance and functions, Summarize the Evolution of Marketing, Distinguish between selling and marketing, Measure the numerous macro and micro marketing environment	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 4 L – 5	Remember Understand Analyze Evaluate
CO2	Explain the concept of Market segmentation, Apply the principles of segmentation to real world offerings, Inspect differentiation and positioning, Estimate the various levels of segmentation for consumer goods and services	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 2 L – 3 L – 4 L – 5	Understand Apply Analyze Evaluate
CO3	List the importance of consumer behaviour, Compare the industrial and consumer buying behaviour, Formulate consumer buying behaviour for FMCG product, Classify the factors influencing consumer behaviour	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 3 L – 4 L – 6	Remember Understand Apply Analyze Create

CO4	Explain the concept of marketing mix, Compare the 7P’s of marketing, Evaluate the PLC of product and Design strategies across the various stages of PLC.		PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 2 L – 4 L – 5 L – 6	Understand Analyze Evaluate Create
Syllabus					
Units/CO	Cognitive Levels	PO/PSO Mapped	Content		
Unit-I CO1	L – 1 L – 2 L – 4 L – 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Introduction to Marketing & Marketing Environment Marketing – Definition, functions and importance of Marketing; Evolution of Marketing; Core Concepts of Marketing – need, want, demand, customer, consumer, customer satisfaction, customer delight, customer loyalty; Functions of marketing manager; selling vs marketing, concept of marketing myopia. Marketing environment – macro and micro environment, major forces impacting macro and micro environment, need for analysing marketing environment.		
Unit-II CO2	L – 2 L – 3 L – 4 L – 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Market Segmentation & Marketing Research Market segmentation and positioning – Concept, need and benefits. Levels of segmentation - Geographic, Demographic, Psychographic, Behavioural bases for segmentation for consumer goods and services, segmentation for business markets, Concept of Target market, Concept of differentiation and positioning, Value Proposition and unique selling Proposition; Concept of Marketing Research and its process.		
Unit-III CO3	L – 1 L – 2 L – 3 L – 4 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Consumer Behaviour Consumer Behaviour – Meaning & importance of consumer behaviour; Buyer behaviour -Understanding Industrial and Consumer Buyer Behaviour, five steps consumer buyer decision process – Problem recognition, information search, evaluation of alternatives, purchase decision, post purchase behaviour; Online buyer behaviour; Factors influencing consumer behaviour.		
Unit-IV CO4	L – 2 L – 4 L – 5 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Marketing Mix Concept of Marketing Mix, 7P’s – Product, Price, Place, Promotion, People, Process, Physical Evidence; Product life cycle – Concept and characteristics of PLC, strategies across stages of PLC.		
Text- Books:		1. Marketing Management – Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson. 2. Marketing Management – Rajan Saxena, TMGH. 3. Marketing – Lamb Hair Sharma, Mc Daniel, Cengage Learning. 4. Marketing Research & Consumer Behaviour – S. Sumathi,P. Saravanel, Vikas Publishing House.			
Reference Books:		1. Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan Haque, Pearson. 2. Marketing Management - Text and Cases, Tapan K Panda, Excel Books. 3. Marketing Management – Ramasamy & Namakumari, Macmillan.			

Human Resource Management

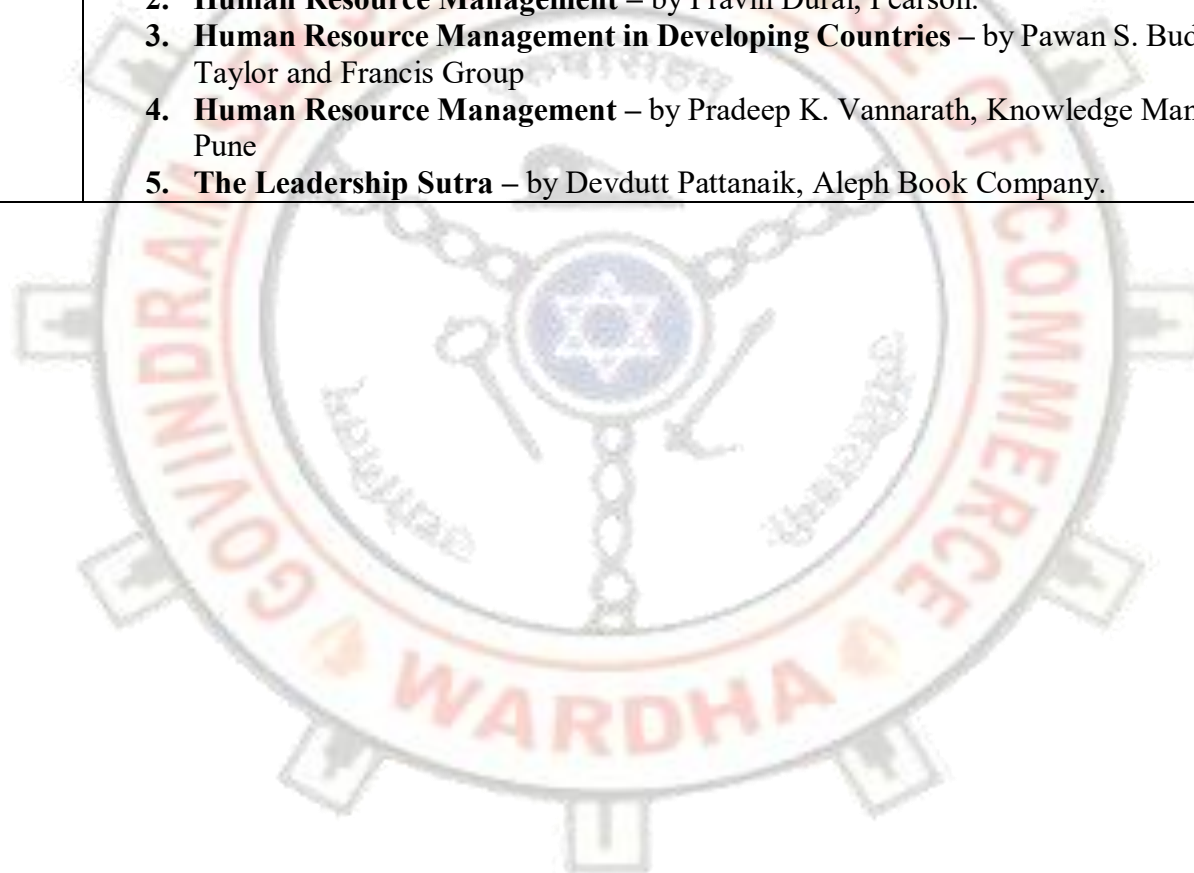
Programme Code	GSW-PG-02-MBwa
Programme Name	MBA (Master of Business Administration)
Course Code	MBC09
Course Name	Human Resource Management
No. of Credits	04
Teaching Hours	60 Lectures
Evaluation Scheme	70 (External) + 30 (Internal) = 100
Group under NEP Scheme	Major Core
LTP Structure (L-T-P)	4 – 0 – 0
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic Understanding of Management Principles – Familiarity with fundamental management concepts, functions, and organizational structures. • Knowledge of Business Environment – Awareness of economic, legal, and social factors influencing business and HR practices. • Communication and Interpersonal Skills – Ability to engage in effective verbal and written communication, essential for HR roles. • Analytical and Critical Thinking – Capability to assess HR-related issues, interpret policies, and make data-driven decisions. • Fundamentals of Organizational Behavior – Understanding of human behavior in organizations, motivation theories, and workplace dynamics.
Course Objectives	<ol style="list-style-type: none"> 1. To provide students with a fundamental understanding of Human Resource Management, its scope, functions, and the evolving role of HR professionals in organizations. 2. To equip students with the knowledge of job analysis, human resource planning, recruitment, and selection processes, including contemporary trends and challenges in HRM. 3. To develop students' understanding of training and development concepts, methods, and evaluation techniques for enhancing employee performance and growth. 4. To equip students with knowledge of employee welfare, grievance handling, industrial dispute resolution, and legal provisions for workplace safety and harassment prevention.
Course Outcomes	<ol style="list-style-type: none"> 1. Students will be able to understand the fundamentals of Human Resource Management, its scope, functions, and the evolving role of HR professionals in organizations. 2. Students will be able to apply job analysis techniques, understand human resource planning, and evaluate recruitment and selection processes, including emerging trends in HRM. 3. Students will be able to analyse the significance of training and development, differentiate training from education, and evaluate various training methods and management development techniques. 4. Students will be able to understand employee welfare provisions, grievance handling mechanisms, industrial dispute resolution, and legal frameworks for workplace safety and harassment prevention.

CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Understand the fundamentals of Human Resource Management, its scope, functions, and the evolving role of HR professionals in organizations.	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2	L – 1 L – 2 L – 4 L – 6	Remember Understand
CO2	Apply job analysis techniques, understand human resource planning, and evaluate recruitment and selection processes, including emerging trends in HRM.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PSO1, PSO2	L – 1 L – 2 L – 4 L – 6	Understand Apply
CO3	Analyse the significance of training and development, differentiate training from education, and evaluate various training methods and management development techniques.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 3 L – 4 L – 5 L – 6	Analyze Evaluate
CO4	Understand employee welfare provisions, grievance handling mechanisms, industrial dispute resolution, and legal frameworks for workplace safety and harassment prevention.	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 5 L – 6	Evaluate Create

Syllabus

Unit	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1 L – 2 L – 4 L – 6	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2	Human Resource Management- Introduction: Concept of Labor and Human Resource; Definition, Nature, Scope, Importance, Evolution of the concept of HRM, Personnel Management vs. Human Resource Management, Role of personnel manager- administrative roles and operational roles, Qualities and Qualifications of a Personnel Manager, Future of HRM- Influencing factors, Functions of a human resource manager.
Unit II CO2	L – 1 L – 2 L – 4 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PSO1, PSO2	Job Analysis, HRP & Acquisition: Job Analysis: - Process, Competency approach, methods to collect job analysis data, Job Description, Job Specifications, Human Resource Planning- Objectives, importance, Process, Recruitment- Introduction, constraints and challenges, sources of recruitment, methods of recruitment, interviews - types of interviews Selection- Interview process, mistakes in interviews; Current Trends in recruitment, effects of Covid pandemic on human resource management.
Unit III CO3	L – 1 L – 2 L – 3 L – 4 L – 5 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Training & Development: - Induction Program & its importance Training- Introduction, benefits, Training vs. Education vs. Development, Checklist to avoid training pitfalls, Philosophy of training in HRM, Types of training, Training methods, Methods of Evaluation, Management Development Program- methods/ techniques.

Unit IV CO4	L – 1 L – 2 L – 5 L – 6	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	Employee welfare, Grievances and Industrial disputes: Employee Welfare- agencies for welfare work, types of welfare facilities, Health and safety- legal provisions regarding health, Effective safety management in the factory, Employee grievances and discipline- Model grievance procedure, approaches to discipline, Vishaka Judgement- harassment at workplace and redressal mechanism.
Text- Books:			<ol style="list-style-type: none"> 1. A Textbook of Human Resource Management, C. B. Mamoria & S. V. Gankar. Himalaya Publishing House 2. Personnel and human Resource management, Text & cases, P Subba Rao, Himalaya Publishing House 3. Human resource Management, P. Jyothi, Publication, Oxford University Press. 4. Human Resource Management, R. Wayne Mondy, Robert M, Noe, Pearson Education, Ninth Edition, 5. Human Resource and Personnel Management -Text and cases, K. Ashwathappa, Publication, TATA Mc- Graw Hill Publications
Reference Books:			<ol style="list-style-type: none"> 1. Human Resource Management – B. B. Mahapatro, New AgInternational Publishers. 2. Human Resource Management – by Pravin Durai, Pearson. 3. Human Resource Management in Developing Countries – by Pawan S. Budhwar and Yaw A Debrah, Routledge Taylor and Francis Group 4. Human Resource Management – by Pradeep K. Vannarath, Knowledge Management and Research Organization Pune 5. The Leadership Sutra – by Devdutt Pattanaik, Aleph Book Company.



Cost & Management Accounting

Programme Code	GSW-PG-02-MB			
Programme Name	MBA			
Course Code	MBC10			
Course Name	Cost & Management Accounting			
No. of Credits	04			
Teaching Hours	60 Lectures			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic understanding of cost & expenses. • Familiarity with fundamental business concepts & its areas of application of funds. • Knowledge of the concepts of historical & forecast accounting. • Basic Understanding of Mathematics. 			
Course Objectives	<ol style="list-style-type: none"> 1. To understand cost types, cost accounting's scope, functions, and differences from financial accounting, and apply this knowledge to prepare cost and tender sheets. 2. To illustrate marginal costing concepts, calculate break-even points, profit-volume ratios, and margin of safety, and analyze their application in financial decision-making. 3. To classify management accounting's role and objectives, and analyze cash and flexible budgets for decision-making. 4. To explain & analyze cash flow statements, their components, and evaluate their significance in assessing a company's financial health. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define cost types, explain cost accounting's scope and functions, distinguish it from financial accounting, and apply their knowledge to create cost and tender sheets.	PO1, PO4, PSO1	L - 1 L - 2 L - 3 L - 5	Remembering Understanding Applying Evaluating
CO2	Explain marginal costing concepts, identify break-even points, profit-volume ratios, and margin of safety, and analyze their application in financial decision-making.	PO1, PO2, PO4, PSO1	L - 2 L - 3 L - 4	Understanding Applying Analyzing
CO3	Classify management accounting's role and objectives, analyze cash and flexible budgets for decision-making.	PO1, PO2, PO4, PSO1, PSO2	L - 1 L - 2 L - 3 L - 4	Remembering Understanding Applying Analyzing
CO4	Describe cash flow statements, analyze their components, and evaluate their significance in	PO1, PO2,	L - 1	Remembering

	assessing a company's financial health.		PO4, PO6, PO8, PSO1, PSO3	L - 2 L – 4 L – 5	Understanding Analyzing Evaluating
Syllabus					
Unit	BTL	PSO	Content		
Unit I (CO1)	L - 1 L - 2 L – 3 L - 5	PO1, PO4, PSO1	Unit Costing Theory: Meaning and Types of costs, Meaning, Objectives, Scope, Importance and functions of Cost Accounting, Costing Principles, Difference Between Cost Accounting and Financial Accounting, Functions of Cost Accountant. Practical Problems: Preparation of Cost Sheet and Tender Sheet.		
Unit II (CO2)	L - 2 L – 3 L – 4	PO1, PO2, PO4, PSO1	Marginal Costing Theory: Meaning of Marginal Costing, Objectives, Need, Importance, Advantages and Disadvantages of Marginal Costing, Meaning and Use of Break-Even Point, Introduction of Various Concepts Like Contribution, Profit Volume Ratio, Fixed Costs, Margin of Safety. Practical Problems: Calculation of BEP in Units and Amount, Profit Volume Ratio, Margin of Safety, Fixed Cost, Sale, Profit, Variable Cost, Contribution.		
Unit III (CO3)	L – 1 L – 2 L - 3 L – 4	PO1, PO2, PO4, PSO1, PSO2	Introduction to Management Account Theory: Meaning of Management Account, Objectives, Scope, Importance and functions of Management Accounting, Difference between Cost Accounting and Management Accounting, Role of Management Accountant. Meaning, Importance & Utility of Cash Budget and Flexible Budget. Practical Problems: Preparation of Cash Budget & Flexible Budget.		
Unit IV (CO4)	L - 1 L - 2 L – 4 L – 5	PO1, PO2, PO4, PO6, PO8, PSO1, PSO3	Cash Flow Statement Theory- Meaning, Objectives of Cash Flow Statement, Importance of Cash Flow Statement, Limitations of Cash Flow Statement, Benefits of Cash Flow Statement, Format of Cash Flow Statement, Difference Between Funds Flow Statement Vs. Cash Flow Statement & Techniques of Preparing Cash Flow Statements. Practical Problems- Preparation of Cash flow Statement.		
Text- Books:		1. Cost & Management Accounting- Ravi M. Kishore, Taxmann Publication, 6 th Edition. 2. Financial Accounting & Analysis – Narender Ahuja & Varun Dawar, Taxmann Publication (2015), 1st Edition. 3. Financial Accounting- A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014. 4. Management Accounting- Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012. 5. A Text book of Cost and Management Accounting- Arora M. N, 11th Edition, Vikas. 6. Financial Cost and Management Accounting 2nd Edition- Dr. P. Periasamy, Himalaya Publishing House 7. Fundamentals of Management Accounting- H. V.Jhamb 8. Managerial Accounting- Dr. Mahesh Abale and Dr. Shriprakash Soni Management Accounting, Dr. Mahesh Kulkarni			
Reference Books:		1. Financial Accounting – Raman B. S, Vol I & Vol II, 1 /e, United Publishers, 2009. 2. Financial, Cost and Management Accounting- Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House. 3. Managerial Accounting- James Jambalvo, 4nd Edition, Wiley India Pvt. Ltd.			

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| | <ul style="list-style-type: none">4. Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH.5. Financial Cost and Management Accounting- P. Periasamy6. Financial Accounting for Management- Shankarnarayanan Ramanath, CENGAGE Learning7. Accounting For Management- S. N. Maheshwari |
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Operations Management

Programme Code		GSW-PG-02-MB		
Programme Name		MBA (Master of Business Administration)		
Course Code		MBC11		
Course Name		Operations Management		
No. of Credits		04		
Teaching Hours		60 Hours		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none">• Basic knowledge of management• Knowledge of mathematical and quantitative analysis		
Course Objectives		<ul style="list-style-type: none">• Understand the fundamentals of operations management• Analyze the production and layout decisions• Develop skills in capacity planning and resource management• Get acquainted with the concept of materials management and vendor and purchase management• Understand the importance of inventory management		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define Operations Management and list its significance, Identify different types of production, Examine the factors influencing layout decisions, Select the best type of plant layout.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 3 L – 4 L – 5	Remember Apply Analyze Evaluate
CO2	Explain the factors affecting capacity planning, Analyze the various bottlenecks, Choose an appropriate process for a given product or service, Decide the best manufacturing strategy, Explain the concept of PPC and MPS.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 2 L – 3 L – 4 L – 5	Understand Apply Analyze Evaluate
CO3	Recall the concept of materials management and Explain the functions of Materials Management, Identify the modern trends in Materials Management, Analyze the objectives and functions of purchase management, Evaluate potential vendors, Choose the best type of store layout.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 3 L – 4 L – 5 L – 6	Remember Understand Apply Analyze Evaluate Create
CO4	Define inventory, Interpret the types of inventories, Examine the various inventory costs, Determine the Economic Order quantity, Plan the best inventory technique to be adopted	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L – 1 L – 2 L – 4 L – 5 L – 6	Remember Understand Analyze Evaluate Create

Syllabus			
Units/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit-I CO1	L – 1 L – 3 L – 4 L – 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Introduction Concept of Operations Management, Nature and its importance, difference between – manufacturing & services, capacity and equipment selection decisions, Production process, Types of production, Plant location factors, Types of manufacturing and service layouts. Factors influencing layout decisions. Types of Plant Layouts – Product Layout, Process Layout, Fixed Position Layout, Cellular manufacturing.
Unit-II CO2	L – 2 L – 3 L – 4 L – 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Capacity Planning & Resource Requirement planning Concept of Capacity planning, Factors affecting Capacity planning, capacity planning process, strategies and type, Bottleneck Analysis. Concept of Aggregate planning, Process planning, Process selection, make to stock, design to order, make to order, assemble to order, PPC – Concept, Importance, Role and function of PPC, Concept of MPS.
Unit-III CO3	L – 1 L – 2 L – 3 L – 4 L – 5 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Material and Purchase Management Materials Management – Concept, Importance, Functions, Modern trends in Materials Management, Material Handling, Material Handling Principles, and equipment, MRP, MRP – II. Purchase Management – Concept, objectives, functions, Purchasing cycle. Vendor Management – Vendor evaluation and vendor rating plans. Stores Management – Objective and functions of store keeping, location of stores, types of stores layout, measurement of stores efficiency.
Unit-IV CO4	L – 1 L – 2 L – 4 L – 5 L – 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Inventory Management Inventory Management – Concept, need for inventory, types of inventories. Inventory costs. EOQ – definition, basic model, EOQ with discount. Inventory control – classification of materials – ABC analysis, VED, HML, FSN, GOLF, SOS.
Text- Books:		<ol style="list-style-type: none"> 1. Production & Operations Management – K. Aswathapa and Shridhar Bhat, Himalaya Publishing House. 2. Materials Management: An Integrated Approach, P. Gopalakrishnan, M. Sundaresan, Prentice Hall India Learning Private Ltd. 3. Production & Operations Management – S N Chary McGraw Hill. 	
Reference Books:		<ol style="list-style-type: none"> 1. Operations Management – B. Mahadevan, Pearson Publication. 2. Operations Management – William J. Stevenson, TMGH 3. Purchasing and Materials Management – P. Gopalakrishnan, McGraw Hill Education 	

Business Analytics

Programme Code		GSW-PG-02-MB		
Programme Name		(MBA) Master of Business Administration		
Course Code		MBC12		
Course Name		Business Analytics		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 1		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic knowledge of statistical concepts - mean, median, mode, variance, probability. • Familiarity with Excel functions like sorting, filtering, and basic formulae 		
Course Objectives		<ol style="list-style-type: none"> 1. To introduce the core concepts of Business Analytics and its relevance in decision-making. 2. To familiarize students with the knowledge of data management processes, ethical implications and various applications of Business Analytics in key domains. 3. To enhance students' analytical skills through descriptive, predictive, and prescriptive analytics. 4. To develop practical skills using tools like Excel for data preparation, visualization, and predictive modeling. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the role of Business Analytics and its historical evolution, along with its influence on managerial decisions.	PO6	L – 1	Remember
CO2	Identify and utilize diverse data sources, and apply data cleaning and warehousing techniques effectively.	PO1,PO2, PO4,PO5,PSO1	L – 1 L - 2 L – 3	Remember Understand Apply
CO3	Demonstrate how Business Analytics applies to Finance, HR, and Marketing while understanding the ethical considerations involved.	PO1, PO2,PO3,PO5, PSO2	L - 1 L – 2	Remember Understand

CO4	Create dashboards, develop predictive models, and solve optimization problems using tools like Excel	PO2,PO4,PO5,PSO1,PSO3	L-2 L-3 L-6	Apply Create
Syllabus				
Unit	Content			
Unit I	Overview of Business Analytics & Business Analytics Framework Introduction to Business Analytics, History of Business Analytics, Role of Business Analytics in Management Decision-Making , Key business analyst responsibilities, Business Analytics Framework, Types of Analytics , Key Tools and Trends Shaping Business Analytics.			
Unit II	Data Management for Managers Business Data Sources: Financial, Marketing, Operational, and Customer Data, Understanding Data Warehousing and Database Management in Organizations, Cleaning and Preparing Data Using Excel.			
Unit III	Applications of Business Analytics & Ethics Issues Applications of Business Analytics in Finance, Applications of Business Analytics in Human Resource, Applications of Business Analytics in Marketing, Ethics Issues in Business Analytics.			
Unit IV	Descriptive Analytics, Predictive and Prescriptive Analytics in Business Introduction to Visual Storytelling with Business Data, Dashboards and KPI Metrics for Managers, Creating Dashboards in Excel, How Predictive Analytics Supports Strategic Planning, Introduction to Optimization Models for Resource Allocation, Developing Predictive Models using Tools like Excel Solver .			
Text- Books:	1. Business Analytics: The Science of Data-Driven Decision Making" by U. Dinesh Kumar 2. Fundamentals of Business Analytics, 2ed. R N Prasad, Seema Acharya. 3. Fundamentals of Business Analytics, by Dr. Virendra Chavda 4. Analytics techniques: Descriptive Analytics, Predictive Analytics, Predictive Analytics by Ashish Sharma et.al.			
Reference Books:	1. Microsoft Excel 365 Bible by Michael Alexander, Wiley, 2025 2. Business Analytics Principles, Concepts, and Applications: What, Why, and How by Marc J. Schniederjans , Dara G. Schniederjans , Christopher M. Starkey			

International Business Management

Programme Code		GSW-PG-02-MB		
Programme Name		(MBA) Master of Business Administration		
Course Code		MBC13		
Course Name		International Business Management		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		4 – 0 – 0		
Pre-Requisites for the Course		<ul style="list-style-type: none"> • Basic understanding of business and economic principles • Familiarity with domestic and global trade • Basic Understanding of political, economic, and legal environments • Knowledge of different business structures and global market dynamics • General awareness of cross-border business activities 		
Course Objectives		<ol style="list-style-type: none"> 1. Understand the fundamentals of international business, including its meaning, need, scope, and importance. 2. Analyse the challenges and stages involved in the internationalization of businesses. 3. Evaluate factors affecting international business through PESTEL analysis. 4. Explore various market entry strategies such as exporting, licensing, and joint ventures 5. Examine the roles of key institutions like WTO, IMF, and DGFT in global trade regulation and support. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Remembering the meaning, need, scope, and importance of international business, along with key trade concepts such as import, export, and entrepot trade. Understanding the challenges of international business and differentiate between tariff and non-tariff barriers affecting global trade.	PO1 PO2 PO4 PO6 PO8 PSO2 PSO3	L – 1 L – 2	Remember Understand
CO2	Understand – explain the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors affecting international business. Evaluate appropriate entry strategies (like exporting, franchising, FDI, joint ventures, etc.) in different international business scenarios	PO1 PO2 PO4 PO5 PO6 PO8 PSO2 PSO3	L - 2 L – 6	Understand Evaluate
CO3	Understand: Describe the roles of DGFT, EXIM Bank, WTO, IMF, and other institutions in the promotion of foreign trade. Apply: Use knowledge of trade institutions to determine the appropriate support mechanism for an export company facing financial risk. Analyse the difference in functions between national bodies like EPCs and global organizations like the WTO in shaping trade policy.	PO1 PO3 PO4 PO5 PO6 PO8 PSO2 PSO3	L - 2 L – 3 L – 4	Understand Apply Analyse

CO4	Understand: Explain key concepts related to trade agreements, , Balance of Trade (BoT) and Balance of Payments (BoP), Letter of Credit Apply Import & Export Documentation Flow of FDI in India, EXIM Policy of India, Direction of India's Foreign Trade. Analyse the role of regulatory institutions and exchange mechanisms in shaping India's foreign trade.	PO1 PO2 PO4 PO5 PO6 PO7 PO8 PSO2 PSO3	L - 2 L - 3 L - 4	Understand Apply Analyse
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Syllabus

Unit/COs	PO/PSO Mapped	Cognitive Levels	Content
Unit-1	PO1 PO2 PO4 PO6 PO8 PSO2 PSO3	L - 1 L - 2	Unit 1: Introduction to International Business Meaning, Need, Scope, and Importance of International Business, Challenges in International Business, Stages of Internationalization, Approaches to International Business, Concepts of Import, Export, and Entrepot Trade & Its Significance, Tariff and Non-Tariff Barriers in International Trade
Unit-2	PO1 PO2 PO4 PO5 PO6 PO8 PSO2 PSO3	L - 2 L - 6	Unit 2: International Business Environment and Market Entry Strategies Factors Affecting International Business: Political, Economic, Social, Technological, Environmental, and Legal (PESTEL Analysis), Modes of Entry into International Business: Exporting, Licensing, Franchising Contract Manufacturing, Management Contracts, Turnkey Projects, Foreign Direct Investment (FDI) Mergers and Acquisitions, Joint Ventures, advantages and challenges of different modes of international market entry
Unit-3	PO1 PO3 PO4 PO5 PO6 PO8 PSO2 PSO3	L - 2 L - 3 L - 4	Unit 3: Institutional Framework Supporting Foreign Trade Government Institutions Supporting Foreign Trade: Directorate General of Foreign Trade (DGFT), Export Promotion Councils (EPCs), Export Credit Guarantee Corporation (ECGC), Special Economic Zones (SEZs), Export Processing Zones (EPZs), and Export Oriented Units (EOUs), Export-Import (EXIM) Bank. Role of International Organizations in Trade Regulation: World Trade Organization (WTO), International Monetary Fund (IMF), World Bank, IFC, ADB, IBRD
Unit-4	PO1 PO2 PO4 PO5 PO6 PO7 PO8 PSO2 PSO3	L - 2 L - 3 L - 4	Unit 4: Trade Agreements, Foreign Exchange & Trade Policy Regional Trade Agreements (RTAs) and Their Significance, Balance of Trade (BoT) and Balance of Payments (BoP), Letter of Credit and Its Importance in International Trade, Import & Export Documentation Flow of FDI in India, EXIM Policy of India, Direction of India's Foreign Trade, Role of RBI in Exchange Rate Management, Exchange Rate Mechanisms & Determinants, Currency Convertibility & Exchange Rate Systems: Fixed, Floating, and Hybrid
Text- Books:			<ol style="list-style-type: none"> Global Political Economy, Robert Gilpin, Princeton University Press International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook International Trade Law, Indira Carr and Peter Stone Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Reference Books:

1. **International Economics**, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. **Globalizing Capital**, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.



Business Research Methods & Applications

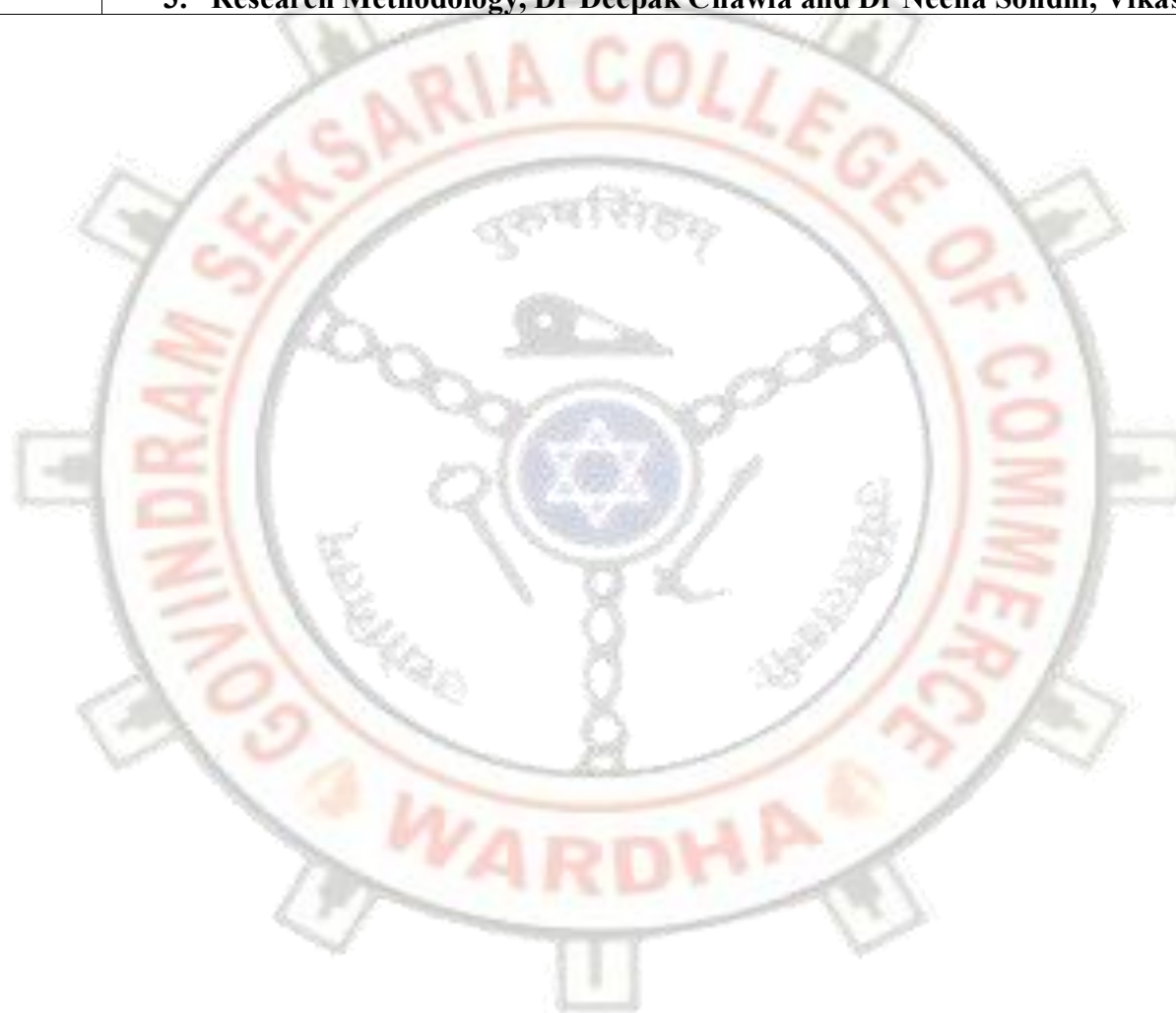
Programme Code	GSW-PG-02-MB
Programme Name	MBA (Master of Business Administration)
Course Code	MBC14
Course Name	Business Research Methods & Application
No. of Credits	04
Teaching Hours	60 Lectures
Evaluation Scheme	70 (External) + 30 (Internal) = 100
Group under NEP Scheme	Major Core
LTP Structure (L-T-P)	4 – 0 – 0
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic Understanding of Business Concepts – Familiarity with fundamental business functions such as marketing, finance, and operations to apply research insights effectively. • Fundamentals of Statistics & Data Analysis – Knowledge of descriptive and inferential statistics, including measures of central tendency, correlation, and hypothesis testing. • Critical Thinking & Analytical Skills – Ability to interpret data, identify patterns, and make evidence-based business decisions. • Basic Knowledge of Research Methodology – Awareness of different types of research, data collection techniques, and the importance of research in business strategy. • Proficiency in MS Excel & Research Tools – Familiarity with spreadsheet applications, statistical software, and data visualization tools for data analysis and reporting.
Course Objectives	<ol style="list-style-type: none"> 1. To equip students with an understanding of research fundamentals, including problem identification, hypothesis formulation, and the research process, for effective application in management. 2. To develop students' understanding of research design principles, types, and processes, enabling them to create valid and reliable research frameworks for effective analysis. 3. To enable students to understand sampling techniques, data collection methods, and their application in conducting effective research. 4. To equip students with the knowledge of scaling techniques, questionnaire design, and research report writing for effective data collection and presentation also with the application of hypothesis testing techniques, including T-Test, Z-Test, ANOVA, and Chi-Square Test, for data-driven decision-making.
Course Outcomes	<ol style="list-style-type: none"> 1. Students will be able to understand the fundamentals of research, identify research problems, formulate hypotheses, and apply research methodologies for effective decision-making in management. 2. Students will be able to understand the principles of research design, differentiate between various research designs, and apply appropriate methodologies to ensure validity and reliability in experimental research. 3. Students will be able to understand sampling concepts, apply appropriate sampling methods, determine sample size, and utilize various data collection techniques for effective research analysis. 4. Students will be able to design effective questionnaires, apply appropriate scaling techniques, structure research reports, and evaluate hypothesis testing using T-Test, Z-Test, ANOVA, and Chi-Square Test for data-driven decision-making.

CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Students will be able to understand the fundamentals of research, identify research problems, formulate hypotheses, and apply research methodologies for effective decision-making in management.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	L-1 L-2 L-3 L-6	Understand Apply
CO2	Students will be able to understand the principles of research design, differentiate between various research designs, and apply appropriate methodologies to ensure validity and reliability in experimental research.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	L-1 L-2 L-3 L-4 L-6	Understand Apply
CO3	Students will be able to understand sampling concepts, apply appropriate sampling methods, determine sample size, and utilize various data collection techniques for effective research analysis.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2, PSO3	L-1 L-2 L-3 L-4 L-5 L-6	Understand Utilize
CO4	Students will be able to design effective questionnaires, apply appropriate scaling techniques, structure research reports, and evaluate hypothesis testing using T-Test, Z-Test, ANOVA, and Chi-Square Test for data-driven decision-making.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2, PSO3	L-1 L-2 L-4 L-5 L-6	Design Apply Evaluate

Syllabus

Unit	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1 L-2 L-3 L-6	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Defining research problem, problem identification process, Introduction to hypothesis testing, Significance of hypothesis testing, Formulation of research hypothesis, Importance and Application of research in Management.
Unit II CO2	L-1 L-2 L-3 L-4 L-6	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2	Research Design - Features of good Design, Types of Research Design – exploratory, descriptive, experimental, Research design process, Classification of research designs – exploratory, secondary source analysis and descriptive; Basic principles of experimental Design, Causality, Validity in experimentation.
Unit III CO3	L-1 L-2 L-3 L-4 L-5 L-6	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2, PSO3	Sampling Design & Data Collection – Sampling concepts, Sampling Methods, determining sample size, Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests.
Unit IV CO4	L-1 L-2 L-4 L-5 L-6	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2, PSO3	Scaling, Questionnaire design and report writing - Introduction, types of measurement scales, classification of scales, Criteria for questionnaire design, types of questionnaires, design procedure, types of questions, Communication and presentation of research, Types of research reports, formulation, Layout, format and guidelines for effective report. Numerical - T Test & Z Test, Z Test – Theory and Applications, T Test - Theory and Applications, ANNOVA and Chi Square Test.

Text- Books:	<ol style="list-style-type: none"> 1. Business Research Methods, Zikmund, Thomson Learning Books 2. Marketing Research, G C Beri third edition McGraw Hill 3. Research Methods in Behaviourial Science, Dwivedi –Macmillan 4. Management Research, Bennet, Roger: ILO, 1993 5. Exploring Research, Salkind, Neil J.: Prentice – Hall, 1997
Reference Books:	<ol style="list-style-type: none"> 1. Research Methodology: Concepts and Cases, Dr. Deepak Chawla & Dr. Neena Sondhi, Vikas Publications 2. Research Methodology Methods and Techniques, C. R. Kothari, New Age International (P) limited Publishers. 3. Research Methodology, Dr Deepak Chawla and Dr Neena Sondhi, Vikas Publishinmg House Pvt. Ltd.



Advanced Technologies in Business

Programme Code	GSW-PG-02-MB			
Programme Name	(MBA) Master of Business Administration			
Course Code	MBGE01			
Course Name	Advanced Technologies in Business			
No. of Credits	04			
Teaching Hours	60 Lectures			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> Familiarity with computers, operating systems, and basic software applications. An understanding of basic networking concepts and internet usage. 			
Course Objectives	<ol style="list-style-type: none"> To familiarize students with the basic ideas behind emerging technologies and how they affect digital transformation and corporate innovation. To gain knowledge of communication technologies and their development, with a focus on contemporary networking and Internet of Things applications. To give students an understanding of big data, content management, and knowledge management systems while emphasizing their function in ethical and data governance. To provide a comprehensive understanding of AI technologies, including machine learning, deep learning, and natural language processing, along with their applications in various industries. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Gain a foundational understanding of emerging technologies and their role in driving business innovation and addressing ethical challenges.	PO6	L – 1	Remember
CO2	Demonstrate a clear understanding of communication technologies and their applications in securing and transmitting data effectively.	PO1, PO6	L – 1 L - 2	Remember Understand

CO3	Acquire practical knowledge of big data and content management tools, enabling them to manage and analyze information responsibly.	PO1, PO3, PO6, PSO2	L - 1 L - 2 L - 4	Remember Understand Analyze
CO4	Apply AI concepts and technologies to real-world problems, demonstrating a thorough grasp of machine learning, deep learning, and NLP applications.	PO2, PO5, PSO1, PSO2	L-2 L-3	Understand Apply

Syllabus

Unit	Content
Unit I	Overview of the basic principles of emerging technologies Definition and Significance of Emerging Technologies, Key Trends in Technology Innovation and Digital Transformation, Frameworks for Business Innovation and Growth, Ethical Implications and Challenges of Technological Advance
Unit II	Communication Technologies Evolution of Communication Technologies: From Analog to Digital, Understanding Networking: LAN, WAN, and Cloud Communications, Internet of Things (IoT) and Its Applications in Communication, Data Transmission and Security in Communication Technologies
Unit III	Big data, knowledge and content management Introduction to Big Data: Volume, Velocity, and Variety, Data Processing and Analytics Tools, Knowledge Management Systems: Definition, Importance, and Applications, Content Management Systems (CMS), Strategies for Data Governance and Ethical Handling of Information
Unit IV	AI Technologies Introduction to Artificial Intelligence: Concepts and Classifications, Applications of AI in Different Sectors, Introduction- Machine Learning, Deep Learning, and Natural Language Processing, Ethical and Social Considerations in AI Development, Prompt Engineering, Future Trends in AI and Its Role in Shaping the Workforce.
Text- Books:	<ol style="list-style-type: none"> 1. Emerging Technologies in Business by Jaipal Dhobale and all. 2. Emerging Technologies in Business Management by Swati Lodha & Nirmala Joshi 3. Applied Artificial Intelligence in Business BY Leong Chan , Liliya Hogaboam & Renzhi Cao
Reference Books:	<ol style="list-style-type: none"> 1. Business Applications of Artificial Intelligence and Machine Learning by Roy Wood.

Advanced Office Management Tools

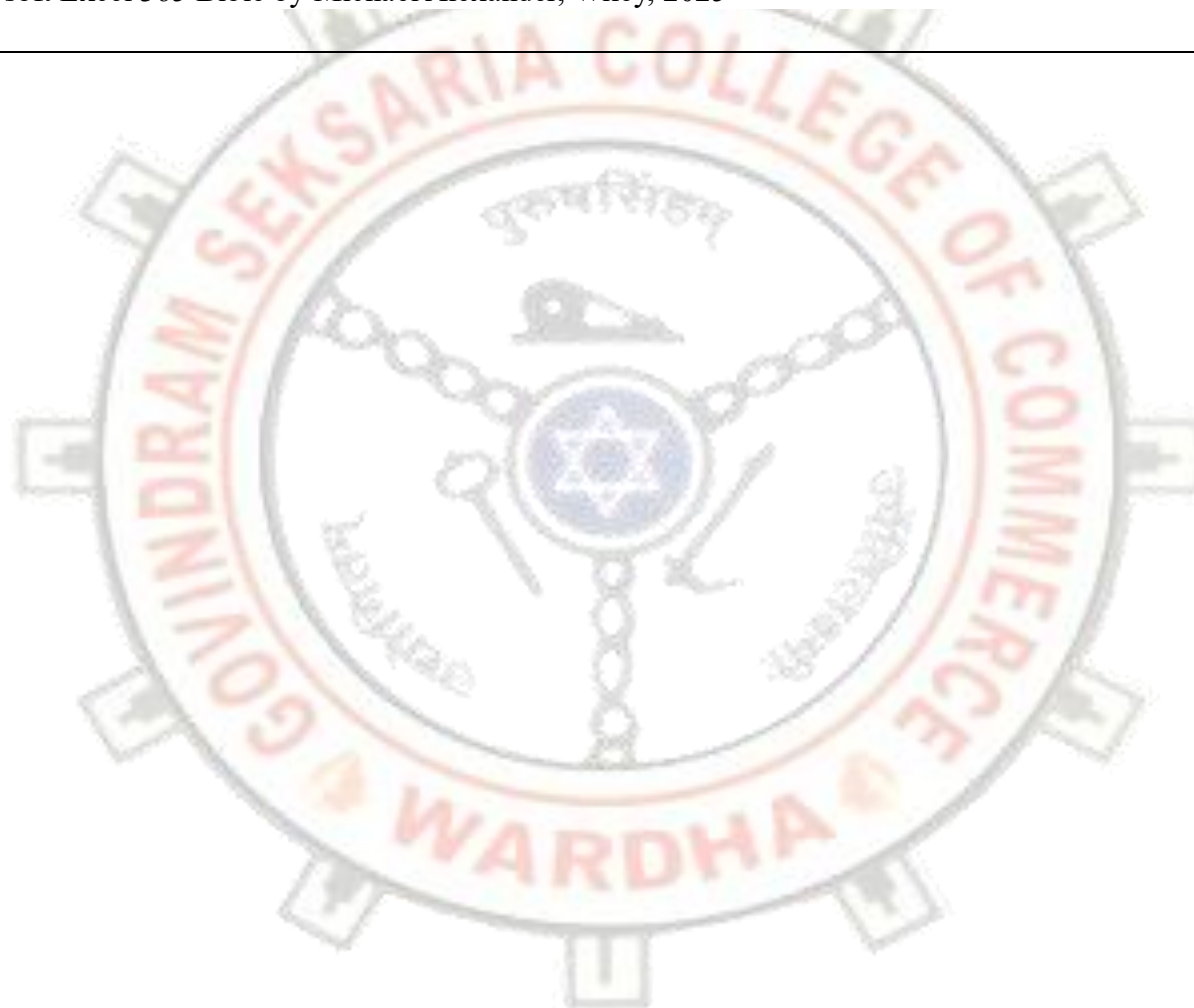
Programme Code		GSW-PG-02-MB		
Programme Name		(MBA) Master of Business Administration		
Course Code		MBGE02		
Course Name		Advanced Office Management Tools		
No. of Credits		04		
Teaching Hours		60 Lectures		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Major Core		
LTP Structure (L-T-P)		3 – 0 – 1		
Pre-Requisites for the Course		<ul style="list-style-type: none"> Understanding how to use a computer, navigate operating systems like Windows, and familiarity with internet usage. 		
Course Objectives		<ol style="list-style-type: none"> To familiarize students with the fundamental concepts and scope of office management, emphasizing its significance in organizational success. To develop proficiency in using MS Word for document creation, formatting, and advanced word processing features. To enable students to create and deliver professional presentations using PowerPoint, incorporating advanced tools and AI applications. To equip students with the skills to work with spreadsheets in Excel, including data analysis, chart creation, and the integration of AI-driven functionalities. 		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Understand office management principles and their application in traditional and digital workspaces.	PO6	L - 1 L – 2	Remember Understand
CO2	Gain hands-on expertise in MS Word, effectively utilizing its advanced features for document creation and management.	PO5,PO6, PSO3	L – 1 L - 2 L – 3 L-6	Remember Understand Apply Create

CO3	Be able to design, format, and deliver impactful presentations using PowerPoint, incorporating innovative tools and features.	PO5,PO6, PSO3	L – 1 L - 2 L – 3 L-6	Remember Understand Apply Create
CO4	Acquire the ability to organize, analyse, and visualize data in Excel, applying advanced formulas and AI functionalities.	PO2,PO5,PO6, PSO1,PSO3	L – 1 L - 2 L – 3 L-6	Remember Understand Apply Create

Syllabus

Unit	Content
Unit I	Introduction to Office Management Definition and Scope of Office Management, Need and Importance of Effective Office Management , Evolution of Office Practices: Traditional vs. Digital Workspaces, Role of Office Management in Organizational Success , Challenges and Best Practices in Modern Office Management
Unit II	Introduction to MS-Word Introduction to Word - Uses of Word Processor – Working with Word - Explore the use of graphics and different fonts, understand and to make use of basic features of documents, Advanced Word Processing - Managing Document Changes - Advanced Editing and Formatting - Protecting and Sharing Documents - Customizing Documents - Using Macros, Quick parts, and Content Links - Using Fields, Forms and Indexes
Unit III	Introduction to Power Point Presentation Introduction to Power point presentation (PPT) – Uses of PPT - Creating and Formatting a Presentation - Slide Show Mode, Speaker Notes, and Outline Mode - Drawing Diagrams - Tables and Charts, review each slide template - Duplicate, move and import slides -Insert pictures and video clips - manage add-ins and security options - Create handouts -Create and apply master slides - Manage proofing options - manage language options -Use “Presenter Tools”- Connect to the projection system, Application of AI in Power point presentation.
Unit IV	Introduction to Excel Introduction Spreadsheets - Uses of Spreadsheets - Anatomy of a Spreadsheet - Creating a Spreadsheet - Formatting a Spreadsheet- Explore the tools available in spreadsheets, including formulas and calculations, Inserting and working on Graphs, Using office backstage - Using basic formulas - Using functions -Formatting cells and Ranges - Formatting worksheets - Managing worksheets - Working with data and Macros – Using advanced formulas - Securing and sharing workbooks - Creating charts - Adding pictures and shapes to a worksheet, Application of AI in Excel.

Text- Books:	<ol style="list-style-type: none"> 1. Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel by Naveen Mishra 2. Presentations with PowerPoint: Learning Made Simple by Moira Stephen 3. Role of Artificial Intelligence in Microsoft Office by Anand Vemula
Reference Books:	<ol style="list-style-type: none"> 1. Microsoft Excel 365 Bible by Michael Alexander, Wiley, 2025



Corporate Image Building

Programme Code	GSW-PG-02-MB			
Programme Name	MBA			
Course Code	MBGE03			
Course Name	Corporate Image Building			
No. of Credits	04			
Teaching Hours	60 Lectures			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Major Core			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	<ul style="list-style-type: none"> • Basic understanding of the core marketing concepts, including how to identify and reach target audiences. • Aware about the fundamentals of managing a company's reputation and communicating with the media. • Knowledge of how brands are created, shaped, and managed to connect with customers. • Have strong writing and speaking skills for effective communication in the business world. • Basic understanding of how companies set goals and create plans to achieve them. • Familiarity with online platforms and digital marketing affects a company's image. • Knowledge of handling situations that could harm a company's image or reputation. 			
Course Objectives	<ol style="list-style-type: none"> 1. To define and explain the concepts of corporate image and reputation, and analyze the factors influencing them, using the Organizational Identity Dynamics model. 2. To understand the dimensions of corporate culture, strategy, and structure, and evaluate the impact of these elements on corporate reputation, using various reputation measurement models. 3. To understand the role of ethics and CSR in corporate branding, apply ethical principles in crisis communication, and create strategies for improving brand equity. 4. To understand emerging trends in corporate communication and branding, and apply these trends to create integrated communication strategies for enhancing corporate image and reputation. 			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define corporate image and reputation, identify key components, explain their importance, and analyze factors affecting reputation.	PO1, PO2, PSO1	L - 1 L - 2 L – 3 L - 4	Remembering Understanding Applying Analyzing
CO2	Explain corporate culture and structure's impact on reputation, apply the Vision-Culture-Image model, and evaluate reputation measurement models.	PO1, PO4, PSO1	L - 1 L - 2 L – 3	Remembering Understanding Applying

			L – 5	Evaluating
CO3	Describe CSR's role in branding, apply ethics in crisis management, and create strategies for enhancing brand equity.	PO3, PO5, PO8, PSO2	L – 1 L – 2 L - 3 L – 6	Remembering Understanding Applying Creating
CO4	Understand emerging trends, apply them in corporate communication, and create strategies for social media and brand promotion.	PO1, PO4, PO5, PO6, PO8, PSO1, PSO3	L - 1 L - 2 L – 3 L - 4 L - 6	Remembering Understanding Applying Analyzing Creating

Syllabus

Unit	BTL	PSO	Content
Unit I (CO1)	L - 1 L - 2 L – 3 L - 4	PO1, PO2, PSO1	Understanding Corporate Image and Corporate Reputation Introduction: Meaning & Concept of Corporate Image and Reputation, Components of Image and Reputation, Developing the rationale for managing corporate reputation, Identifying forces that affect corporate reputation, The organizational Identity Dynamics model Scope of Balancing organization identity for all stakeholders
Unit II (CO2)	L - 1 L - 2 L – 3 L – 5	PO1, PO4, PSO1	Dimensions of Corporate Organization Culture, Strategy: Mission, Values etc., Organization Structure, Systems, Processes, Visual Identity, Systems, Measuring, The Vision-Culture-Image Alignment model, Communication Culture, Measurement of Reputation, Brand Value Chain Model, Reputation Track Model
Unit III (CO3)	L – 1 L – 2 L - 3 L – 6	PO3, PO5, PO8, PSO2	Ethics and CSR in Corporate Image Corporate Citizenship and role of CSR, Ethics and CSR in, Application and Impact of ethics in organizational branding, Managing Crisis Communication, Corporate Behavior, Rumors, grapevine and Propaganda, Branding of Non-Profit and Nongovernment Organizations, Concept and calculation of Brand Equity, Balmer's Affinity Audit
Unit IV (CO4)	L - 1 L - 2 L – 3 L - 4 L - 6	PO1, PO4, PO5, PO6, PO8, PSO1, PSO3	Latest Development Trends and Practices Emerging Trends in Corporate Communication & Corporate Advertising, Building image by branding, Integrated corporate communication, Relevance and impact of press releases in promoting organizations image, Event management and brand promotion activities, Role of Advertising, Media Planning and strategy, Impact of social media, Case Studies on role of social media

Text- Books:

- 1. Strategic brand management: Building, measuring, and managing brand equity-** Keller, K. L., & Swaminathan, V. (2020), Harlow: Pearson Education Limited.
- 2. Corporate Communication: A Guide to Theory and Practice** – Joep Cornelissen, Sage Publications (2017)
- 3. Corporate Social Responsibility: A Case Study Approach** – Seema Gupta, Sage Publications (2013)
- 4. The New Age of Innovation: Driving Co-created Value Through Global Networks** – C.K. Prahalad & M.S. Krishnan, Tata McGraw-Hill (2008)
- 5. Corporate Reputation and Competitiveness: A Business Case Approach** – P.K. Jain, ICFAI University Press (2007)
- 6. Corporate Reputation: 12 Steps to Safeguarding and Recovering Reputation** – Johny K. Jeyaraj, Bloomsbury India

	<p>(2012)</p> <p>7. Strategic Corporate Social Responsibility: Sustainable Value Creation – David Chandler & William B. Werther, Sage Publications (2014)</p> <p>8. Communication and Corporate Reputation – Ronald D. Smith, Pearson (2009)</p>
Reference Books:	<ol style="list-style-type: none"> 1. Podnar, K. (2015). Corporate communication: A marketing viewpoint Routledge. Taylor and Francis Group 2. Influence: The Psychology of Persuasion- Revised Edition, Cialdini, R. B (2006). 3. Corporate communication: A guide to theory and practice 3rd edition- Cornelissen, J. (2011), Sage Publications 4. Branding and Corporate Image – L. Sengupta, Tata McGraw-Hill (2005) 5. Corporate Branding and Corporate Reputation: The Future of Marketing – N. Madhusudhan, Sage Publications (2011) 6. Corporate Image and Brand Management – G.P.S. Raghav, Oxford University Press (2008) 7. Handbook of Corporate Social Responsibility: A Guide for Practitioners and Students – Bhavana Bhatia, Oxford University Press (2013) 8. The Reputation Economy: Understanding the New Currency of Doing Business – Michael Fertik & David C. Thompson, Penguin Random House (2015)

