

Shiksha Mandal's

G. S. College of Commerce, Wardha

Department of Advanced Management Studies (DAMS)

NAAC Accredited Autonomous Institution

Syllabus for the Course of

MASTER OF BUSINESS ADMINISTRATION

as per Bloom's Taxonomy

w.e.f. 2025-27

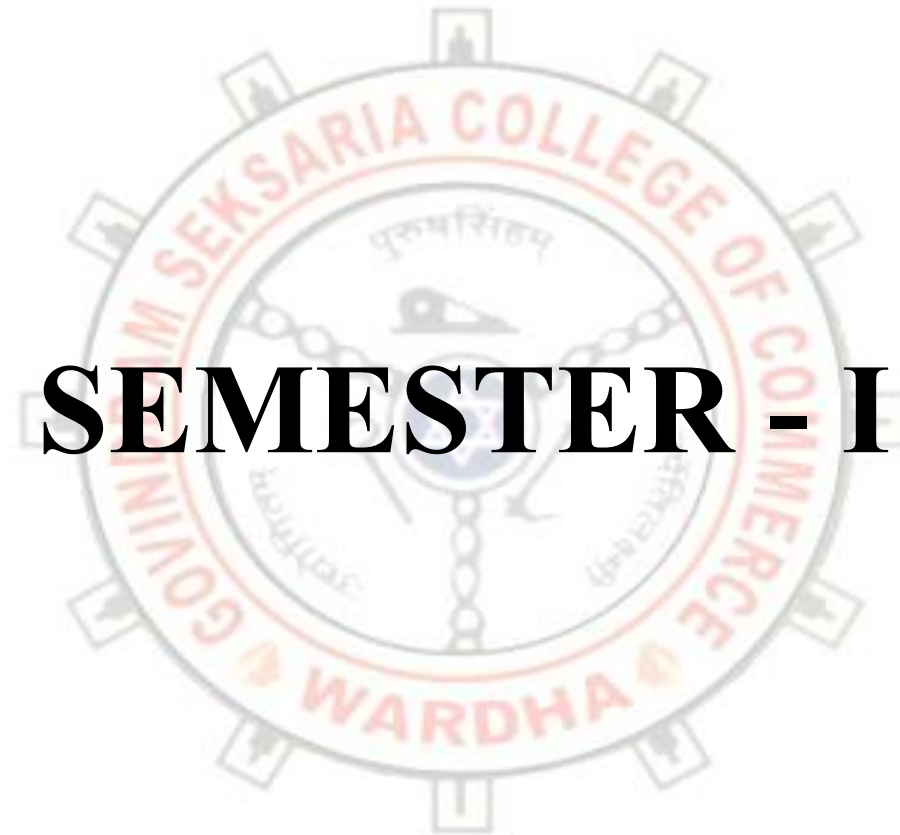
	MASTER OF BUSINESS ADMINISTRATION [M.B.A.]
A	PROGRAMME OUTCOMES
	After completing two years of M.B.A. programme, students are expected to
PO-1	Application of Theories: Apply contemporary management theories and practices to address real-world business issues.
PO-2	Data-Driven Decision Making: Employ 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.

D COURSE OUTCOMES		
	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.
21.	Advanced Strategic Management	Students will be able to analyze complex business environments, formulate advanced strategies, and effectively implement strategic decisions to gain competitive advantage and drive long-term organizational success.
22.	Summer Internship Project/ Report Writing & Assessment	Students will be able to apply theoretical knowledge to real-world business challenges, demonstrate critical thinking and problem-solving skills, and effectively communicate their findings through structured report writing.
23.	Sales & Distribution Management	Students will be able to develop and implement effective sales strategies, manage distribution channels, and optimize sales performance to enhance organizational growth and customer satisfaction.
24.	Retail Sales and Services Management	Students will be able to design and implement effective retail sales strategies, manage customer service operations, and enhance customer satisfaction to drive business performance in the retail sector.
25.	Digital Marketing	Students will be able to develop and execute digital marketing strategies across various online platforms, leveraging data-driven insights to optimize brand engagement, customer acquisition, and business growth.
26.	Corporate Financial Management	Students will be able to demonstrate various aspects of Corporate Financial Management such as Valuation, Dividend policy, mergers, acquisitions and related issues.
27.	Securities Portfolio & Risk Management	Students will know and be able to do analysis valuation of securities, equity analysis, derivatives and portfolio theory.
28.	Advanced Financial Management	Students will be able to develop to ability to take decisions and plan execute and control financial strategies towards attainment of organizational financial goals.
29.	Performance Management System	To enable students to understand and implement effective performance management practices that align individual performance with organizational goals, including performance planning, appraisal, feedback, and development strategies.

30.	Compensation and Benefits Management	To equip students with knowledge of compensation strategies and benefit structures, enabling them to design and manage equitable and competitive reward systems that attract, motivate, and retain talent.
31.	Industrial Relations & Labour Laws	To familiarize students with the dynamics of industrial relations and the legal framework governing labor-management relations in India, including key labor laws, dispute resolution mechanisms, and the role of trade unions.
32.	RDBMS & SQL	Students will understand database management systems (DBMS) and how to organize, store, and manage data efficiently. They will learn SQL to create, update, and query databases, gain practical skills to work with relational models, functions, and data security in real-world applications.
33.	Data Mining & Warehousing	Students will understand data warehousing, data mining, and preprocessing techniques to efficiently manage and analyze large datasets. They will also learn classification, clustering, and association rules to extract valuable insights, helping them apply these concepts in business and technology fields
34.	Data Visualisation Tools for Analytics	Students will be able to create and customize data visualizations using Power BI, making complex data easier to understand. They will learn data transformation, modeling, and advanced DAX functions to build interactive dashboards and share reports effectively for better decision- making
35.	Logistics & Supply Chain Management	To impart knowledge on managing logistics and supply chain processes, focusing on the flow of goods, information, and finances from suppliers to customers for achieving operational excellence.
36.	Operations Research	To introduce students to quantitative decision-making tools and optimization techniques used for solving complex business problems in resource allocation, scheduling, and logistics.
37.	Total Quality Management	To provide students with a comprehensive understanding of quality management principles, tools, and techniques aimed at continuous improvement and customer satisfaction across all organizational processes.
38.	Banking & Insurance Services	Students will be able to understand the structure, functions, and regulatory framework of banking and insurance sectors, and evaluate their role in financial intermediation, risk management, and economic development.
39.	Healthcare Management	Students will be able to explore the organizational, operational, and strategic aspects of healthcare systems, and apply management principles to enhance service quality, efficiency, and patient care outcomes.
40.	Service Management, Operations, Strategy & Information Technology	Students will be able to integrate service management concepts with operations strategy and IT solutions to design, deliver, and improve service experiences and organizational performance.
41	Project Work	Students will be able to apply theoretical knowledge to real-world projects, demonstrate problem-solving and critical thinking skills, and effectively communicate their findings and recommendations in a professional context.
42	MOOC – I	Students will be able to independently engage with online learning platforms, effectively navigate and apply digital learning resources, and enhance their knowledge and skills in specific subject areas.
43	MOOC – II	Students will be able to independently engage with online learning platforms, effectively navigate and apply digital learning resources, and enhance their knowledge and skills in specific subject areas.
44	Exit Seminar	Students will be able to critically analyze and present their academic work, integrate knowledge gained throughout the program, and effectively communicate their research findings in a professional seminar setting.

45	Integrated Marketing Communications & Brand Management	Students will be able to design and implement integrated marketing communication strategies, manage brand equity, and create compelling brand narratives to enhance customer engagement and brand loyalty.
46	Financial Technology Management	Students will be able to understand the evolution of Fintech, analyze its applications in investment and digital currencies, evaluate blockchain and cybersecurity practices, and assess regulatory frameworks to manage risks and drive innovation in financial services.
47	Team Dynamics	To help students understand the principles of effective team building and group behavior by exploring team roles, communication patterns, conflict resolution, leadership styles, and collaboration techniques for achieving organizational goals.
48	Statistics Using R	Students will be able to use R programming for data analysis, statistics, and visualization. They will learn to clean, manipulate, and analyze data, create interactive visualizations, and apply R functions for decision-making in real-world scenarios.
49	Sales & Operations Planning	To enable students to understand and apply integrated planning processes that align sales forecasts with production, inventory, and supply chain activities, ensuring optimal resource utilization and demand-supply balance in business operations.
50	Hospitality Management	Students will be able to analyze and apply key management principles in the hospitality sector, focusing on service excellence, operational efficiency, and customer-centric strategies to drive growth and competitiveness in the service industry.



SEMESTER - I

Semester - I
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	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	• Proficiency in verbal and written communication for effective business interaction. • Being able to think critically and analyze the situations.			
Course Objectives	1. To introduce students to the core principles, functions, and processes of management in organizational settings. 2. To equip students with practical tools and techniques to apply management theories in dynamic business environments. 3. To explore the essential management functions-planning, organizing, directing, coordinating, staffing, and controlling—and their application in real-world scenarios. 4. 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				

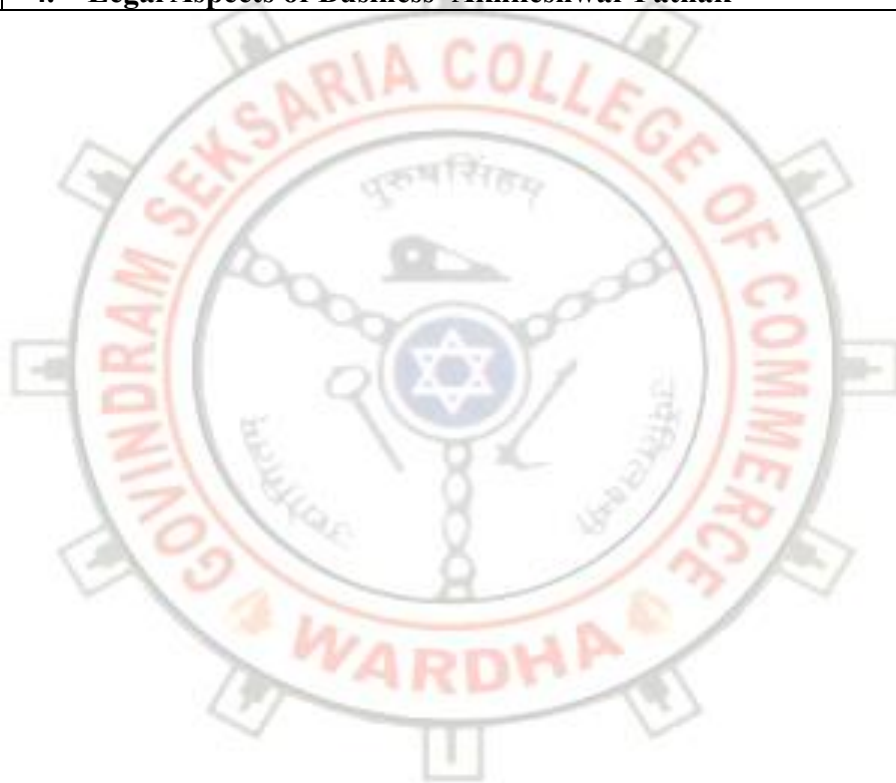
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1 L – 2 L – 4	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Introduction to Management Management – Definition, Importance and Functions of Management; Managerial levels and skills; Characteristics of Quality Managers; Is management a science 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.

Semester - I
Legal Aspects of Business

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC02			
Course Name	Legal Aspects of Business			
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	• 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	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.	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 - - 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



Semester - I

Managerial Economics

Programme Code		GSW-PG-02-MB		
Programme Name		(Master of Business Administration)		
Course Code		MBC03		
Course Name		Managerial Economics		
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)		3 – 1 – 0		
Pre-Requisites for the Course		• 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		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 different market structures	PO1, PO2, PO4, PSO1, PSO2	L - 1 L - 3 L – 4	Remembering Applying 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 • 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 • 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 • 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 • 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).	

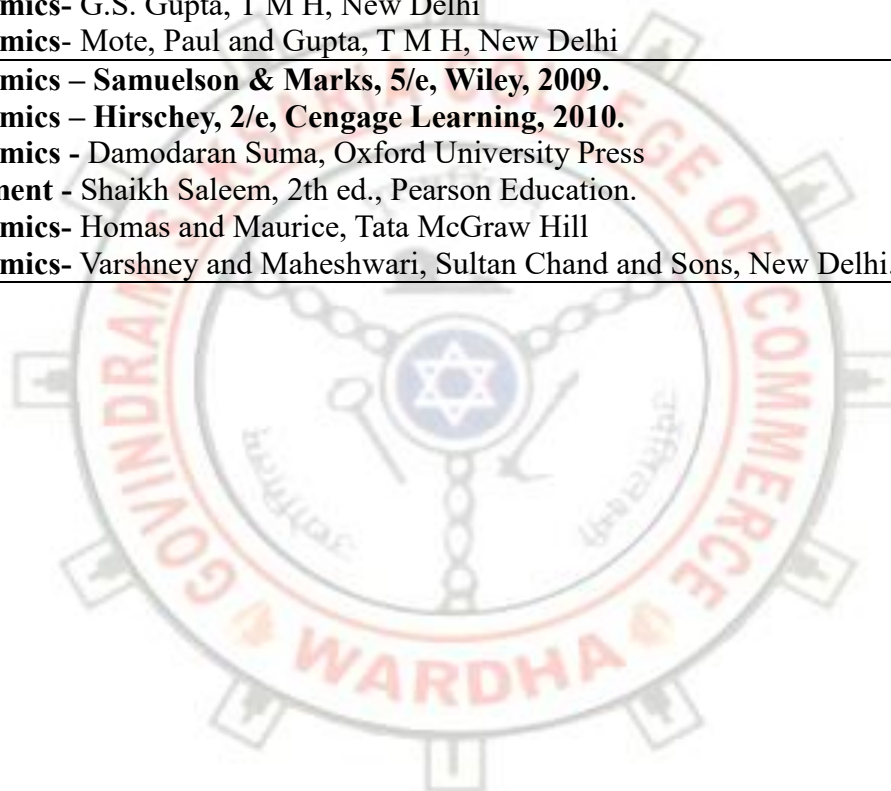
			• India and Global Economy: FDI, WTO and its role, Impact of WTO on Indian Industry, MSMEs and start-ups and their role in India's growth, Challenges faced by MSMEs and startups.
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Text- Books:

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:

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.



Semester - I
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 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	• Understanding of algebra, arithmetic, and basic calculus to handle quantitative problem-solving. • Familiarity with statistical concepts such as mean, median, mode, standard deviation, and probability. • Ability to interpret data, analyze patterns, and make logical business decisions. • Proficiency in using spreadsheets and statistical tools for data computation and visualization. • – Awareness of core business functions like finance, marketing, and operations where quantitative techniques are applied.			
Course Objectives	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				
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

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	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

Semester - I
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 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	• 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	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.
	PO1, PO4, PO6, PO8, PSO2, PSO3	L - 2 L - 3	Sources of Finance & Government Support Traditional Funding Sources – Commercial & Cooperative Banks. Financial Institutions Supporting Entrepreneurs – SIDBI, NABARD, MUDRA Bank.

Unit-3/CO3		L - 5	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.
Unit-4/CO4	PO1, PO3, PO5, PO6, PSO1	L - 1 L – 2 L – 3	Entrepreneur legal procedures Overview of Intellectual Property Rights Patent Act: Definition, patentable invention, procedure for obtaining patent; opposition to the grant of patents; infringement of patents; Offences under the patent Act; penalties Trademark Act 1999- Definition of Trademark; doctrine of deceptive similarity; infringement of Trademark; remedies in case of trademark Copyright; meaning of Copyright, infringement of Copyright; procedure for registration of Copyright work that can be Copyrighted
Text- Books:			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:			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

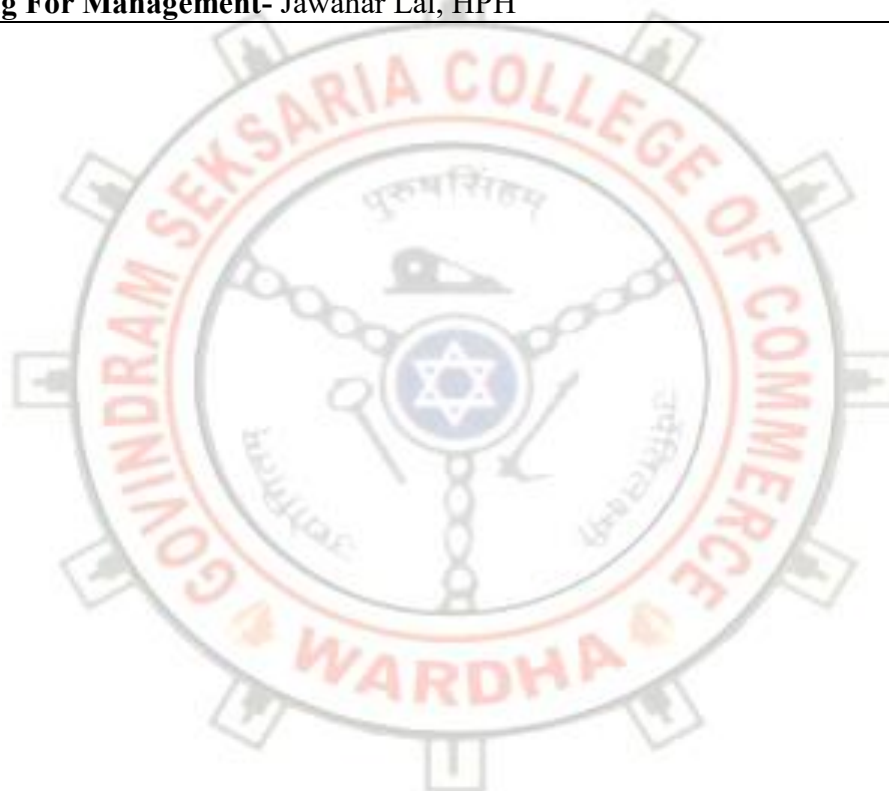
Semester - I

Financial Reporting and Accounting

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC06			
Course Name	Financial Reporting and Accounting			
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)	3 – 1 – 0			
Pre-Requisites for the Course	• Basic understanding of accounting terminologies. • Familiarity with fundamental business concepts & economics. • Knowledge of the incomes & expenses. • Basic Understanding of Mathematics.			
Course Objectives	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 Analysis.			PO1, PO5, PO2, PO4, PSO1, PSO2	L - 2 L – 4 L – 5	Understanding 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:		Cost & Management Accounting- Ravi M. Kishore, Taxmann Publication, 6th Edition. Financial Accounting & Analysis – Narender Ahuja & Varun Dawar, Taxmann Publication (2015), 1st Edition. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014. Financial Accounting- Tulsian P. C, 1/e, Pearson Education. Accounting for managers-Madegowda J, Himalaya Publishing House. Advanced Accountancy- Gupta R. L & Radhaswamy M, Sultan Chand Publications. Financial Accounting-Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas, 10th Edition. Financial Accounting Management an Analytical Perspective-Ambrish Gupta, Pearson Education-2009. Accounts for Management-Sehgal,Taxmann Publication Pvt. Ltd. Management Accounting-Rustagi, Taxmann Publication Pvt. Ltd.				
Reference Books:		Introduction to Financial Statement Analysis-Ashish K Bhattacharya, Elsevier India. Financial Accounting – Raman B. S,Vol I & Vol II, 1 /e, United Publishers, 2009.				

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| <ol 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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Semester - I

Management Information System

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC07			
Course Name	Management Information System			
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)	3 – 1 – 0			
Pre-Requisites for the Course	• 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	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 Level(BTL) Taxonomy
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	Understand Applying

			L – 4	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:			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:			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

Semester - I
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 Hours		
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		• 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		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:			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:			1. “Environmental Management” – N.K. Uberoi 2. “Corporate Sustainability, ESG, and Environmental Responsibility” – Christopher G. Beehner 3. “Sustainable Development: An Introduction” – John Pezzey

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| | <ol style="list-style-type: none">4. “Sustainability Accounting and Reporting” – Stefan Schaltegger, Roger Burritt & Holger Petersen5. “Vidur Niti: A Guide to Governance” – Pavan Choudary6. “Data Governance: How to Design, Deploy, and Sustain an Effective Data Governance Program” – John Ladley |
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Semester - I

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	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	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, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L – 2 L – 4 L – 6	Understand Analyze 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.		

Semester - I
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		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		1. To introduce the concept, significance, and models of emotional intelligence, along with its neurological basis and business applications. 2. To enhance self-awareness and self-management by understanding emotional regulation techniques based on neuroscience. 3. To develop social awareness, relationship management, and political intelligence skills essential for effective leadership. 4. To explore the role of EI in leadership, decision-making, and team dynamics while learning strategies for measuring and improving EI.		
Course Outcomes				
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,	L – 2, L – 3, L - 4, L – 5, L - 6	Understand, Apply, Analyze, Evaluate, Create

		PO8, PSO1, 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

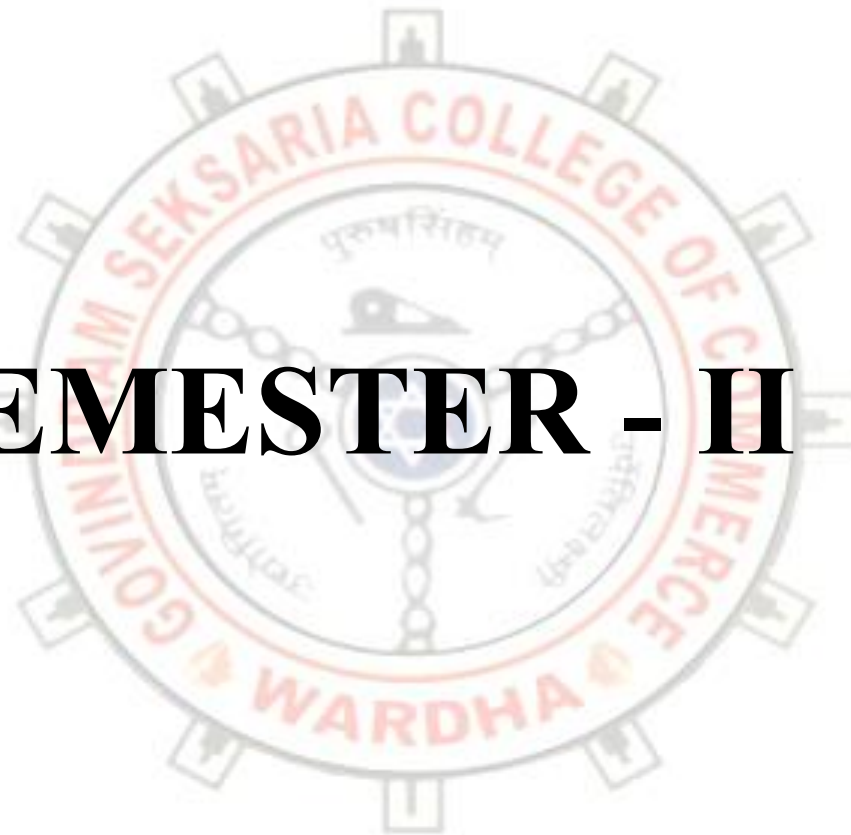
Syllabus

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
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Unit IV	CO4	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	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-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:			Emotional Intelligence: Why It Can Matter More Than IQ – <i>Daniel Goleman</i> (Bantam Books, 1995) Primal Leadership: Unleashing the Power of Emotional Intelligence – <i>Daniel Goleman, Richard Boyatzis, Annie McKee</i> (Harvard Business Review Press, 2013) 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) 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:			Working with Emotional Intelligence – <i>Daniel Goleman</i> (Bantam, 1998) How Emotions Are Made: The Secret Life of the Brain – <i>Lisa Feldman Barrett</i> (Houghton Mifflin Harcourt, 2017) The EQ Edge: Emotional Intelligence and Your Success – <i>Steven J. Stein & Howard E. Book</i> (Jossey-Bass, 2011) Leadership and Self-Deception: Getting Out of the Box – <i>The Arbinger Institute</i> (Berrett-Koehler Publishers, 2018) Mindset: The New Psychology of Success – <i>Carol S. Dweck</i> (Random House, 2006)

SEMESTER - II



Semester - II

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	• Basic understanding of business principles. • Knowledge of gathering, analyzing and interpreting market data. • Strategic thinking along with analytical skills.			
Course Objectives	1. 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. 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. To equip students with the tools and frameworks necessary to develop, implement, and evaluate marketing strategies that align with organizational goals. 4. To teach students how to conduct market research, analyze data, and interpret findings to make informed marketing decisions. 5. 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	Understand Apply Analyze

			L – 5	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 microenvironment, major forces impacting macro and microenvironment, 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. Saravanavel, 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.



Semester - II

Human Resource Management

Programme Code	GSW-PG-02-MB
Programme Name	MBA (Master of Business Administration)
Course Code	MBC09
Course Name	Human Resource 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	• Familiarity with fundamental management concepts, functions, and organizational structures. • Awareness of economic, legal, and social factors influencing business and HR practices. • Ability to engage in effective verbal and written communication, essential for HR roles. • Capability to assess HR-related issues, interpret policies, and make data-driven decisions. • Understanding of human behavior in organizations, motivation theories, and workplace dynamics.
Course Objectives	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	

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:	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:	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.



Semester - II

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 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	• 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	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 assessing a company's financial health.	PO1, PO2, PO4, PO6, PO8, PSO1, PSO3	L - 1 L - 2 L – 4 L – 5	Remembering 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:	Cost & Management Accounting- Ravi M. Kishore, Taxmann Publication, 6th Edition. Financial Accounting & Analysis – Narender Ahuja & Varun Dawar, Taxmann Publication (2015), 1st Edition. Financial Accounting- A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014. Management Accounting- Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012. A Text book of Cost and Management Accounting- Arora M. N, 11th Edition, Vikas. Financial Cost and Management Accounting 2nd Edition- Dr. P. Periasamy, Himalaya Publishing House
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	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 Jiambalvo, 4nd Edition, Wiley India Pvt. Ltd. 4. Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH. 5. Financial Cost and Management Accounting- P. Periasamy 6. Financial Accounting for Management- Shankarnarayanan Ramanath, CENGAGE Learning 7. Accounting For Management- S. N. Maheshwari



Semester - II

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	• Basic knowledge of management • Knowledge of mathematical and quantitative analysis			
Course Objectives	• 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:		1. Production & Operations Management – K. Aswathapa and Shridhar Bhat, Himalaya Publishing House. 2. Materials Management: An Integrated Approach , P. Gopalkrishnan, M. Sundaresan, Prentice Hall India Learning Private Ltd.	

	3. Production & Operations Management – S N Chary McGraw Hill.
Reference Books:	1. Operations Management – B. Mahadevan, Pearson Publication. 2. Operations Management – William J. Stevenson, TMGH 3. Purchasing and Materials Management – P. Gopalakrishnan, McGraw Hill Education



Semester – II

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 Hours			
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	• Basic knowledge of statistical concepts - mean, median, mode, variance, probability. • Familiarity with Excel functions like sorting, filtering, and basic formulae			
Course Objectives	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	Apply Create

Syllabus			
Unit/COs	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L – 1	PO6	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	L – 1 L - 2 L – 3	PO1, PO2, PO4, PO5, PSO1	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	L - 1 L – 2	PO1, PO2, PO3, PO5, PSO2	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	L-2 L-3 L-6	PO2, PO4, PO5, PSO1, PSO3	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. <i>Fundamentals of Business Analytics, 2ed.</i> R N Prasad, Seema Acharya. 3. <i>Fundamentals of Business Analytics, by Dr. Virendra Chavda</i> 4. <i>Analytics techniques: Descriptive Analytics, Predictive Analytics, Predictive Analytics by Ashish Sharma et.al.</i>
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

Semester - II

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 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	• 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	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

Syllabus

Unit/COs	PO/PSO Mapped	Cognitive Levels	Content
Unit-1	PO4 PO6	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:	1. Global Political Economy, Robert Gilpin, Princeton University Press 2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook 3. International Trade Law, Indira Carr and Peter Stone 4. 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.



Semester - II

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 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	- Familiarity with fundamental business functions such as marketing, finance, and operations to apply research insights effectively. - Knowledge of descriptive and inferential statistics, including measures of central tendency, correlation, and hypothesis testing. - Ability to interpret data, identify patterns, and make evidence-based business decisions. - Awareness of different types of research, data collection techniques, and the importance of research in business strategy. - Familiarity with spreadsheet applications, statistical software, and data visualization tools for data analysis and reporting.			
Course Objectives	- To equip students with an understanding of research fundamentals, including problem identification, hypothesis formulation, and the research process, for effective application in management. - To develop students' understanding of research design principles, types, and processes, enabling them to create valid and reliable research frameworks for effective analysis. - To enable students to understand sampling techniques, data collection methods, and their application in conducting effective research. - 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				
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	Understand Apply

			L - 6	
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:			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:			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.



Semester - II
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 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	- Familiarity with computers, operating systems, and basic software applications. - An understanding of basic networking concepts and internet usage.			
Course Objectives	- 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	Cognitive Levels	PO/PSO Mapped	Content		
Unit I CO1	L – 1	PO6	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 CO2	L – 1 L - 2	PO1, PO6	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 CO3	L - 1 L – 2 L - 4	PO1, PO3, PO6, PSO2	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 CO4	L-2 L-3	PO2, PO5, PSO1, PSO2	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:			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:			1. Business Applications of Artificial Intelligence and Machine Learning by Roy Wood.		

Semester - II
Advanced Office Management Tool

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 Hours			
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	Understanding how to use a computer, navigate operating systems like Windows, and familiarity with internet usage.			
Course Objectives	- 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, P5, POO6, PSO1, PSO3	L – 1 L - 2 L – 3 L-6	Remember Understand Apply Create

Syllabus			
Unit	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1	PO6	Introduction to Office Management Definition and Scope of Office Management, Need for 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 CO2	L – 1 L - 2	PO1, PO6	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 CO3	L - 1 L – 2 L - 4	PO1, PO3, PO6, PSO2	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 CO4	L-2 L-3	PO2, PO5, PSO1, PSO2	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:			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:			1. Microsoft Excel 365 Bible by Michael Alexander, Wiley, 2025

Semester - II

Corporate Image Building

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBGE03			
Course Name	Corporate Image Building			
No. of Credits	04			
Teaching Hours	60 Hour			
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	• 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	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

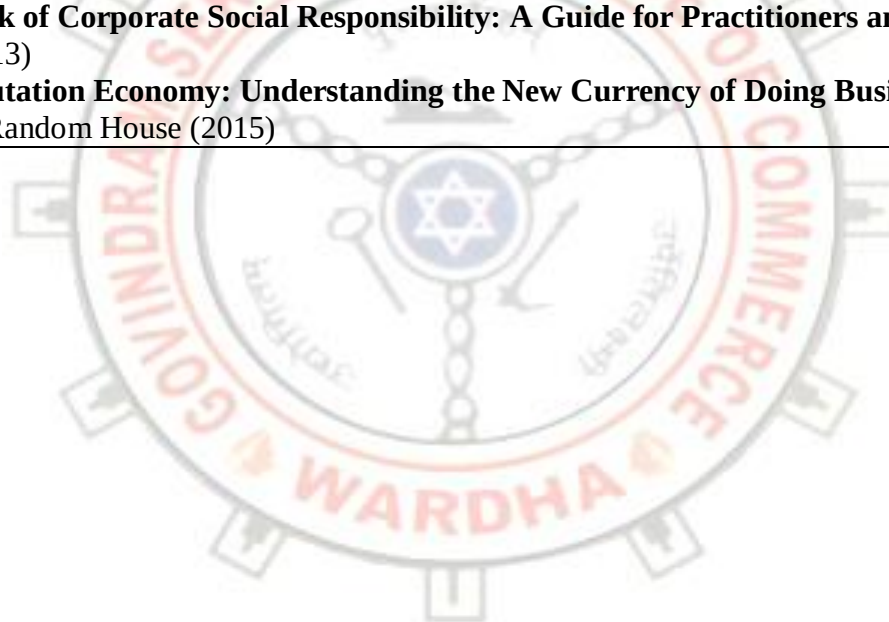
CO2	Explain corporate culture and structure's impact on reputation, apply the Vision-Culture-Image model, and evaluate reputation measurement models.	PO1, PO4, PSO1	L - 1 L - 2 L - 3 L - 5	Remembering Understanding Applying Evaluating
CO3	Describe CSR's role in branding, apply ethics in crisis management, 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:	Strategic brand management: Building, measuring, and managing brand equity- Keller, K. L., & Swaminathan, V. (2020), Harlow: Pearson Education Limited. Corporate Communication: A Guide to Theory and Practice – Joep Cornelissen, Sage Publications (2017) Corporate Social Responsibility: A Case Study Approach – Seema Gupta, Sage Publications (2013)
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	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 (2012) 7. Strategic Corporate Social Responsibility: Sustainable Value Creation – David Chandler & William B. Werther, Sage Publications (2014) 8. Communication and Corporate Reputation – Ronald D. Smith, Pearson (2009)
Reference Books:	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)



SEMESTER - III



Semester - III
Advanced Strategic Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBC15			
Course Name	Advanced Strategic 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	• Analytical Skills: Ability to analyse complex business situations, industries, and market contexts • Leadership & Problem-Solving: Strong aptitude for strategic decision-making, change management, and organizational leadership.			
Course Objectives	1. Applying: To utilize SWOT, BCG, GE Matrix to analyse a company's situation, implement strategic plans, and apply concepts to real-world scenarios. 2. Analyzing: To differentiate core competencies from competitive advantages and identify strategic gaps in the market. 3. Evaluating: To Judge the effectiveness of existing strategies and competitive advantages and justify strategic choices based on criteria. 4. Creating: To develop new, innovative strategies, formulate growth plans, and produce holistic solutions that align vision, mission, and objectives.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define core concepts like vision, mission and key strategic management terms. Explain the strategic management process, internal/external environmental factors, and basic frameworks.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2, PSO3	L - 1 L - 2 L - 4	Remember Understand Analyze
CO2	Explain internal/external environmental factors, and basic frameworks. Analyze market gaps, core competencies, and competitive advantages.	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand Apply Analyze
CO3	Use strategic tools (e.g., BCG Matrix, GE) to identify strategic fit and solve business problems. Design new approaches. Develop innovative, multi-directional growth strategies.	PO1, PO2, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L - 3 L - 4 L - 5 L - 6	Apply Analyze Evaluate Create

CO4	Assess the effectiveness of strategies, justify decisions, and judge organizational performance and formulate strategic recommendations.		PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 5 L - 6	Evaluate Create
Syllabus					
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content		
Unit I CO1	L - 1 L - 2 L - 4	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2, PSO3	Strategy & Process: Strategic Management- Evolution, definition, characteristics; Different School of thoughts; Strategic Management Process; Strategic Management Model; Limitations and Pitfalls of strategic Management; strategic intent: Vision, Mission, Goals and Objectives of business organization; Approaches to Strategy Formulation.		
Unit II CO2	L - 2 L - 3 L - 4	PO1, PO2, PO3, PO5, PO6, PO7, PSO1, PSO2, PSO3	Competitive Advantage: Internal Analysis - a) SWOT analysis, Resource analysis; Organization capabilities Core competency and Competitive Advantage; b) Value chain analysis; Concept of synergy; External Analysis - a) Competitive analysis -Interpreting the Porter’s five forces model; Components of External Analysis; b) Environmental Scanning; Industry Analysis and a Framework for industry analysis, Usefulness of industry analysis.		
Unit III CO3	L - 3 L - 4 L - 5 L - 6	PO1, PO2, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Strategies: Corporate level strategy: A) Growth B) Diversification C) Expansion D) Stability E) Retrenchment Portfolio Analysis: Strategic Business Unit (SBUS) - Merits & Demerits a) BCG Matrix b) General Electric’s Business Screen, c) Balance scorecard d) McKinsey’s 7’S framework. Global Strategy: Reasons for globalization, Types of global strategies, Market entry strategies, International portfolio analysis New Business Models Strategies for internet economy, shaping characteristics of e-commerce environment, e-commerce business model and strategies, internet strategies for traditional business, key success factors in e-commerce, AI based Simulation models.		
Unit IV CO4	L - 5 L - 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Strategy Implementation, Evaluation & Control: Introduction, Nature of evaluation and control, Characteristics & importance of effective Evaluation and Control system, Various Strategic Controls, Operational Controls, Mechanisms for strategic Control, Limitations of Strategic Control, Guidelines for Proper Evaluation and Control, Symptoms of malfunctioning of strategy, Strategic Audit. AI for Strategy and Strategic Management: Enhancing Decision-Making.		
Text- Books:			1. Business Policy & Strategic Management - P. Subba Rao, Himalaya Publishing House. 2. Strategic Management - M.Jeyarathnam, Himalaya Publishing House. 3. Management Policy and Strategic Management - Concepts , - R.M.Srivastava,Himalaya Publishing House. 4. Strategic Planning Formulation of Corporate Strategy - Text and Cases - V.S.Ramaswamy ,S.Namakumari, Macmillan Business Books. 5. Global Strategic Management -J.George Frynas & Kamel Mellahi , Oxford		

Reference Books:	1. Strategic Management - Integrated Approach - Charles W.L.Hill ,Gareth R. Jones ,Biztantra 2. Strategic Management - Text and Cases, Satya Raju, PHI, New Delhi. 3. Business Policy & Strategic Management - Azhar Kazmi, Tata Mcgraw Hill.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Strategic Management offered by IIM, Bangalore (Link: https://onlinecourses.swayam2.ac.in/imb26-mg10/preview) Coursera: 2) Corporate strategy offered by University of London (Link: https://www.coursera.org/learn/corporatestrategy) 3) Business strategy offered by University of Virginia (Link: https://www.coursera.org/specializations/business-strategy)



Semester - III
Summer Internship Project/ Report Writing & Assessment

Programme Code	GSW-PG-02-MB
Programme Name	MBA (Master of Business Administration)
Course Code	MBP01
Course Name	Summer Internship Project/ Report Writing & Assessment
No. of Credits	04
Teaching Hours	10 - 12 Weeks
Evaluation Scheme	50 (Report) + 50 (Viva Voce) = 100
Group under NEP Scheme	Project
LTP Structure (L-T-P)	
Course Objectives	1. To offer industry exposure to the students. 2. To facilitates the students to apply their knowledge of management concepts in real-life business. 3. To furnish students with an opportunity to apply theoretical concepts and knowledge acquired in the classroom to real-world situations and practical projects. 4. To offer students hands-on experience working on projects within a professional work environment, gaining exposure to industry practices, standards, and challenges.
Course Outcomes	1. Students will be able to apply proficiency in utilizing relevant tools, techniques, and methodologies specific to the internship project. 2. Students will be able to interpret ideas, information, and project updates with colleagues, supervisors, and stakeholders through various mediums such as reports, presentations, and meetings. 3. Students will be able to analyze, Identify and solve problems encountered during the internship project, employing critical thinking skills and creative problem-solving approaches. 4. Students will be able to develop plan and manage project tasks, timelines, and resources efficiently and effectively.
Syllabus	
Sr. No.	Content
1	At the end of second semester examination, every student of MBA will undergo on- the job practical training in an organization. The training will be of 8 to 10 weeks duration.
2	During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.

3	During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4	The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time.
5	The report (based on training and the problem/project studied) prepared by the student will be known as Summer Project Report (SPR). The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 50 to 75 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
6	The Report will have two certificates: one by the Head of the Institute/College and another by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7	The SIP will be evaluated by two examiners (1 External Evaluator & 1 Internal Evaluator) appointed by the Director. It will carry total 100 marks divided into Internship - 40 Marks, Project Report - 40 Marks and Presentation 20 Marks. Person having minimum 3 years of experience of teaching MBA OR a person from industry having 3 years' experience at managerial level shall be appointed as examiner.
8	It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a presentation.
9	If the student fails to submit his / her Project, he / she shall not be allowed to appear for the Project Viva Examination, and no Marks shall be allotted to the student.

Semester - III
MM Paper I: Sales & Distribution Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEMM01			
Course Name	Sales & Distribution Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Marketing Management Paper 1 – Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Strong communication, negotiation, and interpersonal skills. • Analytical abilities for data analysis/forecasting. • Problem-solving, leadership, tech savviness and core business concepts in marketing/supply chain.			
Course Objectives	• To recall definitions of sales management, distribution channels, sales force roles, describe sales processes. • To apply sales techniques, compensation methods and territory management in practical scenarios. • To evaluate the effectiveness of different sales & distribution strategies, judge the role of channel partners, and assess sales team motivation. • To formulate and design sustainable sales strategies, create effective channel designs, and develop innovative solutions for sales challenges.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the significance of personal selling and sales force structure. Apply principles to structure a sales team. Design a novel sales organization structure for an innovative, technology-driven company that integrates both inside sales and field sales teams seamlessly.	PO1, PO2, PO3, PO4, PO6, PO7, PSO1, PSO2, PSO3	L - 2 L - 3 L - 6	Understand Apply Create
CO2	Analyze sales planning, and compensation methods in practical scenarios. Evaluate sales force performance and create competitive strategies, Assess potential risks and opportunities associated with new market entries utilizing sales analysis to defend their position.	PO1, PO2, PO3, PO4, PO5, PO6, PSO1, PSO2, PSO3	L - 4 L - 5 L - 6	Analyze Evaluate Create

CO3	Understand the core terminology associated with distribution channels. Design a comprehensive, customer-oriented channel system generating a plan that integrates both online and offline elements. Evaluate ethical situations and make informed judgments in complex sales environments.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 2 L - 5 L - 6	Understand Evaluate Create
CO4	Identify the various types of channel relationships. Analyse power dynamics, channel conflict, and Create comprehensive sales plans. Design efficient channel systems, and formulate strategies for competitive advantage.	PO1, PO2, PO3, PO4, PO7, PO8 PSO1, PSO2, PSO3	L - 3 L - 4 L - 6	Apply Analyse Create

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L - 2 L - 3 L - 6	PO1, PO2, PO3, PO4, PO6, PO7, PSO1, PSO2, PSO3	Introduction to sales management: Objectives & Scope of Sales Management, Dimensions of Sales Management, selling skills and selling strategies, selling process, Emerging trends & challenges in sales force management. Sales organization: Concept, Purpose & types, Management of sales territory, Procedure for designing sales territory, Sales quota: Purpose of sales quotas & Types of Quotas.
Unit II CO2	L - 4 L - 5 L - 6	PO1, PO2, PO3, PO4, PO5, PO6, PSO1, PSO2, PSO3	Compensation & Performance Evaluation: Objectives of a compensation plan, designing a compensation plan, Characteristics of a good Compensation Plan, Types of compensation plans; Designing a motivational programme; Sales force performance evaluation - Objectives & Steps in sales force performance evaluation, Sales Analytics.
Unit III CO3	L - 2 L - 5 L - 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Distribution channel management: Introduction, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e- commerce- Advantages & Disadvantages, Types of E- Commerce. Ethical & social issues in sales & distribution management.
Unit IV CO4	L - 3 L - 4 L - 6	PO1, PO2, PO3, PO4, PO7, PO8 PSO1, PSO2, PSO3	Managing Channel member behaviour: Channel relationships- Concept & Types of Channel Relationships, channel control, channel power- economic & non-economic sources, channel conflict- Causes & Types of channel conflict, managing channel conflict. Channel policies - Meaning, Various channel policies.

Text- Books:

1. Sales Management, Text & Cases - P.K. Ghosh, Himalaya Publishing house
2. Sales & Distribution Management - K. Shridhara Bhat, Himalaya Publishing house
3. Sales Management, Decisions, Strategies & Cases - Richard R.Still Edward W.Cundiff ,Norman A.P.Govani , Prentice Hall India

	4. Selling & Sales Management - Geoffrey Lancaster & David Jobbes, Mac Millan India Ltd. 5. Sales & Distribution Management - S.A.Chunawalla, Himalaya Publishing House.
Reference Books:	1.Sales & Distribution Management - Text and Cases an Indian Perspective, Excel books 2.Skills for Sales Success - David J.Batchelor,Arthur H.Horn, Macmillan India Ltd.
Suggested MOOCs	Please refer these websites for MOOCS: SWAYAM: 1) Sales & Distribution management by School of management, IIT Kharagpur - https://onlinecourses.nptel.ac.in/noc26-mg48/preview 2) Sales Distribution and Supply Chain Management by Manipal University, Jaipur - https://onlinecourses.swayam2.ac.in/imb26-mg108/preview



Semester - III
MM Paper II: Retail Sales and Service Management

Programme Code	GSW-PG-02-MB
Programme Name	MBA (Master of Business Administration)
Course Code	MBCEMM02
Course Name	Retail Sales and Service Management
No. of Credits	04
Teaching Hours	60 Hours
Evaluation Scheme	70 (External) + 30 (Internal) = 100
Group under NEP Scheme	Specialization Marketing Management Paper II - Core Elective
LTP Structure (L-T-P)	4 - 0 - 0
Pre-Requisites for the Course	• Familiarity with fundamental concepts of marketing such as customer needs, value creation, segmentation, targeting, and positioning. • Awareness of basic management functions—planning, organizing, leading, and controlling—in a business context • Basic understanding of how consumers make purchase decisions and factors influencing buying behavior. • Exposure to basic sales processes, customer service practices, and the role of frontline employees in business organizations. • Basic familiarity with digital platforms, online retailing, CRM systems, or technology-enabled services.
Course Objectives	1. To help students understand the fundamentals of retail sales management and develop the ability to plan and forecast retail sales while managing customer relationships effectively. 2. To enable students to apply retail sales force management practices and evaluate sales performance using ethical selling practices and technology-driven CRM tools. 3. To familiarize students with core service management concepts and develop skills to design efficient service processes that meet customer expectations and quality standards. 4. To equip students with the ability to analyze and improve service quality, manage service recovery, and create superior customer experiences using technology and ethical practices.
Course Outcomes	

CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Understand and apply the fundamentals of retail sales management to plan sales objectives, forecasts, and budgets while managing customer relationships effectively in different retail formats.	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2	L - 2 L - 3 L - 4	Understand Apply
CO2	Analyze and evaluate retail sales force activities including recruitment, motivation, selling processes, performance evaluation, ethical practices, and use of technology.	PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2	L - 3 L - 4 L - 5	Analyze Evaluate
CO3	Analyze and develop service processes using service marketing concepts, service blueprints, demand-capacity management, and service quality models to meet customer expectations.	PO1, PO2, PO4, PO5, PO7, PO8, PSO2, PSO3	L - 2 L - 4 L - 6	Analyze Create
CO4	Evaluate and develop strategies for improving service quality, managing service failures, leveraging technology, and creating superior customer experience and loyalty.	PO1, PO2, PO3, PO4, PO6, PO7, PSO1, PSO3	L - 4 L - 5 L - 6	Evaluate Create

Syllabus

Unit	CO	PO/PSO Mapped	Content
Unit I	CO1	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2	Retail Sales - Fundamentals and Planning - Introduction to Retail Sales Management: Meaning, Scope and Importance, Evolution and Types of Retailing (Organized & Unorganized Retail), Retail Sales Environment: Internal and External Factors, Retail Sales Planning and Forecasting, Sales Objectives, Targets and Budgets in Retail, Role and Responsibilities of Retail Sales Manager, Customer Relationship Management (CRM) in Retail, Omnichannel and Digital Retailing (Online-Offline Integration)
Unit II	CO2	PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2	Retail Sales Strategy & Performance Management - Visual Merchandising and In-store Experience, Retail Selling Process and Customer Handling Techniques, Retail Sales Performance Metrics (KPIs), Motivation and Compensation of Retail Sales Personnel, Sales Performance Measurement and Control, Retail CRM and Use of Technology in Sales, Ethical Issues in Retail Selling, Managing Channel Conflicts and Ethical Issues.
Unit III	CO3	PO1, PO2, PO4, PO5, PO7, PO8, PSO2, PSO3	Service Management - Concepts and Design - Introduction to Service Management: Meaning, Nature and Characteristics of Services, Service Sector and Its Role in the Economy, Service Marketing Mix (7Ps), Service Process Design and Blueprinting, Managing Demand and Capacity in Services, Service Quality Concepts (GAP Model, SERVQUAL Model), Customer Expectations and Perceptions, Service Innovation and New Service Development (NSD)
Unit IV	CO4	PO1, PO2, PO3, PO4, PO6, PO7, PSO1, PSO3	Service Management - Service Quality and Customer Experience: Customer Expectations, Perceptions and Satisfaction, Service Quality Measurement and Improvement, Customer Relationship Management in Services, Managing Service Failures and Service Recovery Strategies, Technology and Digital Transformation in Services, Sustainability and Ethics in Service Management, Customer Satisfaction Index (CSI), Net Promoter Score (NPS)

Text- Books:	1. Retail Management - A Strategic Approach, Swapna Pradhan, Tata McGraw-Hill Education 2. Services Marketing, Rajendra Nargundkar, Tata McGraw-Hill Education. 3. Service Marketing - Concepts, Practices and Cases, Valarie A. Zeithaml, A. Parasuraman & Ajay Pandit (Indian Edition Contributor), McGraw-Hill Education India. 4. Sales Management, C. L. Tyagi & Arun Kumar, Atlantic Publishers and Distributors. 5. Services Marketing - Integrating Customer Focus Across the Firm V. V. Raman & Ashok Joshi, Oxford University Press India.
Reference Books:	1. Retailing Management, G. Raghuraj, Himalaya Publishing House. 2. Retail Marketing Management, S. L. Gupta, Wisdom Publications. 3. Services Marketing, Ravi Shanker, Excel Books. 4. Marketing of Services, C. Bhattacharjee, Excel Books. 5. Digital and Omnichannel Retailing in India, V. Kumar & R. Venkatesan (Indian Edition Contributors), Pearson India.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Retail Management by IIT, Kharagpur (https://onlinecourses.nptel.ac.in/noc26-mg37/preview) 2) Services Marketing: A Practical Approach by IIT, Kharagpur (https://onlinecourses.nptel.ac.in/noc26-mg49/preview)

Semester - III
MM Paper III: Digital Marketing

Programme Code	GSW-PG-02-MB
Programme Name	MBA (Master of Business Administration)
Course Code	MBCEMM03
Course Name	Digital Marketing
No. of Credits	04
Teaching Hours	60 Hours
Evaluation Scheme	70 (External) + 30 (Internal) = 100
Group under NEP Scheme	Specialization Marketing Management Paper -III – Core Elective
LTP Structure (L-T-P)	4 - 0 - 0
Pre-Requisites for the Course	• Basic understanding of marketing concepts such as segmentation, targeting, and promotion. • Fundamental knowledge of business environment and consumer behaviour. • Basic computer literacy and familiarity with internet usage, websites, and search engines. • Awareness of social media platforms and digital communication tools.
Course Objectives	• To provide conceptual understanding of digital marketing, its evolution, ecosystem, and role in the modern business environment. • To develop knowledge of digital marketing research techniques and online consumer behaviour for effective decision-making. • To impart practical understanding of search engine marketing, social media marketing, and email marketing strategies. • To equip students with knowledge of Artificial Intelligence applications in digital marketing, including automation and personalization.
Course Outcomes	

CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concept and evolution of digital marketing; explain the digital marketing ecosystem and online channels; differentiate between traditional and digital marketing approaches; analyze the digital customer journey and e-commerce business models; and evaluate the role of digital presence in business growth.	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2	L-1 L-2 L-4 L-5	Remember Understand Analyze Evaluate
CO2	Define the concept and scope of digital marketing research; explain online consumer behaviour and influencing factors; apply digital research methods and audience profiling techniques; analyze customer data and competitor strategies; and evaluate the integration of online and offline marketing strategies.	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2,	L-1 L-2 L-3 L-4 L-5	Remember Understand Apply Analyze Evaluate

CO3	Define key concepts of search engine and social media marketing; explain SEO, SEM, and social media platforms; apply keyword strategies, email campaigns, and social media campaigns; analyze paid and organic search performance; and evaluate the effectiveness of digital marketing campaigns using performance metrics.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2	L-1 L-2 L-3 L-4 L-5	Remember Understand Apply Analyze Evaluate
CO4	Define the concept of Artificial Intelligence in digital marketing; explain AI-driven tools and automation; apply AI techniques for customer data analysis and personalization; analyze the role of AI in marketing optimization; evaluate ethical issues and future trends; and design AI-enabled digital marketing strategies.	PO1, PO2, PO3, PO4, PO6, PO7, PO8, PSO1, PSO2, PSO3	L-1 L-2 L-3 L-4 L-5 L-6	Remember Understand Apply Analyze Evaluate Create

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1 L-2 L-4 L-5	Remember Understand Analyze Evaluate	Unit I: Fundamentals of Digital Marketing Introduction to digital marketing and its significance in the modern business environment. Evolution from traditional marketing to digital marketing. Digital marketing ecosystem and marketing in the digital environment. Overview of online marketing channels such as websites, search engines, social media, email marketing, and mobile marketing. Introduction to E-commerce and its role in digital marketing. Types of E-commerce Business Models. Digital customer journey and importance of digital presence for businesses.
Unit II CO2	L-1 L-2 L-3 L-4 L-5	Remember Understand Apply Analyze Evaluate	Unit II: Digital Marketing Research and Consumer Behaviour Concept and importance of digital marketing research. Features and steps in marketing research. Methods of digital marketing research including online surveys, web analytics, and social media insights. Audience profiling and market segmentation in digital platforms. Online consumer behaviour and factors influencing digital purchasing decisions. Behavioural targeting and personalized marketing. Building customer profiles using digital data. Competitor analysis and integrating online and offline marketing strategies.
Unit III CO3	L-1 L-2 L-3 L-4 L-5	Remember Understand Apply Analyze Evaluate	Unit III: Search Engine and Social Media Marketing Introduction to search engine marketing (SEM) and its importance in online visibility. Search engine optimization (SEO) and its process including keyword research, on-page and off-page optimization. Paid search and natural search results. Search advertising and pricing models such as pay-per-click. Email campaign creation and management. Introduction to social media marketing and major platforms such as Facebook, Instagram, LinkedIn, Twitter, and YouTube. Creating social media campaigns, influencer marketing, and measuring social media performance.
Unit IV CO4	L-1 L-2 L-3 L-4	Remember Understand Apply Analyze	Unit IV: Artificial Intelligence in Digital Marketing Introduction to Artificial Intelligence (AI) and its role in modern digital marketing. AI-driven marketing tools and automation. Use of AI in customer data analysis and predictive analytics. Chatbots and virtual assistants in customer engagement. AI-based content creation and personalized marketing. AI in social media marketing and advertising optimization. Ethical issues and future trends of AI in digital marketing.

	L-5 L-6	Evaluate Create	
Text- Books:			1. Digital Marketing, Dr. Ragavendra K & Shruthi P., <i>Himalaya Publishing House</i>, First Edition (2023) 2. Digital Marketing, Chinmay Nitin Kamat & Nitin C. Kamat, <i>Himalaya Publishing House</i>, First Edition 3. Digital Marketing, Makarand Upadhyaya & Saveeta Pawar, <i>KD Publications</i>, First Edition (2021) 4. Digital Marketing, Babu K. G. Raja Sabarish, Anbazhagan B. & Meenakumari S., <i>Sultan Chand & Sons</i>, Edition (2023) 5. AI in Digital Marketing, Rahul Ahuja, Independently Published, First Edition (2024)
Reference Books:			1. Basics of Digital Marketing, Dr. Arpita Baijal, Preet M. Jain, Purav Shah, Rashi Bhutada & Rohan Gupta, <i>Bharti Publications</i>, Edition (2023) 2. Basics of E-Marketing: As Per Indian Perspective, Dr. Nishant Vachhani & Dr. Sanjay Bhayani, <i>Himalaya Publishing House</i>, Latest Edition
Suggested MOOCs			Fundamentals of Digital Marketing offered by IIT Kharagpur https://onlinecourses.nptel.ac.in/noc26-mg06/preview



Semester - III
FM Paper I: Corporate Financial Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEFM01			
Course Name	Corporate Financial Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Financial Management- Paper I – Core Elective			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	• Familiarity with fundamentals of financial management • Knowledge of time value of money and risk–return relationship • Basic understanding of corporate structure and financial markets • Ability to read and interpret Balance Sheet, Profit & Loss Account, and Cash Flow Statement • Basic knowledge of cost of capital and capital structure concepts • Willingness to engage in case study analysis and problem-solving			
Course Objectives	1) To enable students to understand and apply capital budgeting techniques for evaluating long-term investment decisions and compare NPV and IRR for effective decision-making. 2) To develop the ability to analyze leasing and hire-purchase. 3) To provide analytical understanding of dividend policy theories and models and evaluate their impact on firm value through practical case analysis. 4) To equip students with skills to evaluate mergers and acquisitions as strategic financial decisions and apply business valuation methods for assessing firm, equity, and debt value.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Understand the meaning and importance of capital budgeting decisions, types of decisions and apply evaluation techniques, nature of investment decisions, and compute & analyse NPV, IRR, PI, Payback Period, and ARR with NPV and IRR comparison.	PO1, PO2, PO4, PO5, PSO1 & PSO2	L-1, L-2, L-3, L-4	Remembering, Understanding, Applying, Analyzing
CO2	Explain types of leases, rationale for leasing, mechanics of leasing, operating lease, interpret lease vs borrow & buy evaluation, hire purchase arrangement, and differentiate between leasing & hire purchase.	PO1, PO2, PO4, PO5, PO7, PSO1 & PSO2	L-1, L-2, L-3, L-4	Remembering, Understanding, Applying, Analyzing

CO3	Define dividend policies concepts, determinants and factors affecting, relevance and irrelevance concept, interpret dividend valuation models (Gordon, Walter, Modigliani-Miller), evaluate stability of dividend, case study.	PO1, PO2, PO3, PO4, PSO1 & PSO2	L-1, L-2, L-3, L-4, L-5	Remembering, Understanding, Applying, Analyzing, Evaluating
CO4	Understand M&A exchange ratio, financial evaluation of mergers, examine M&A as capital budgeting decision, Economic value added & market value added, taxation aspects, and assess valuation of business	PO1, PO2, PO4, PO5, PO7, PSO1–PSO3	L-1, L-2, L-3, L-4, L-5	Remembering, Understanding, Applying, Analyzing, Evaluating

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L – 1 L – 2 L – 3 L – 4	PO1, PO2, PO4, PO5, PSO1 & PSO2	Capital Budgeting: Meaning, Importance of capital budgeting decision, types of decision and evaluation Techniques, Nature of Investment Decisions, Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting, Rate of Return (ARR) – NPV and IRR comparison.
Unit II	L–1 L–2 L–3 L–4	PO1, PO2, PO4, PO5, PO7, PSO1 & PSO2	Leasing, Hire-Purchase: Types of leases, rationale for leasing, Mechanics of leasing, operating lease, leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase.
Unit III	L – 2 L – 3 L – 4 L – 5	PO1, PO2, PO3, PO4, PSO1 & PSO2	Dividend Policies: Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models, Stability of dividends – concept and significance, Case Study – Dividend policy of Tata Group.
Unit IV	L – 1 L – 2 L – 3 L – 4 L – 5	PO1, PO2, PO4, PO5, PO7, PSO1–PSO3	Mergers & Acquisitions and Contemporary issues in Financial Management: M&A – Exchange ratio, financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects. Valuation of Business: Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method.

Text- Books:	1. Prasanna Chandra, <i>Financial Management: Theory and Practice</i>, McGraw-Hill Education. 2. I. M. Pandey, <i>Financial Management</i>, Vikas Publishing House. 3. Khan, M. Y. and Jain, P. K., <i>Financial Management: Text, Problems and Cases</i>, McGraw-Hill Education. 4. Van Horne, J. C. and Wachowicz, J. M., <i>Fundamentals of Financial Management</i>, Pearson Education.
Reference Books:	1. Brealey, R. A., Myers, S. C., and Allen, F., <i>Principles of Corporate Finance</i>, McGraw-Hill Education. 2. Ross, S. A., Westerfield, R. W., and Jaffe, J., <i>Corporate Finance</i>, McGraw-Hill Education. 3. Brigham, E. F. and Ehrhardt, M. C., <i>Financial Management: Theory and Practice</i>, Cengage Learning.
Suggested MOOCs	• <i>Financial Management for Managers</i> – NPTEL / SWAYAM https://onlinecourses.nptel.ac.in/noc21_mg06/preview

- *Corporate Finance* – NPTEL
https://onlinecourses.nptel.ac.in/noc21_mg93/preview
- *Corporate Finance* – SWAYAM
https://onlinecourses.swayam2.ac.in/cec20_mg17/preview
- *Working Capital Management* – NPTEL
<https://nptel.ac.in/courses/110107093>



Semester - III
FM Paper II: Securities Portfolio & Risk Management

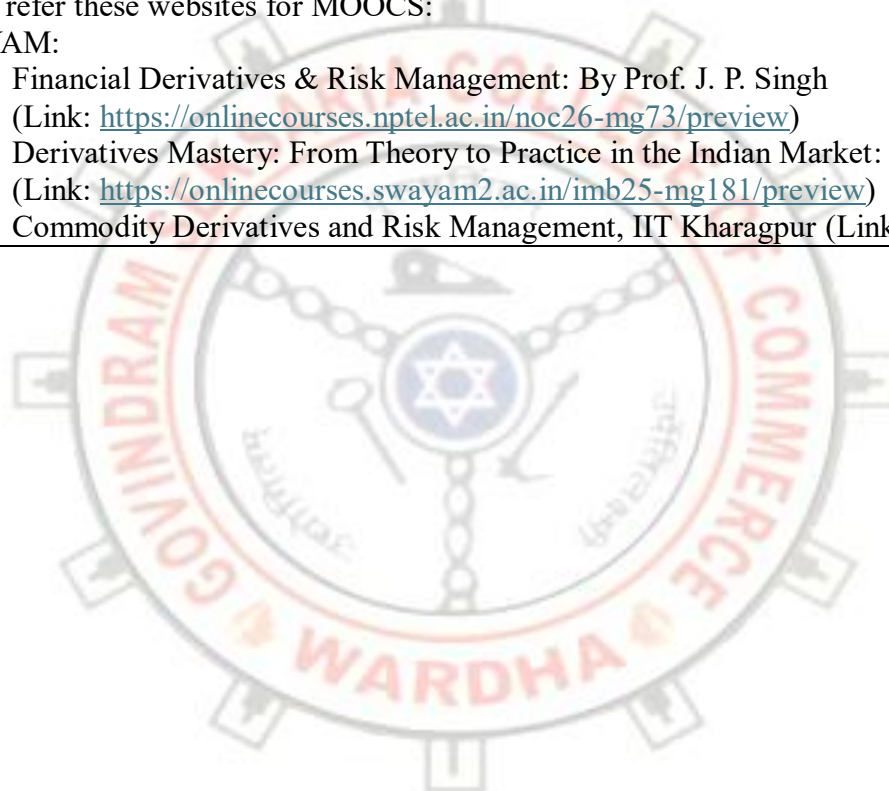
Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEFM02			
Course Name	Securities Portfolio & Risk Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Financial Management-Paper II – Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Basic understanding of financial markets and instruments. • Introductory knowledge of time value of money and valuation concepts. • Familiarity with equity, debt securities, and market indices. • Elementary awareness of risk-return concepts and investment decisions. Basic quantitative skills for financial calculations and analysis.			
Course Objectives	1) To understand and apply valuation techniques for bonds and equity shares. 2) To analyze equity securities using fundamental and technical analysis tools. 3) To examine portfolio theory, risk-return relationships, and asset pricing models. 4) To apply and evaluate derivative instruments and trading strategies for risk management.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain and apply valuation techniques for bonds and equity shares and analyze yield measures and valuation models for investment decisions.	PO1, PO2, PO4, PSO1 & PSO2	L - 1 L - 2 L - 3 L - 4	Remembering Understanding Applying Analyzing
CO2	Interpret equity market behaviour using fundamental and technical analysis tools, differentiate market efficiency concepts, and assess investment opportunities in equity markets.	PO1, PO2, PO4, PO5 PSO1 & PSO2	L - 1 L - 2 L - 4 L - 5	Remembering Understanding Analyzing Evaluating
CO3	Illustrate portfolio theory concepts, apply asset pricing models, and evaluate portfolio performance considering risk-return trade-offs and diversification strategies.	PO1, PO2, PO4, PO5 PSO1 & PSO2	L - 2 L - 3 L - 4 L - 5	Understanding Applying Analyzing Evaluating

CO4	Explain derivative instruments, implement futures and options pricing models, analyze payoff structures, and judge the suitability of trading strategies for risk management.	PO1, PO2, PO4, PO5 PSO1 & PSO2	L - 1 L - 2 L - 3 L - 4 L - 5	Remembering Understanding Applying Analyzing Evaluating
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Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO4, PSO1 & PSO2	Valuation of Securities Theory: Bond Valuation: Types of Bonds - Dated Securities and Zero-Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares valuation- Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend & with constant growth. P/E based valuation. Practical Problems: Valuation of Bonds: Present Value, Current Yield, Yield to Maturity; Valuation of Shares: Assets Backing, Dividend Discount Models (Constant Dividend Growth Model).
Unit II	L - 1 L - 2 L - 4 L - 5	PO1, PO2, PO4, PO5 PSO1 & PSO2	Equity analysis Fundamental Analysis - Concept, process, economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis. Technical Analysis: Fundamental Principles; Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts - Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages - Simple; Momentum analysis/Relative Strength Index (RSI); MACD.
Unit III	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5 PSO1 & PSO2	Portfolio Theory & Portfolio Management Theory: Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage Pricing Theory. Portfolio Management: Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index- Sensex and Nifty. Practical Problems- Capital asset pricing Model, Arbitrage pricing theory.
Unit IV	L - 1 L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5 PSO1 & PSO2	Equity Futures & Options Derivatives and Trading Strategies Futures: Theory: Concept of Futures, Types of Futures - On the basis of Maturity, On the basis of the underlying asset; Margining in the Futures market; Terminologies used in the Futures Market; Futures Pricing - Cost of Carry Model; Trading Strategies using futures. Options: Theory: Concept of Options, Types of Options - Call Options, Put Options; Option Pay-Offs; Terminologies used in the Options Market; Option Pricing - Binomial Model and Black & Scholes Model; Trading Strategies using options- caps, collars, butterfly, straddle, strangle etc. Option Greeks. Practical Problems- Cost of Carry Model, Binomial Model and Black & Scholes Model
Text- Books:			1. Financial Management - Theory & Practice, Prasanna Chandra, TMH Publishers, 2004 2. Financial Management , I.M. Pandey, Vikas publishing house, New Delhi

	3. Options Futures and other Derivatives , John C. Hull, PHI-EEE, 2011 4. Financial Institutions and Markets , L. M. Bhole - 4th Edition 5. Derivatives and Risk Management , Rajiv Srivastav, 2nd Edition, Oxford Higher Education Publishing
Reference Books:	1. Reference Materials NCFM & NISM. 2. Financial Management , Rajiv Shrivastava, Anil Mishra - Oxford Higher Education 3. Financial Management , Ravi Kishore, Taxmann, New Delhi 4. Financial Management: Problems and Solutions , Ravi Kishore, Taxmann, New Delhi 5. Strategic Financial Management , Dr. J. B. Gupta - Taxmann, New Delhi
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Financial Derivatives & Risk Management: By Prof. J. P. Singh (Link: https://onlinecourses.nptel.ac.in/noc26-mg73/preview) 2) Derivatives Mastery: From Theory to Practice in the Indian Market: By Dr. Deepika S.R (Link: https://onlinecourses.swayam2.ac.in/imb25-mg181/preview) 3) Commodity Derivatives and Risk Management, IIT Kharagpur (Link: https://nptel.ac.in/courses/110105071)



Semester - III
FM Paper III: Advanced Financial Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEFM03			
Course Name	Advanced Financial Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Financial Management-Paper III – Core Electives			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Basic understanding of Financial Accounting principles • Knowledge of Business Mathematics and Statistics • Familiarity with basic Economics concepts (micro and macro) • Understanding of the fundamentals of Financial Management • Ability to interpret financial statements • Basic awareness of capital markets and financial instruments			
Course Objectives	1) To enable students to understand the concept, significance, and computation of cost of capital and to analyze its role in financial decision-making. 2) To define capital structure theories and assess the impact on the value of the firm, with practical application through EBIT–EPS analysis and industry case comparison. 3) To explain the concepts and importance of working capital management and examine the optimal credit policy under debtors' management. 4) To analyze the cash management practices and models, evaluate effective management of cash balances and surplus funds.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain and compute the cost of capital for different sources of finance and analyze the significance of weighted average cost of capital in financial decision-making.	PO1, PO2, PO4, PSO1 & PSO2	L–1, L–2, L–3, L–4	Remembering, Understanding, Applying, Analyzing
CO2	Explain and compare capital structure theories, apply EBIT–EPS analysis, and evaluate the impact of financing decisions on firm value with reference to industry practices.	PO1, PO2, PO4, PO7, PSO1 & PSO2	L–1, L–2, L–3, L–4, L–5	Remembering, Understanding, Applying, Analyzing, Evaluating

CO3	Illustrate and analyze working capital concepts, estimate working capital requirements	PO1, PO2, PO4, PO8, PSO1 & PSO3	L-2, L-3, L-4, L-5	Understanding, Applying, Analyzing, Evaluating
CO4	Explain and apply cash management concepts and models, analyze cash flow decisions, and judge strategies for effective liquidity and surplus fund management. and examine optimal credit policies under debtors' management.	PO1, PO2, PO4, PO5, PSO1 & PSO2	L-1, L-2, L-3, L-4, L-5	Remembering, Understanding, Applying, Analyzing, Evaluating

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L-1 L-2 L-3 L-4	PO1, PO2, PO4, PSO1 & PSO2	Cost of Capital: Overview, Significance of Cost of Capital, Determinants of Cost of Capital, Measurement of Specific Costs – Redeemable and Irredeemable Debt, Redeemable and Irredeemable Preference Shares, Equity and Retained Earnings; Computation of Overall Cost of Capital using Book Value and Market Value Weights (Weighted Average Cost of Capital).
Unit II	L-1 L-2 L-3 L-4 L-5	PO1, PO2, PO4, PO7, PSO1 & PSO2	Capital structure & Value of firm: Assumptions & Definitions, NI approach, NOI approach, Traditional Position, MM Position, Taxation & Capital Structure, Trade-off Theory, Signalling Theory. EBIT-EPS Analysis. Capital Structure of Automobile Industry Companies viz. Bajaj Auto and Mahindra & Mahindra.
Unit III	L-2 L-3 L-4 L-5	PO1, PO2, PO4, PO8, PSO1 & PSO3	Working Capital Management: Working Capital Meaning, Importance/Significance of Working Capital Management, Determinants of Working Capital, Components of Working Capital, Factors Influencing Working Capital Requirements, Estimating Working Capital Management (needs), Operating or Working Capital Life Cycle.
Unit IV	L-1 L-2 L-3 L-4 L-5	PO1, PO2, PO4, PO5, PSO1 & PSO2	Cash Management: Motives of Holding Cash, Factors Determining the Cash Balance, Managing the Cash Flow, Options for Investing Surplus Funds & Strategies for Managing Surplus Funds, Cash Management Models- The Baumol Model, and The Miller-Orr Model. Detors' Management: Meaning of Receivables (Debtors), Cost Involved in Debtors' Management, Determination of Optimal Credit Policy, Cash Discount Policy and Ascertainment of Cost of Cash Discount, Effective Cost of Bills Discounting.
Text- Books:			1. Prasanna Chandra, <i>Financial Management - Theory and Practice</i>, McGraw Hill Education. 2. I. M. Pandey, <i>Financial Management</i>, Vikas Publishing House. 3. Khan & Jain, <i>Financial Management</i>, Tata McGraw Hill. 4. Eugene F. Brigham & Michael C. Ehrhardt, <i>Financial Management: Theory and Practice</i>, Cengage Learning. 5. Van Horne & Wachowicz, <i>Fundamentals of Financial Management</i>, Pearson Education. 6. Brealey, Myers & Allen, <i>Principles of Corporate Finance</i>, McGraw Hill Education.

Reference Books:	1. Reference Materials NCFM & NISM. 2. Sheeba Kapil, <i>Financial Management</i>, Pearson Education. 3. M. Y. Khan & P. K. Jain, <i>Financial Management</i>, Tata McGraw Hill. 4. Ross, Westerfield & Jordan, <i>Fundamentals of Corporate Finance</i>, McGraw Hill Education. 5. Bodie, Kane & Marcus, <i>Investments</i>, McGraw Hill Education.
Suggested MOOCs	1. Financial Management - NPTEL / SWAYAM Financial Management for Managers (covers key financial decision making including investment, financing, dividend decisions) Link: https://onlinecourses.nptel.ac.in/noc21_mg06/preview 2. Corporate Finance - SWAYAM / NPTEL Corporate Finance (capital budgeting, cost of capital, capital structure, working capital decisions) https://onlinecourses.nptel.ac.in/noc21_mg93/preview 3. Working Capital Management - NPTEL / SWAYAM Working Capital Management by IIT Roorkee - covers operating cycle, working capital concepts and financing decisions. Link: https://nptel.ac.in/courses/110107093 4. International Financial Management - SWAYAM / NPTEL Corporate Finance course on SWAYAM also includes international finance components (exchange rates, international financial systems) Link: https://onlinecourses.swayam2.ac.in/cec20_mg17/preview



Semester - III
HRM Paper I: Performance Management System

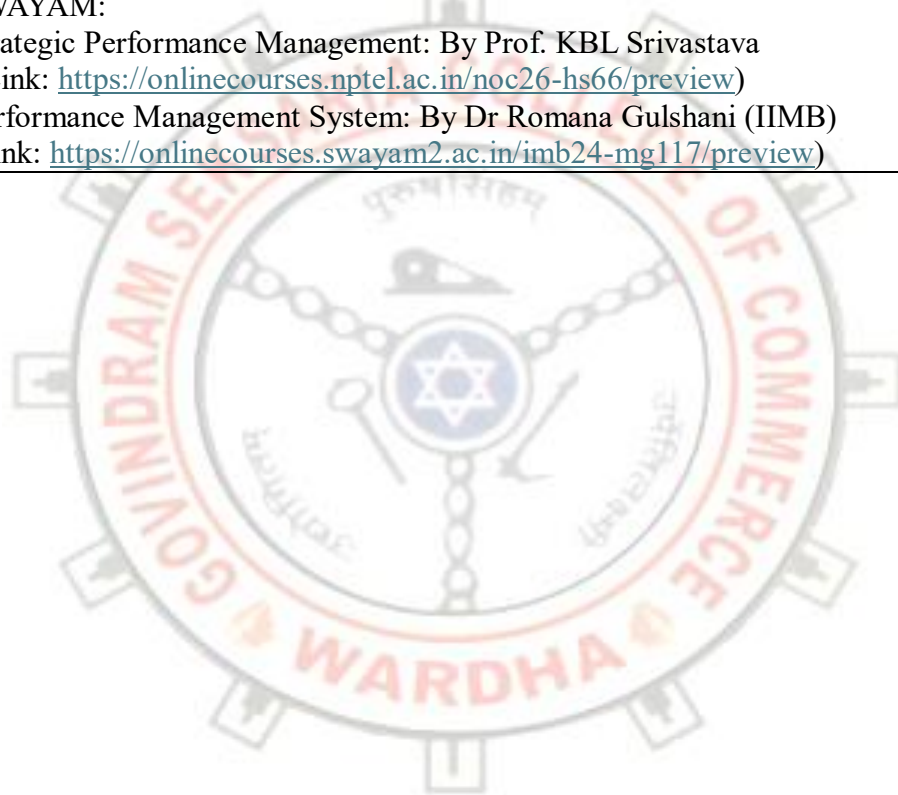
Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEHRM01			
Course Name	Performance Management System			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Human Resource Management - Paper I -Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Basic understanding of management principles and organizational behaviour • Fundamental knowledge of Human Resource Management concepts • Awareness of organizational structure and employee roles • Basic familiarity with goal setting and performance evaluation concepts • Willingness to analyse workplace performance and behavioural issues			
Course Objectives	1) To understand the concept, evolution, and strategic importance of Performance Management Systems in organizations. 2) To explain performance planning processes and the role of competency frameworks in effective performance management. 3) To familiarize students with performance appraisal methods, monitoring techniques, and performance counselling practices. 4) To analyse the implementation challenges, ethical issues, and reward linkages in Performance Management Systems.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Remember: Define key concepts such as performance management, performance appraisal, performance measurement, and PMS. Understand: Explain the evolution, objectives, principles, strategic importance, and characteristics of an effective PMS. Apply competency-based PMS concepts to organizational contexts and identify implementation challenges.	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	L - 1 L - 2 L - 3	Remember Understand apply
CO2	Understand: Explain performance planning concepts, objectives, processes. Apply performance planning methodologies and competency mapping techniques in organizational settings. Analyse barriers to effective performance planning and evaluate the linkage between performance goals and competencies.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand Apply Analyse
CO3	Understand: Explain performance appraisal processes, methods, monitoring systems, and performance counselling concepts. Apply appraisal methods, monitoring techniques, feedback mechanisms, and mentoring skills in practical	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand Apply

	situations. Analyse rating errors, effectiveness of appraisal systems, and the impact of counselling and mentoring on performance improvement.			Analyse
CO4	Apply strategies for PMS implementation and performance-linked reward systems. Analyse factors affecting PMS implementation and the relationship between performance management and rewards. Evaluate ethical issues, code of ethics, PMS practices in multinational corporations, and the strategic role of HR in performance management.	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 5	Apply Analyse Evaluate

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L - 1 L - 2 L - 3	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	Foundations Of Performance Management: Concept of Performance Management; Distinction between Performance Appraisal, Performance Measurement, and Performance Management; Evolution from Performance Appraisal; Objectives and Principles of Performance Management; Strategic Importance of Performance Management in Organizations; Performance Management System (PMS); Objectives and Functions of PMS; Characteristics of an effective PMS; Challenges in Implementing Performance Management Systems; Competency-based PMS.
Unit II	L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Performance Planning and Competency Frameworks: Performance Planning: Concept and Role in Performance Management System (PMS); Objectives of Performance Planning; Methodologies of Performance Planning; Performance Planning Process; Barriers to Effective Performance Planning. Competency Mapping: Concept and Relevance of Competency Mapping to PMS; Methods of Competency Mapping; Linking Performance Goals with Required Competencies for Effective Performance Delivery.
Unit III	L - 2 L - 3 L - 4	PO1, PO2, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	Performance Appraisal, Monitoring, And Counselling: Performance Appraisal: Meaning of Performance Appraisal; Performance Appraisal Process and Approaches; Performance Appraisal Methods—Traditional and Modern; Common Rating Errors. Performance Monitoring: Concept and Objectives of Performance Monitoring; Performance Monitoring Process and Ongoing Feedback. Performance Development Interventions: Performance Counselling—Concept and Skills; Performance Counselling for Higher Job Performance; Mentoring in Organizations; Skills Required for Mentoring.
Unit IV	L - 2 L - 3 L - 5	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	Implementation, Rewards, Ethics, And Strategic Hr Role: Performance Management Implementation: Strategies for Effective Implementation of PMS; Factors Affecting Performance Management Implementation. Performance Management and Reward System: Relationship between Performance Management and Rewards; Components of Reward System; Implications of Performance-Linked Reward System. Ethical and Strategic Dimensions of Performance Management: Performance Management Ethics—Meaning and Principles of Ethical Performance Management; Developing and Implementing a Code of Ethics; Performance Management Practices in Multinational Corporations; Role of HR Professional as a Strategic Partner in Performance Management.

Text- Books:	1. Performance Management - Michael Armstrong, Kogan Page. 2. Performance Management Systems - Herman Aguinis, Pearson Education. 3. Performance Management - Ramesh K. Uppal, Oxford University Press.
Reference Books:	1. Human Resource Management - Prof. Dr. Shikha Kapoor-Taxman's 2. Personnel/ Human Resource Management - David A. Decenzo - Stephen P. Robbins - Prentice-Hill India 3. Personnel Management text & cases- C.B. Mamoria, S.V. Gankar Himalaly Pub. 4. Human Resource Management - Gary Dessler by Biju Varkkey Pearson
Suggested MOOCs	Please refer these websites for MOOCS: SWAYAM: 1) Strategic Performance Management: By Prof. KBL Srivastava (Link: https://onlinecourses.nptel.ac.in/noc26-hs66/preview) 2) Performance Management System: By Dr Romana Gulshani (IIMB) (Link: https://onlinecourses.swayam2.ac.in/imb24-mg117/preview)



Semester - III
HRM Paper II: Compensation and Benefits Management

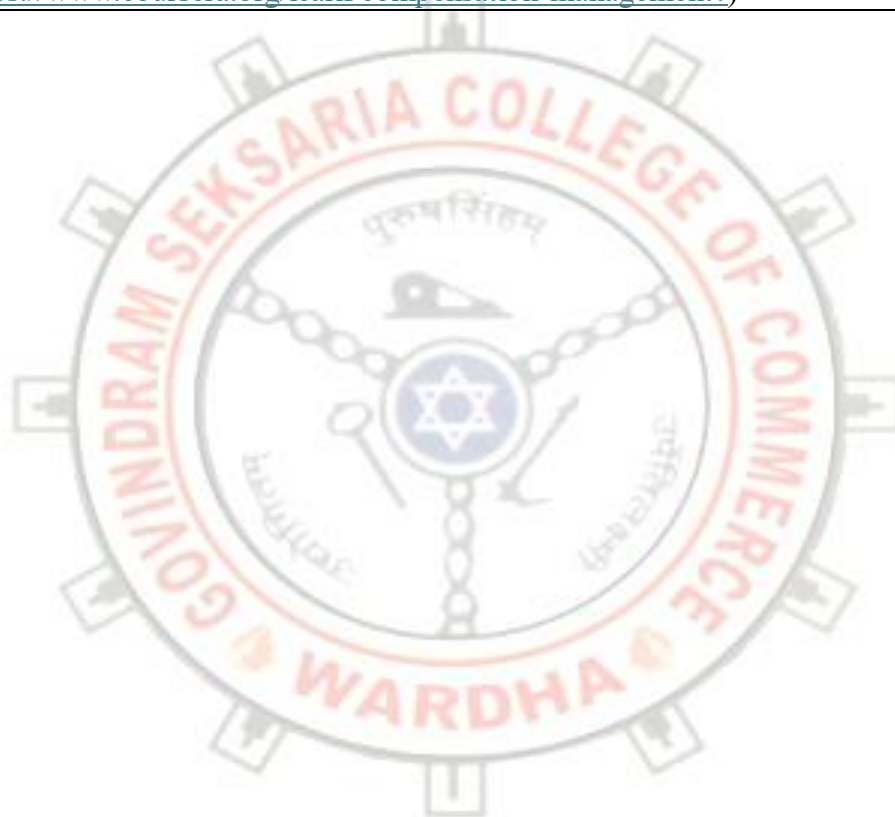
Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEHRM02			
Course Name	Compensation and Benefits Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Human Resource Management - Paper II -Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Students should have a basic understanding of Human Resource Management concepts. • The students should be familiar with the fundamentals of wages, salaries, and employee rewards. • Basic knowledge of compensation management and motivation principles is desirable. • An introductory awareness of statutory provisions related to employment.			
Course Objectives	1. To understand the basics of compensation and benefits management. 2. To learn how to design fair and competitive pay structures. 3. To analyse incentives and strategic compensation practices. 4. To gain awareness of statutory provisions related to compensation and benefits.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concepts and components of compensation and compensation management. Describe the objectives, scope, and role of compensation in motivation, retention, and performance. Analyse internal and external factors influencing compensation decisions in organizations.	PO1, PO2, PO3, PO4, PO6, PO8, PSO1 PSO2 PSO3	L - 1 L - 2 L - 3	Remember Understand Analyse
CO2	Explain concepts related to wages, salary structures, and pay systems. Apply wage structure principles to design pay grades, salary bands, KRAs, and KPIs. Analyse issues of internal equity, external competitiveness, and wage differentials.	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand Apply, Analyse
CO3	Apply incentive and variable pay systems in different organizational contexts. Analyse strategic compensation practices for executive and flexible workforces. Evaluate the effectiveness of incentive and benefit plans in achieving organizational objectives.	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 5	Apply, Analyse, Evaluate

CO4	Identify statutory provisions related to wages, bonus, and social security. Explain the impact of labour codes on compensation structure and payroll planning. Apply statutory requirements to ensure compliance in compensation and benefits management. Analyse the impact of labour codes on compensation structure, payroll planning, compensation cost, and statutory compliance.	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand, Apply, Analyse
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Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L - 1 L - 2 L - 3	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	Introduction of Compensation Management: Concept and meaning of compensation and compensation management, Objectives & scope of compensation management, Components of compensation: direct, indirect, and non-monetary rewards, Compensation as a tool for motivation, retention, performance, and employer branding, 3-P concept in compensation management (Position, Person, Performance), Process of compensation determination, Factors influencing compensation decisions (internal and external).
Unit II	L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	Compensation Structure and Pay System Design: Concept of wages and salary, Minimum wage, fair wage, and living wage (conceptual perspective), Wage structure, pay grades, and salary bands, Wage mix and pay ranges using market benchmarking, Internal equity and external competitiveness, Wage differentials and determinants of wage structure. Designing pay structures aligned with organizational goals, designing Key Result Areas (KRA) and Key Performance Indicators (KPI), Fringe benefits: concept, objectives, types, and significance.
Unit III	L - 2 L - 3 L - 5	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2, PSO3	Incentives, Benefits, and Strategic Compensation Practices: Concept and objectives of incentives and variable pay systems. Types of incentives and performance-linked pay systems, Competency-based and skill-based compensation, Spot bonuses and short-term incentives, Profit-sharing and gain-sharing plans, Employee Stock Option Plans (ESOPs) and long-term incentives, Executive compensation structure and components, Cafeteria approach to benefits and flexible benefit plans, Compensation for flexible workforce: gig, contract, contingent, remote, and hybrid employees, Strategic compensation challenges and managerial trade-offs.
Unit IV	L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	Statutory Framework for Compensation and Benefits Code on Wages, 2019: Concept of minimum wages, Fixation and revision of minimum wages. Role of government in wage determination, Bonus provisions under the Code: Eligibility and disqualification, Minimum and maximum bonus, Set-on and set-off, Time limit for payment, Impact of the Code on compensation structure and payroll planning. Code on Social Security, 2020: Concept and scope of social security, Employer's liability for employment injury, Compensation for death and disablement, Impact on compensation cost and statutory compliance.
Text- Books:			1. Compensation Management: Dr. T. V. Rao, Excel Books. 2. Compensation Management: Raghurir Singh, Tata McGraw. 3. Human Resource Management: K. Aswathappa, McGraw Hill India.
Reference Books:			1. Indian Labour and Industrial Laws: S. N. Mishra, Central Law Publications. 2. Strategic Compensation: Joseph J. Martocchio, Pearson.

	3. Reward Management: Michael Armstrong & Helen Murlis, McGraw Hill.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: NIL Coursera: 1) Coursera: Compensation and Benefits (https://www.coursera.org/learn/compensation-and-benefits) 2) Managing Employee Compensation (https://www.coursera.org/learn/compensation-management?)



Semester - III
HRM Paper III: Industrial Relations & Labour Laws

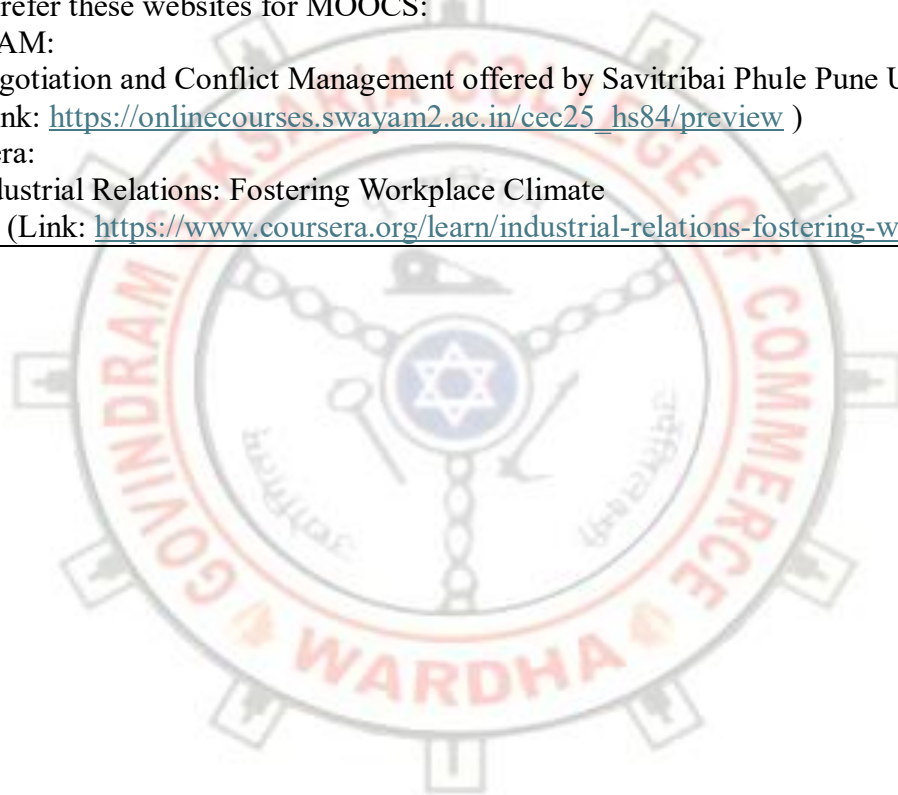
Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEHRM03			
Course Name	Industrial Relations and Labour Laws			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Human Resource Management - Paper III -Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Familiarity with fundamental management principles. • Introductory knowledge of Human Resource Management (HRM). • Ability to read and interpret academic and legal texts.			
Course Objectives	1) Understand the Fundamentals of Industrial Relations: To introduce students to the concepts, scope, objectives, and key perspectives of Industrial Relations in organizational settings. 2) Apply Mechanisms for Industrial Harmony: To equip students with knowledge of collective bargaining, grievance redressal, negotiation, and statutory provisions for promoting workplace harmony. 3) Analyze Workers' Participation and International Labour Standards: To examine Indian schemes of Workers' Participation in Management and evaluate the role of ILO conventions in fostering inclusive and socially responsible industrial relations. 4) Interpret and Evaluate Labour Welfare and Safety Legislations: To enable students to understand, apply, and assess provisions of the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 for compliance, employee welfare, and workplace safety.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the concept and scope of Industrial Relations; explain key perspectives of Industrial Relations; apply Industrial Relations concepts to workplace situations; analyze factors influencing Industrial Relations and the causes and effects of poor Industrial Relations; and evaluate emerging Industrial Relations models in the gig economy and remote work era.	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 the concepts and processes of collective bargaining, grievance redressal, and negotiation; apply these mechanisms in workplace situations; and analyze dispute resolution processes under the Industrial Relations Code, 2020 to promote industrial harmony and ethical workplace relations.	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2	L-2 L-3 L-4	Understand Apply Analyze

CO3	Analyze workers' participation in management schemes in India and evaluate the role of the International Labour Organization and its conventions in promoting industrial democracy, inclusiveness, and socially responsible industrial relations.	PO1, PO3, PO4, PO6, PO8, PSO2, PSO3	L-4 L-5	Analyze Evaluate
CO4	Explain the provisions of the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020; apply these provisions to organizational contexts; analyze their implications for legal compliance, employee welfare, and workplace safety; and evaluate labour practices to promote sustainability and statutory adherence.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L-2 L-3 L-4 L-5	Understand Apply Analyze Evaluate

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1 L-2 L-3 L-4 L-5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Foundations of Contemporary Industrial Relations Concept, Definition, Scope, Objectives, Importance of Industrial Relations, Parties to IR, Factors Affecting IR, Various Perspectives/ Approaches Proposed by Industrial Relations Scholars, Causes of Poor IR, Effects of Poor IR, Emerging Trends in Industrial Relations Management, IR Models in the Gig Economy and Remote Work Era
Unit II CO2	L-2 L-3 L-4	PO1, PO2, PO3, PO4, PO5, PO6, PO8, PSO1, PSO2	Institutional and Legal Mechanisms for Industrial Harmony Collective Bargaining: Concept, Definition, Features, Scope, Process and Essential Conditions, Contemporary Collective Bargaining Practices Grievance Redressal and Negotiation: Meaning of Grievance, Model Grievance Redressal Procedure, Negotiation Techniques in IR The Industrial Relations Code, 2020- Preliminary, Bi-Partite Forums, Trade Unions, Standing Orders, Voluntary Reference of Disputes to Arbitration, Mechanism for Resolution of Industrial Disputes, Strikes and Lock-Outs, Lay-Off, Retrenchment and Closure
Unit III CO3	L-4 L-5	PO1, PO3, PO4, PO6, PO8, PSO2, PSO3	Workers' Participation and Role of ILO in Industrial Relations Workers' Participation in Management (WPM): Concept, Objectives, Need for Workers' Participation, Forms/ Indian Schemes of WPM, Why Participation Fails in India - A Critical Perspective Role of International Labour Organization (ILO): Role of ILO in Promoting Harmonious Industrial Relations, Relevance of ILO Conventions and Recommendations in India
Unit IV CO4	L-2 L-3 L-4 L-5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Social Security, Labour Welfare and Occupational Safety Legislations The Code on Social Security, 2020- Concept & Scope of Social Security, Employee Protection under Gratuity, Maternity, Employment Injury and Social Security for Unorganised Workers, Gig Workers and Platform Workers The Occupational Safety, Health and Working Conditions Code, 2020- Preliminary, Duties of Employer and Employees, etc., Occupational Safety and Health, Health, Safety and Working Conditions, Welfare Provisions, Hours of Work and Annual Leave with Wages, Building or Other Construction Workers, Factories, Offences and Penalties
Text- Books:			1. Industrial Relations and Labour Laws by S.C. Srivastava, Vikas Publishing House Pvt. Ltd.

	2. Industrial Relations and Labour Laws for Managers by Parul Gupta, IBP / Bharat Law House Pvt. Ltd. 3. Industrial Relations and Labour Legislation by R.C. Sharma, PHI Learning 4. Industrial Relation and Labour Laws by Vijay V Bidnur, Anjali A. Kalse, Priyeta Priyadarshini, Shashwat Publication
Reference Books:	1. Industrial Relations, Trade Unions and Labour Legislation by P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson 2. New Labour & Industrial Laws by Taxmann's Editorial Board, Taxmann 3. Industrial Relations & Labour Laws by C.B. Gupta, N.D. Kapoor, P.C. Tripathi, Sultan Chand & Sons 4. Labour Law and Industrial Relations - I by Sharmila Ghuge, Himalaya Publishing House
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1. Negotiation and Conflict Management offered by Savitribai Phule Pune University, Pune (Link: https://onlinecourses.swayam2.ac.in/cec25_hs84/preview) Coursera: 2. Industrial Relations: Fostering Workplace Climate (Link: https://www.coursera.org/learn/industrial-relations-fostering-workplace-climate)



Semester - III
BA Paper I: RDBMS & SQL

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEBA01			
Course Name	RDBMS & SQL			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Business Analytics - Paper I -Complementary Elective			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	Basic computer literacy, programming fundamentals, set theory, logic, and data concepts are essential prerequisites for RDBMS and SQL.			
Course Objectives	1. To provide students with the theoretical foundation to translate real-world business requirements into normalized relational schemas using E/R modelling. 2. To train students in the practical implementation of database structures and the enforcement of data integrity through DDL, DML, and Transaction Control (TCL). 3. To develop proficiency in extracting complex datasets by mastering SQL operators, set theory, and various relational joining techniques. 4. To equip students with advanced analytical tools, such as sub-queries and aggregate functions, while teaching performance optimization through indexing and views.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the fundamental concepts of RDBMS architecture and apply normalization and E/R modelling techniques to design logically sound and redundancy-free database schemas.	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	L – 2 L - 3 L – 4 L – 6	Understand Apply Analyze Create
CO2	Construct relational database structures using DDL and execute DML operations and TCL commands to enforce integrity constraints and ensure data consistency.	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	L – 2 L - 3 L – 4 L – 6	Understand Apply Analyze Create
CO3	Formulate complex data retrieval scripts by applying various SQL operators, set operations, and multiple types of Joins to extract meaningful information from related tables.	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	L – 2 L - 3 L – 4	Understand Apply Analyze

			L – 5 L – 6	Evaluate Create
CO4	Evaluate and implement advanced database objects including sub-queries, aggregate functions, views, and indexes to optimize query performance and manage administrative security through DCL.	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	L-4 L-5 L-6	Analyze Evaluate Create

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 2 L - 3 L – 4 L – 6	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	Database Concepts & Design Theory Introduction to DBMS: Overview and Need for DBMS, File Management System (FMS) vs. DBMS. Architecture: Three-Schema Architecture, Data Independence, and DBMS Languages (DDL, DML, DCL, TCL). Data Models: Evolution of models (Hierarchical, Network, Relational). Relational Model: Terminologies (Attribute, Domain, Tuple, Relation), Codd's 12 Rules. Integrity Keys: Super Key, Candidate Key, Primary Key, Foreign Key, and Composite Key. E/R Modelling: Entities, Attributes, Relationships, and mapping E/R diagrams to Relational Tables. Normalization: Purpose of Normalization, and Normal Forms (1NF, 2NF, 3NF, and BCNF).
Unit II CO2	L – 2 L - 3 L – 4 L – 6	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	SQL Fundamentals & Data Definition Introduction to SQL: History, Features, and SQL Data Types (Numeric, Character, Date/Time). Installation: Setting up the environment (MySQL, Oracle, or SQL Server). Data Definition Language (DDL): CREATE, ALTER, DROP, TRUNCATE, and RENAME. Integrity Constraints: NOT NULL, UNIQUE, PRIMARY KEY, FOREIGN KEY, CHECK, and DEFAULT. Data Manipulation Language (DML): INSERT, UPDATE, and DELETE. Transaction Control (TCL): COMMIT, ROLLBACK, and SAVEPOINT.
Unit III CO3	L – 2 L - 3 L – 4 L – 5 L – 6	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	Data Retrieval, Operators & Joins SQL Operators: Arithmetic, Relational/Comparison, Logical: AND, OR, NOT Special Operators: IN, BETWEEN, LIKE (Pattern Matching), IS NULL. Set Operators: UNION, UNION ALL, INTERSECT, and MINUS. JOINS (Multi-table Queries): Inner Join, Outer Joins (Left, Right, Full), Self-Join and Cross Join (Cartesian Product).
Unit IV CO4	L-4 L-5 L-6	PO1,PO2, PO4,PO5,PO6,PSO1, PSO3	Advanced Querying & Database Objects Built-in Functions: String, Numeric, and Date functions. Aggregate Functions: SUM, AVG, COUNT, MIN, MAX. Data Grouping: GROUP BY clause, HAVING clause (Filtering groups). Sub-queries: Single-row, Multi-row, and Correlated Sub-queries. Views: Creating, Updating, and Dropping Views; Purpose and Security benefits. Data Control Language (DCL): GRANT and REVOKE permissions. Indexes: Creating and managing Indexes for query performance.

Text- Books:

1. Introduction to Database Management Systems : Atul Kahate.(Eds.) (2004)
2. SQL & PL/SQL for Oracle 11g Black Book: Dr. P S Deshpande (2011)
3. Introduction to Database Systems, C. J. Date, Pearson Education
4. SQL The Complete Reference: James Groff , Paul Weinberg , Andy Oppel, 3RD Edition

	5. Database systems, 6th edition, Ramez Elmasri, Shamkant B.Navathe, Pearson Education
Reference Books:	1. Introduction to Database Management Systems : Atul Kahate.(Eds.) (2004) 2. SQL & PL/SQL for Oracle 11g Black Book: Dr. P S Deshpande (2011)
Suggested MOOCs	Please refer these websites for MOOCs: 1. https://onlinecourses.swayam2.ac.in/aic20_sp36/course



Semester - III
BA Paper II: Data Mining & Warehousing

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEBA02			
Course Name	Data Mining & Warehousing			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Business Analytics - Paper II -Complementary Elective			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	A solid foundation in Relational Databases (SQL and Normalization) and basic Statistics and Probability			
Course Objectives	- To explain the architecture, components, and role of data warehousing in business analytics. - To introduce data mining concepts, system classifications, and the KDD process for extracting insights. - To develop skills in pre-processing and association rule mining for uncovering hidden patterns in data. - To explore classification and clustering techniques for predictive modelling.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Differentiate between OLTP and OLAP systems and analyze warehouse schema designs (Star, Snowflake, Fact constellation).	PO2, PO4, PO5, PO6, PSO1, PSO3	L – 2 L - 3 L – 4 L – 5	Understand Apply Analyze Evaluate
CO2	Apply the KDD process to business datasets for extracting meaningful patterns and insights.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO3	L – 2 L - 3 L – 4	Understand Apply Analyze
CO3	Design and implement Association Rule Mining (Apriori/FP-Growth) and Classification algorithms (Decision Trees/Naive Bayes) to discover hidden patterns.	PO2, PO4, PO5, PO6, PSO1, PSO3	L – 2 L - 3 L – 4 L – 5 L – 6	Understand Apply Analyze Evaluate Create
CO4	Implement and evaluate Clustering methodologies (Partitioning, Hierarchical, and Density-based) and Outlier Analysis to perform unsupervised segmentation and anomaly detection.	PO2, PO4, PO5, PO6, PSO1, PSO3	L-3 L-4 L-5	Apply Analyze Evaluate

Syllabus			
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 2 L - 3 L – 4 L – 5	PO2, PO4, PO5, PO6, PSO1, PSO3	Data Warehousing: Introduction to data warehousing- Data warehousing components, Building a data warehouse, Difference between database system and data warehouse, Data warehouse architecture-3 Tier architecture, Warehouse schema design(Stars, Snowflakes, Fact constellations), Data extraction, Clean-up & transformation tools, Multi-dimensional data model, Data cubes- , Online analytical processing- Typical OLAP operations,OLTP.
Unit II CO2	L – 2 L - 3 L – 4	PO1, PO2, PO4, PO5, PO6, PSO1, PSO3	Data Mining: Introduction of data mining - Definition and functionalities, Classification of DM systems, DM task primitives, Integration of a data mining system with a database and data warehouse - Issues in DM, KDD process.
Unit III CO3	L – 2 L - 3 L – 4 L – 5 L – 6	PO2, PO4, PO5, PO6,PSO1, PSO3	Data Preprocessing: Data Pre-processing, Data cleaning, Data integration and transformation, Data reduction, : Association Rule Mining: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms
Unit IV CO4	L-3 L-4 L-5	PO2, PO4, PO5, PO6, PSO1, PSO3	Classification Techniques: Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbour classification-Algorithm and Characteristics. Clustering: Cluster analysis, Basic issues, Clustering using partitioning methods, Hierarchical methods, Density based methods, Grid based methods and model based methods, Algorithms for outlier analysis.
Text- Books:			1. Jiawei Han and Micheline Kamber : “Data Mining Concepts and Techniques”, 3rd Edition,Elsevier,2012. 2. Arun K. Pujari, "Data Mining",University Press. 3. Paulraj Ponnian, “Data Warehousing Fundamentals”, John Willey. 4. The Data Ware House Life Cycle Toolkit- Ralph Kimball, Wiley Student Edition. 5. Data Mining, Vikaram Pudi, P Radha Krishna, Oxford University
Reference Books:			1. Data Mining and Data Warehousing By Parteek Bhatia , Cambridge University Press. 2. The Data Ware House Life Cycle Toolkit- Ralph Kimball, Wiley Student Edition.
Suggested MOOCs			Please refer these websites for MOOCs: 1. Introduction to Data Warehousing and Data Mining. Link: https://onlinecourses.swayam2.ac.in/imb25_mg200/preview 2. Data Sciences: Data Warehousing and Data Mining. Link: https://onlinecourses.swayam2.ac.in/ntr26_ed107/preview



Semester - III
BA Paper III: Data Visualisation Tools for Analytics

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEBA 03			
Course Name	Data Visualization Tools for Analytics			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Business Analytics - Paper III -Complementary Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	Basic computer literacy and familiarity with spreadsheets. Ability to understand basic business data and interpret numerical information.			
Course Objectives	1) To explain the role of data visualization in transforming business data into meaningful managerial insights. 2) To apply Power BI tools to perform data connection, data modeling, and data visualization tasks. 3) To analyze real-world business problems using data visualization techniques to support informed decision-making. 4) To design interactive dashboards that effectively communicate key performance indicators and business trends.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the concepts, principles, and importance of data visualization and identify appropriate visualization tools for business analytics.	PO1, PO2, PO5, PO6, PSO-1	L-1 L-2	Remember Understand
CO2	Apply Power BI fundamentals to connect, clean, and transform data from multiple sources for visualization.	PO2, PO4, PO5, PO6, PSO1, PSO2	L-2 L-3	Understand Apply
CO3	Analyze business data by creating data models and interactive visualizations using Power BI.	PO1, PO2, PO4, PO5, PSO1, PSO2	L-4	Analyse
CO4	Create advanced dashboards using DAX functions and evaluate business insights for managerial decision-making.	PO2, PO5, PO7, PO8, PSO1, PSO2	L-5 L-6	Evaluate Create

Syllabus			
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1 L-2	PO1, PO2, PO5, PO6, PSO-1	Introduction to Data Visualization & Tools Meaning and role of data visualization in analytics and communication; Importance of data visualization in managerial decision-making; Types of data: structured, unstructured, quantitative, qualitative; Types of visualizations: charts, graphs, tables, maps; Principles of effective data visualization; Overview of data visualization tools: Excel, Power BI, Tableau (comparative understanding).
Unit II CO2	L-2 L-3	PO2, PO4, PO5, PO6, PSO1, PSO2	Power BI Fundamentals & Data Handling Introduction to Power BI and its components - Power BI Desktop, Power BI Service, Power BI Mobile); Installation and interface of Power BI Desktop; Connecting Power BI to data sources - Excel, CSV files, databases (overview); Introduction to Power Query Editor; Data cleaning and transformation techniques; Removing errors and duplicates; Sorting and filtering; Best practices in data preparation.
Unit III CO3	L-4	PO1, PO2, PO4, PO5, PSO1, PSO2	Data Modelling & Visualization in Power BI Data modelling concepts; Data modelling best practices; Visualization types in Power BI- Bar, column, line, pie, tables, cards, KPI visuals; Customizing Visualizations - Formatting, colors, labels, titles; Interactive features - slicers, filters, drill-down and drill-through; Designing effective dashboards for business use.
Unit IV CO4	L-5 L-6	PO2, PO5, PO7, PO8, PSO1, PSO2	Advanced Power BI - DAX, Dashboards & Sharing Introduction to DAX (Data Analysis Expressions); Basic DAX functions - SUM, AVERAGE, COUNT, CALCULATE; Advanced DAX concepts - Time intelligence functions; Advanced visualization techniques; Publishing reports to Power BI Service; Sharing and collaboration; Permissions and security; Creating dashboards for strategic and managerial decisions.
Text- Books:			1. Microsoft Power BI Dashboards Step by Step. - O'Connor, Errin, Microsoft Press, Redmond, Washington, 1st Edition, 2018. 2. Microsoft Power BI Quick Start Guide. - Knight, Devin, Packt Publishing Ltd., Birmingham, UK, 2nd Edition, 2018. 3. Mastering Microsoft Power BI. - Powell, Brett, Packt Publishing Ltd., Birmingham, UK, 1st Edition, 2018.
Reference Books:			1. The Definitive Guide to DAX: Business Intelligence with Microsoft Excel, SQL Server Analysis Services, and Power BI. - Russo, Marco & Ferrari, Alberto, Microsoft Press, Redmond, Washington, 2nd Edition, 2019. 2. Pro Power BI Desktop - Aspin, Adam, Apress (Springer Nature), New York, 1st Edition, 2017.
Suggested MOOCs			Please refer these websites for MOOCs: SWAYAM: 1) Data Analytics and Visualization with MS Power BI offered by Dr. Anand A. Kopare, Atlas SkillTech University, Mumbai (Link: https://onlinecourses.swayam2.ac.in/imb26-mg110/preview) SWAYAM: 2) Business Intelligence with PowerBI: From Data to Strategic Decisions offered By Dr. Rupesh Kumar Sinha, JAIN (Deemed-to-be University), Bangalore (Link: https://onlinecourses.swayam2.ac.in/imb26-mg113/preview)

Semester - III
OM Paper I: Logistics & Supply Chain Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEOM01			
Course Name	Logistics & Supply Chain Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Operations Management Paper 1 – Complementary Electives			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	Strong analytical, problem-solving, and tech skills, coupled with excellent communication, planning, leadership, and adaptability to manage complex, global operations and teams, focusing on efficiency, risk management, and data-driven decisions from sourcing to delivery.			
Course Objectives	• To provide students with a basic understanding of concepts of Logistics & Supply Chain management. • To Identify different modes of transportation (road, rail, air, sea) and warehousing operations. • To assess the inventory management decisions, such as potential stockouts or obsolescence, and their financial implications. • To analyse the global trends and provide an insight into the role of Internet Technologies in logistics and supply chain management.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define core concepts of logistics & supply chain management Explain the key performance drivers & decision phases.	PO1, PO2, PO4, PO6, PO7, PSO1, PSO2, PSO3	L - 1 L - 2 L - 3	Remember Understand Apply
CO2	Understand the various elements of logistics mix and evaluate the impact of Transportation, Sourcing and Pricing Decisions in Supply Chain Success.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 5	Understand Apply Evaluate

CO3	Evaluate the importance, techniques of inventory and performance measurement in achieving competitive advantage and driving continuous improvement.	PO1, PO2, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 4 L - 5 L - 6	Analyze Evaluate Create
CO4	Analyze the impact of emerging technologies on key supply chain drivers & develop innovative solutions to address complex international logistics challenges, fostering entrepreneurial thinking.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 4 L - 5 L -- 6	Analyze Evaluate Create

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L - 1 L - 2 L - 3	PO1, PO2, PO4, PO6, PO7, PSO1, PSO2, PSO3	Introduction - Logistics Management: Meaning, Basic Concepts of Logistics, Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Performance Cycle- Inbound Logistics, in process Logistics, Outbound Logistics, Logistical Competency, Changing Logistics Environment. Supply Chain Management: Concept, objectives & importance, Decision Phases in a Supply Chain, Supply Chain Strategies, Drivers of Supply Chain Performance, e-supply chain, Concept of Reverse logistics, Bullwhip effect in SCM.
Unit II CO2	L - 2 L - 3 L - 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Elements of Logistics Mix - Transportation: Importance, Transportation route decision making, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation. Warehousing: Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Factors affecting Warehousing. Materials Handling: Meaning, Objectives, Equipment's used for Materials Handling, Factors affecting Materials Handling Equipment's. Packaging: Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Packaging Costs.
Unit III CO3	L - 4 L - 5 L - 6	PO1, PO2, PO6, PO7, PO8 PSO1, PSO2, PSO3	Inventory Management, Costing & Performance Management: Inventory Management - Meaning, Objectives, Functions, Importance, Techniques of Inventory Management. Logistics Costing: Meaning, Importance Performance Measurement in Supply Chain: - Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement (KPI). Basic Numerical - EOQ and Reorder levels.
Unit IV CO4	L - 4 L - 5 L -- 6	PO1, PO2, PO3, PO4,	Recent trends in Logistics & Supply Chain Management (Case Based):

	PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Logistics and supply chain management in the Global Environment: Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management. Information Technology in Logistics: Objectives, Role of Information Technology in Logistics and Supply Chain Management. Applications of AI in Distribution - Warehouse Automation and Robotics Optimization, Fraud Detection and Supply Chain Risk Monitoring.
Text- Books:		1. Logistics and Supply Chain Management - Cases and Concepts, G Raghuram & N Rangaraj, Mac Millan. 2. Supply Chain Management, K.Shridhara Bhat, Himalaya Publishing House. 3. Logistics & Supply Chain Management, Text & Cases by Anurag Saxena & Lt.Col. Kaaushik Sircar, Jaico Publishing House. 4. Supply Chain Management, Strategy, Planning and Operation Second Edition - Sunil Chopra, Peter Meindl, Pearson Education. 5. Physical Distribution Management Logistical Approach - K.K.Sharma, Himalaya Publishing. 6. Basics of Distribution Management-A Logistical Approach - Satish K.Kapoor, Purva Kansal, Prentice Hall India.
Reference Books:		1. Supply Chain Management - Efficiency and Performance Measurement - Braj Mohan Chaturvedi, ICFAI University Press. 2. Supply Chain Management in the twenty first century - B.S. Sahay, MACMILLAN.
Suggested MOOCs		Please refer these websites for MOOCS: SWAYAM: 1) Logistics & Supply Chain Management offered by IIT Kharagpur https://onlinecourses.nptel.ac.in/noc25-hs205/preview 2) ABCs of supply chain offered by IIS Jaipur https://onlinecourses.swayam2.ac.in/imb26-mg52/preview 3) Supply chain course by Oxford: https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/supply-chain-management-free-course

Semester - III
OM Paper II: Operations Research

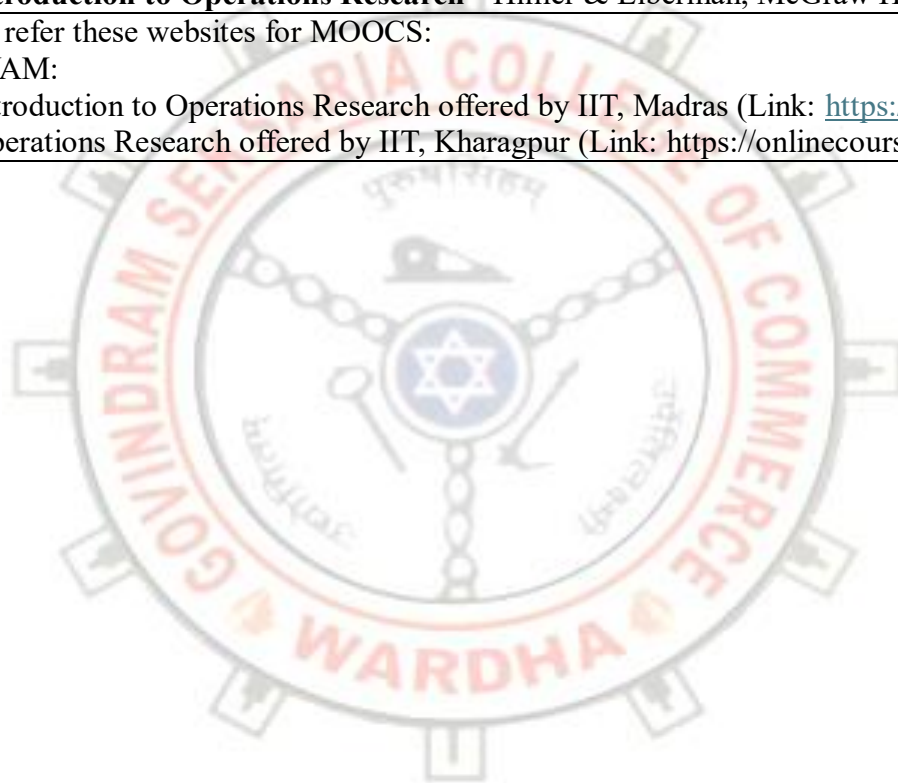
Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEOM02			
Course Name	Operations Research			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Operations Management Paper II – Complementary Electives			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Understanding of fundamental mathematics, including linear equations, inequalities, and basic calculus. • Prior exposure to descriptive statistics, probability concepts, random variables, and basic distributions. • Capability to interpret quantitative data, formulate business problems mathematically, and analyze results for managerial decision-making.			
Course Objectives	1. To introduce the fundamental concepts, importance, tools, techniques, and limitations of Operations Research and develop an understanding of its role in managerial decision-making. 2. To enable students to formulate and solve linear programming problems using graphical methods and apply optimization techniques to real-world business situations. 3. To develop competency in solving transportation and assignment problems, including balanced and unbalanced cases, using standard methods for cost minimization and profit maximization. 4. To equip students with the ability to apply network analysis techniques (PERT/CPM) for project planning, scheduling, time estimation, and identification of critical paths. 5. To familiarize students with advanced decision-making models, including game theory and sequencing techniques, to analyze competitive strategies and optimize operational efficiency.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the concept of operations research, Describe the tools and techniques of operations research, Solve linear programming problems, Formulate linear programming problems and solve graphically.	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

CO2	Explain the steps involved in solving Transportation problems, Determine the initial feasible solution of Transportation problems, Solve unbalanced and maximization transportation problems and assignment problems.	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	L - 2 L - 3 L - 4 L - 5 L - 6	Understand Apply Analyze Evaluate
CO3	Explain the rules for network construction, Construct network diagrams for project activities, Calculate Earliest start and Finish Times, Latest Start and Finish Times, Identify critical path method and determine project duration, Compare PERT and CPM.	PO1, PO2, PO3, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	L - 1 L - 2 L - 3 L - 4 L - 6	Remember Understand Apply Analyze Create
CO4	Explain terminologies used in Game theory, Analyze two - person zero sum games and Determine optimal strategies, Solve (2 x n) and (m x 2) game problems using graphical method, Solve sequencing problems for processing 'n' jobs through 2 and 3 machines to minimize idle time.	PO1, PO2, PO3, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	L - 2 L - 3 L - 4 L - 5	Understand Apply Analyze Evaluate

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L - 1 L - 2 L - 3 L - 4 L - 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Introduction to Operations Research: Concept, importance, tools and techniques, application, limitations of Operations Research. Introduction to Linear Programming Problems: Assumptions, Formulation and Solution by Graphical Method.
Unit II CO2	L - 2 L - 3 L - 4 L - 5 L - 6	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	Transportation: Steps involved in transportation problems, Initial feasible solutions - North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM), Unbalanced, maximization numerical. Assignment: Assumptions and Formulation of Assignment problems, Solution by Hungarian Method, Unbalanced, Maximization numerical.
Unit III CO3	L - 1 L - 2 L - 3 L - 4 L - 6	PO1, PO2, PO3, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	Network Analysis (PERT/CPM): Rules of Network Construction, Limitations and Difficulties in Network Methods, Forward Pass, Backward Pass, Calculation of Earliest start and Finish Times, Latest Start and Finish Times, Critical Paths, Project duration, PERT vs. CPM.
Unit IV CO4	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO3, PO4, PO5, PO6, PO7	Game Theory: Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method (2xn and mx2 games). Sequencing: Introduction, Terminology & Assumptions, Processing 'n' jobs through 2 and 3 machines. Idle time minimization through sequencing models.

		PSO1, PSO2, PSO3	
Text- Books:			1. Operations Research Problems Solutions - J K Sharma, McMillan Publication. 2. Operations Research - P K Gupta & D S Hira, S Chand. 3. Operations Research - V K Kapoor, Sultan Chand & Sons. 4. Operations Research - S. Kalavathy, Vikas Publications.
Reference Books:			1. Operations Research: An introduction - Hamdy A Taha, Pearson Education India. 2. Operations Research: Principles and Applications - G Srinivasan, PHI Learning Private Ltd, New Delhi. 3. Introduction to Operations Research - Hillier & Liberman, McGraw Hill.
Suggested MOOCs			Please refer these websites for MOOCS: SWAYAM: 1) Introduction to Operations Research offered by IIT, Madras (Link: https://nptel.ac.in/courses/110106062) 2) Operations Research offered by IIT, Kharagpur (Link: https://onlinecourses.nptel.ac.in/noc25-ag15/preview)



Semester - III
OM Paper III: Total Quality Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEOM03			
Course Name	Total Quality Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Operations Management Paper III – Complementary Electives			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	- Understanding basic managerial functions and business processes. - Familiarity with production/operations workflows and process improvement concepts. - Awareness of quality principles, customer focus, and continuous improvement philosophy.			
Course Objectives	- To understand the fundamental concepts of quality and Total Quality Management, including quality dimensions, quality costs, and the philosophies of leading quality experts. - To familiarize students with TQM principles and managerial perspectives for planning, implementing, and sustaining quality across organizations. - To develop competence in using TQM and statistical tools for process analysis and improvement. - To apply continuous improvement methodologies concepts to enhance organizational performance.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define and explain the concept of quality, Describe the quality philosophies of quality thinkers, Compare and analyze the contributions of major quality thinkers to the evolution of Total Quality Management, Apply the guiding principles of TQM from a managerial perspective to improve organizational performance.	PO1, PO2, PO3, PO4, PO8 PSO2, PSO3	L - 1 L - 2 L - 3 L - 4	Remember Understand Apply Analyze
CO2	Explain the concept of benchmarking, Analyze the need for Total Productive Maintenance (TPM) in improving equipment effectiveness, Explain and apply Quality Function Deployment (QFD) and its process to translate customer requirements into product or service specifications, Apply Failure Mode and Effects Analysis (FMEA) to identify and prevent potential failures in processes.	PO1, PO2, PO3, PO4, PO6, PO8 PSO1, PSO2, PSO3	L - 2 L - 3 L - 4	Understand Apply Analyze
CO3	Explain the concept and importance of Statistical Process Control (SPC) in monitoring and improving process performance, Illustrate process control charts for variables and attributes to assess process stability, Apply quality control tools such as	PO1, PO2, PO4, PO5, PO6, PO7, PO8	L - 2 L - 3 L - 4	Understand Apply Analyze

	Pareto diagrams, histograms, and flowcharts for process analysis, Analyze process data using cause-and-effect diagrams to identify sources of variation and quality problems.	PSO1, PSO2, PSO3		
CO4	Explain the principles and objectives of quality improvement systems, Apply selected quality improvement tools (5S, Poka-Yoke, Quality Circles) to improve operational efficiency and reduce waste, Analyze business processes using Lean and Six Sigma concepts to identify non-value-adding activities and sources of variation, Evaluate service quality performance and recommend appropriate improvement strategies based on customer satisfaction and quality gaps.	PO1, PO2, PO3, PO4 PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 2 L - 3 L - 4 L - 5	Understand Apply Analyze Evaluate

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO8 PSO2, PSO3	Introduction to Quality & Quality Philosophy Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi, TQM Principles - Guiding Principles of TQM, Managerial Perspective to TQM.
Unit II CO2	L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO6, PO8 PSO1, PSO2, PSO3	TQM Tools - I Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Total Productive Maintenance (TPM) - Concept, Needs, FMEA - Concept, Stages of FMEA.
Unit III CO3	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	TQM Tools - II Statistical Process Control (SPC) - Process Control Charts, Control Charts for variables and attributes, Run Charts, Pareto Diagrams, Scatter Diagrams, Cause and Effect Diagrams, Histogram & Flowchart.
Unit IV CO4	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO3, PO4 PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Quality Improvement Systems Kaizen, Lean, Poka-Yoke, 5S, 3M, Quality Circle, Concept of six sigma, Service quality.

Text- Books:	1) Total Quality Management - Poornima M. Charantimath, 2nd Edition, Pearson. 2) Quality Management - R. Panneerselvam & P. Sivasankaran, Prentice Hall India Learning Pvt Ltd. 3) Total Quality Management - Kanishka Bedi, Oxford.
Reference Books:	1) The Management and Control of Quality - James R. Evans & William M. Lindsay, 5th Edition, South Western Thomson Learning, 2002 ISBN 0-324-06680-5.

	2) Total Quality Management - Dale H. Besterfield, et al., Pearson Education Asia, 1999. Indian reprint 2002.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Total Quality Management - I offered by IIT, Kanpur. (Link: https://onlinecourses.nptel.ac.in/noc20-mg34/preview) 2) Total Quality Management - II offered by IIT, Kanpur. (Link: https://onlinecourses.nptel.ac.in/noc21-mg72/preview)



Semester - III
SSM Paper I: Banking & Insurance Services

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPPESSM01			
Course Name	Banking & Insurance Services			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Service Sector Management- Paper I – Complementary Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Basic understanding of financial systems, banking structure, and financial markets. • Fundamental knowledge of information technology and digital platforms used in business. • Introductory awareness of investment concepts and financial instruments. • Elementary understanding of regulatory environment and business laws. • Basic familiarity with risk management and cyber security concepts in digital environments.			
Course Objectives	1) To understand and analyze innovations in retail and corporate banking. 2) To apply and evaluate digital technologies in banking operations and payment systems. 3) To analyze and assess innovations in the insurance sector, including InsurTech models. 4) To evaluate life and general insurance products, principles, and claims settlement processes.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain innovations in retail and corporate banking by understanding core concepts, analyzing technology integration, and evaluating their effectiveness in meeting customer and business needs.	PO1, PO2, PO4, PO5, PO7, PSO1 & PSO2	L - 1 L - 2 L - 4 L - 5	Remembering Understanding Analyzing Evaluating
CO2	Explain and apply digital banking technologies and payment systems, analyze their impact on banking operations, and evaluate emerging digital banking models.	PO1, PO2, PO4, PO5, PO8, PSO1 & PSO2	L - 1 L - 2 L - 3 L - 4 L - 5	Remembering Understanding Applying Analyzing Evaluating
CO3	Explain and analyze innovations in the insurance sector, apply InsurTech solutions, and evaluate technology-driven insurance products	PO1, PO2, PO4, PO5, PO7, PO8, PSO1, PSO2 & PSO3	L - 2 L - 3 L - 4 L - 5	Understanding Applying Analyzing Evaluating

CO4	Explain and apply life and general insurance principles and products, analyze risk coverage, and evaluate claims settlement processes for different risk profiles.		PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2 & PSO3	L - 1 L - 2 L - 3 L - 4 L - 5	Remembering Understanding Applying Analyzing Evaluating
Syllabus					
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content		
Unit I	L - 1 L - 2 L - 4 L - 5	PO1, PO2, PO4, PO5, PO7, PSO1 & PSO2	Innovations in banking Retail banking - Definition and significance of retail banking, Key players in the retail banking sector, Retail banking Products & services, Fintech collaborations and partnerships, Personalized Financial Products -Tailoring financial products to individual customer needs, Innovations in loan and credit products, Customized savings, and investment solutions. Corporate Banking - Definition and scope of corporate banking, Importance of corporate banking in the financial ecosystem, Types of services offered in corporate banking, Integration of technology in corporate banking services, smart contracts in corporate banking.		
Unit II	L - 1 L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5, PO8, PSO1 & PSO2	Technology in Banking Definition and components of digital banking, Impact of digitalization on the banking industry; Features, norms and Limitations of E- banking, Mobile Banking, Internet Banking, Evolution of digital payment systems, Mobile wallets, UPI, and contactless payments, RTGS, POS Terminal, NEFT, IMPS, AEPS, APBS, CBS, CTS, Digital Signature, M-wallets, Concept of open banking, Benefits and challenges of open banking. Applicability of KYC norms in Banking Sector.		
Unit III	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5, PO7, PO8, PSO1, PSO2 & PSO3	Innovation in Insurance Overview of the Indian insurance industry and its evolving landscape. Importance of innovation in driving growth and competitiveness. Micro Insurance - Introduction, Types, Importance. Digital insurance platforms- mobile apps, and online portals. Personalized insurance products, Celebrity Insurance, Crop Insurance, etc. Insurtech -Role of Insurtech startups in driving innovation and reshaping traditional insurance practices in India.		
Unit IV	L - 1 L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2 & PSO3	Life & General Insurance Business Life Insurance: Fundamental principles of life insurance - Basic features of life insurance contracts - Life insurance products - Traditional and unit- linked policies - Individual and group policies - With and without profit policies - Types of life insurance policies - Term insurance - Whole life insurance and its variants - Endowment insurance and its variants - Annuities - Policies for children and females - Policies for handicapped lives - Pension plans - Health insurance - Claims settlement General Insurance: General Insurance Business - Fundamental principles of general insurance - Fire insurance - Marine insurance - Motor insurance - Personal accident insurance - Liability insurance -Miscellaneous insurance - Claims settlement.		
Text- Books:			1. Commercial Banking in India , NCFM reference material 2. Essentials of financial services , Dr S. Gurusamy, Mc-Graw Hill 3. Manual of Insurance Laws , Bharat Publication Private limited 4. Insurance Manual , Taxmann Publication Private Limited 5. Principles of Insurance Law , M. N. Srinivasan, Wadhwa & Co		

Reference Books:	1. Banking and Insurance, 1st Edition, by Saptarshi Ray (Author), Sayane Nayakee (Author), Pearson 2. Financial services banking & insurance, by C SATYADEVI, S.Chand
Suggested MOOCs	Please refer these websites for MOOCS: SWAYAM: 1) Banking and Financial Markets: A Risk Management Perspective: By P C Narayan (Link: https://onlinecourses.swayam2.ac.in/imb26-mg02/preview) 2) Banking and Insurance: By Dr. Ruchi Jan (Link: https://onlinecourses.swayam2.ac.in/imb26-mg29/preview)



Semester - III
SSM Paper II: Healthcare Management

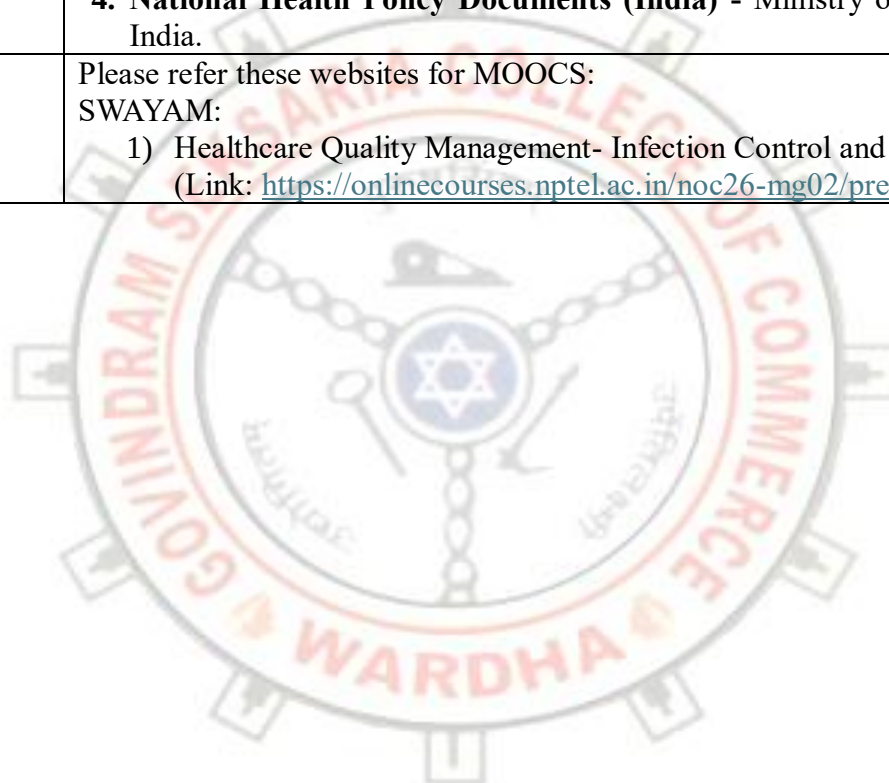
Programme Code		GSW-PG-02-MB		
Programme Name		MBA (Master of Business Administration)		
Course Code		MBCMPRESSM02		
Course Name		Healthcare Management		
No. of Credits		04		
Teaching Hours		60 Hours		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Specialisation- Service Sector Management- Paper II – Complementary Elective		
LTP Structure (L-T-P)		4 - 0 - 0		
Pre-Requisites for the Course		• Basic understanding of management principles such as planning, organizing, staffing, and controlling. • Introductory knowledge of public health concepts, health services, and healthcare delivery. • Awareness of the Indian healthcare system, including public and private sector roles. • Basic familiarity with health policies, regulations, and safety practices in healthcare services.		
Course Objectives		1. To introduce the fundamentals of healthcare management and its role in social development. 2. To examine healthcare policies, governance, and institutional frameworks. 3. To analyse management functions and challenges in healthcare organizations. 4. To highlight environmental, safety, ethical, and sustainability practices in healthcare.		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Remember: Define healthcare as a service sector and identify its key components such as preventive, promotive, curative, and rehabilitative care. Understand: Explain the link between healthcare and social development and describe major health indicators. Apply: Illustrate the Indian healthcare delivery system and relate emerging trends like digital health and telemedicine to current practices.	PO1, PO5, PO6 PSO3, PSO1, PSO2	L - 1 L - 2 L - 3	Remember Understand Apply
CO2	Understand: Explain the objectives and evolution of the National Health Policy and the role of government in healthcare planning and regulation. Apply: Apply health policy concepts such as input, output, and performance dimensions to healthcare programs. Analyse: Analyse the role of private sector, NGOs, PPP models, and national and international agencies in healthcare governance.	PO1, PO2, P3, POO4, PO8, PSO1, PSO2 PSO3	L - 2 L - 3 L - 4	Understanding Apply Analysis

CO3	Understand: Explain the concept and scope of healthcare management and healthcare organizations as service systems. Apply: Apply management functions related to operations, HR, finance, and quality in healthcare organizations. Analyse: Analyse the internal and external environment, financing models, challenges, and patient-centric care in Indian healthcare.	PO1, PO2, PO4 PO5, PO7, PSO1, PSO2	L - 2 L - 3 L - 4	Understanding Apply Analysis
CO4	Remember: Define environmental healthcare management and identify types of healthcare waste and safety aspects. Understand: Explain waste management systems, sanitation, and safety measures in healthcare facilities. Evaluate: Analyse legal, ethical, sustainability practices, and disaster preparedness in healthcare organizations.	PO1, PO3 PO4, PO6, PO8, PSO1, PSO2, PSO3	L - 1 L - 2 L - 5	Remember Understand Evaluate

Syllabus

Unit/COs	Cognitive Levels	PO/PSO Mapped	Content
Unit-1	L - 1 L - 2 L - 3	PO1, PO5, PO6, PSO3, PSO1, PSO2	Foundations of Healthcare Management and Social Development Concept and nature of healthcare as a service sector, Relationship between healthcare and social development. Components of the healthcare system: preventive, promotive, curative, rehabilitative, Indicators of health: health status indicators, service indicators, demographic indicators, Overview of the Indian healthcare delivery system (public and private). Emerging trends: digital health, telemedicine, preventive healthcare, wellness industry
Unit-2	L - 2 L - 3 L - 4	PO1, PO2, P3, POO4, PO8, PSO1, PSO2 PSO3	Health Policy, Governance, and Institutional Framework National Health Policy: objectives and evolution, Role of government in healthcare planning and regulation, Input, output, and performance dimensions of health policy, Role of private sector, NGOs, and voluntary organizations, Role of national and international agencies in healthcare development, Public-private partnership (PPP) models in healthcare, Global perspective on health and social policy, Governance and regulatory role emphasis
Unit-3	L - 2 L - 3 L - 4	PO1, PO2, PO4, PO5, PO7, PSO1, PSO2	Healthcare Organizations, Management Functions, and Environment Concept and scope of healthcare management, Hospitals and healthcare organizations as service systems, Dimensions of healthcare management: operations, HR, finance, quality, Micro and macro environment of healthcare organizations, Healthcare expenditure and financing models, Challenges in healthcare management in India, Quality management and patient-centric care
Unit-4	L - 1 L - 2 L - 5	PO1, PO3, PO4, PO6, PO8, PSO1, PSO2, PSO3	Environmental, Safety, and Sustainable Healthcare Management Concept and objectives of environmental healthcare management, Biomedical, hazardous, solid, and liquid waste management, Water treatment and sanitation in healthcare facilities, Safety management: patient safety, staff safety, fire safety, Emergency and disaster preparedness in healthcare organizations, Legal, ethical, and social responsibilities in healthcare services, Sustainability and green healthcare practices

Text- Books:	1. K. Srinivasan - <i>Healthcare Management</i>, McGraw Hill Education, India. 2. S. L. Goel & R. Kumar - <i>Hospital Administration and Management</i>, Deep & Deep Publications. 3. D. K. Sharma - <i>Hospital Administration and Management</i>, Alfa Publications.
Reference Books:	1. Peter C. Olden - <i>Management of Healthcare Organizations: An Introduction</i>, Health Administration Press. 2. Leiyu Shi & Douglas A. Singh - <i>Delivering Health Care in America: A Systems Approach</i>, Jones & Bartlett Learning. 3. WHO Publications - <i>Health Systems, Policy, and Governance Reports</i>, World Health Organization. 4. National Health Policy Documents (India) - Ministry of Health and Family Welfare, Government of India.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Healthcare Quality Management- Infection Control and Patient Safety (Link: https://onlinecourses.nptel.ac.in/noc26-mg02/preview)



Semester - III

SSM Paper III: Service Management, Operations, Strategy & Information Technology

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPESSM03			
Course Name	Service Management, Operations, Strategy & Information Technology			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Service Sector Management- Paper III – Complementary Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	- Understanding of basic management concepts and familiarity with managerial decision-making and organizational objectives. - Awareness of customer satisfaction, service quality, and relationship marketing.			
Course Objectives	- To introduce students to the role and significance of services in the economy, the components of the service package, strategic service vision, and the competitive dynamics influencing service industries. - To equip students with the ability to apply Porter's Five Forces, generic competitive strategies, and the concepts of service qualifiers, winners, and losers in evaluating service-sector competitiveness. - To enable students to examine service design processes, service blueprinting, service encounters, the service-profit chain, SERVQUAL dimensions, service recovery mechanisms, and servicescape design for enhancing service quality and customer satisfaction. - To develop students' capability to analyze and optimize service operations through demand and capacity management, queuing theory, value chain configurations, and to evaluate the impact of digital technologies such as CRM, ERP, analytics, AI, cloud computing, and platform-based business models on service innovation.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define the role of services in the economy, explain the components of the service package and strategic service vision, apply Porter's Five Forces to service industries, and analyze competitive service strategies using service qualifiers, winners, and losers.	PO1, PO2, PO4, PO6, PO7, PSO1, PSO2	L-1, L-2, L-3, L-4	Remember, Understand, Apply, Analyze
CO2	Recall the stages of service design, explain service encounters, blueprinting, and servicescapes, apply SERVQUAL and service-profit chain concepts to assess service quality, and evaluate service recovery strategies and performance guarantees.	PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2, PSO3	L-1, L-2, L-3, L-5	Remember, Understand, Apply, Evaluate

CO3	Identify demand-capacity challenges in services, explain waiting line behaviour and queuing systems, apply queuing theory models for operational decisions, and analyze global service value chains involving co-production, outsourcing, and franchising.	PO1, PO2, PO4, PO5, PO7, PO8, PSO1, PSO2, PSO3	L-1, L-2, L-3, L-4	Remember, Understand, Apply, Analyze
CO4	List emerging digital technologies in services, explain the role of virtual value chains and enterprise systems, analyze technology-enabled service models, and design innovative, sustainable, platform-based service solutions using AI, cloud, analytics, and mobile technologies.	PO1, PO2, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	L-1, L-2, L-4, L-6	Remember, Understand, Analyze, Create

Syllabus

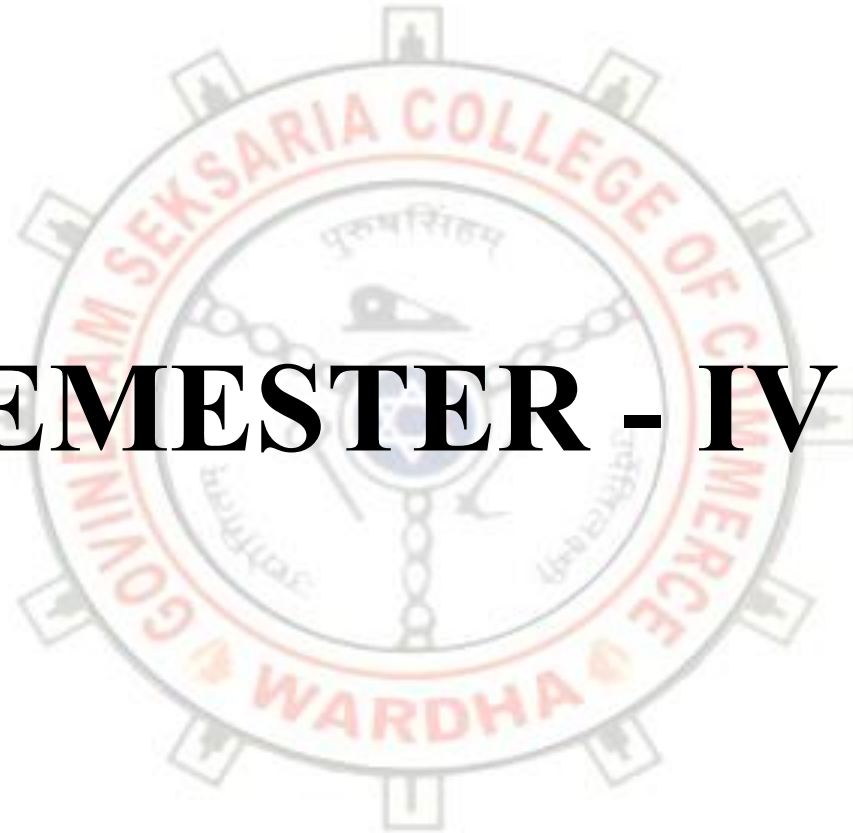
Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1, L-2, L-3, L-4	PO1, PO2, PO4, PO6, PO7, PSO1, PSO2	Foundations of Service Strategy: The role of services in economy, analyzing the "service package" (infrastructure, supporting physical items, data, and both explicit & implicit services); implementing the "Strategic Service Vision" and applying Porter's Five Forces specifically to service industries, evaluating competitive tactics-Cost Leadership, Differentiation, and Niche Focus; Service Qualifiers, Winners, and Losers.
Unit II CO2	L-1, L-2, L-3, L-5	PO1, PO2, PO3, PO4, PO5, PO8, PSO1, PSO2, PSO3	Engineering the Service Enterprise: Service design process, using "Service Blueprinting" to map delivery workflows; managing the "Service Encounter" triad (firm, staff, and client) and understanding the Service-Profit Chain; quality assessment via the SERVQUAL (RATER) framework; strategies for service failure recovery and performance guarantees; geographical site selection and "Servicescapes" (the impact of environmental psychology on facility layout).
Unit III CO3	L-1, L-2, L-3, L-4	PO1, PO2, PO4, PO5, PO7, PO8, PSO1, PSO2, PSO3	Operational Management & Optimization: Balancing resource availability with customer needs to ensure efficiency, techniques for demand levelling (dynamic pricing, booking systems) and flexible capacity (staff rotation, cross-functional training); queue management - the social and economic impact of waiting; foundational Queuing Theory (mathematical models like (M/M/1) and (M/M/s); The Value Chain - exploring "Co-production" (the client as a resource), global outsourcing, and scaling through international franchising.
Unit IV CO4	L-1, L-2, L-4, L-6	PO1, PO2, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2, PSO3	Digital Transformation & Service Innovation: Modern technology as a catalyst for service evolution, leveraging the "Virtual Value Chain" and Self-Service Technologies (SST); The role of CRM, ERP, and Analytics in aligning IT with business goals, Impact of Cloud Computing, AI, and Mobile Apps on service delivery; Analysing Blockchain, IoT, and Big Data through the lens of modern models like Uber and Airbnb.

Text- Books:	1. Service Management: Operations, Strategy, Information Technology by Sanjeev K. Bordoloi, James A. Fitzsimmons & Mona J. Fitzsimmons, McGraw Hill Education (India) 2. Service Operations Management: Towards Excellence by Nitin Joshi & S. Rajagopalan, Himalaya Publishing House 3. Managing Service Operations by Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark, Pearson Education (India)
Reference Books:	1. Building a Lean Service Enterprise - Reflections of a Lean Management Practitioner by Debashis Sarkar, Quality Council of India

	2. Operations and Supply Chain Management by Chase, Jacobs & Ravi Shankar, McGraw Hill Education (India)
Suggested MOOCs	Please refer these websites for MOOCs: Coursera: 1) Service Integration and Management (SIAM) Foundation (Link: https://www.coursera.org/learn/packt-service-integration-and-management-siam-foundation) 2) Introduction to Service Innovation and Management (Link: https://www.coursera.org/learn/introduction-to-service-innovation-and-management)



SEMESTER - IV



Semester - IV

MM Paper IV: Integrated Marketing Communications & Brand Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEMM04			
Course Name	Integrated Marketing Communications & Brand Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Marketing Management Paper IV – Core Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Basic Knowledge of Marketing Concepts Students should understand fundamental marketing concepts such as marketing mix, consumer needs, segmentation, targeting, and positioning. • Understanding of Consumer Behaviour Familiarity with basic consumer behaviour concepts, including buying motives, decision-making process, and factors influencing consumer responses, is desirable. • Introductory Knowledge of Advertising and Promotion Learners are expected to possess basic awareness of advertising, sales promotion, personal selling, and public relations as elements of promotional strategy. • Basic Awareness of Media and Communication Channels Students should have preliminary exposure to traditional and digital media platforms and their role in marketing communication.			
Course Objectives	• To develop an understanding of marketing communication concepts and the role of Integrated Marketing Communications in influencing consumer decision-making. • To familiarize students with IMC planning and media planning processes, including data-driven communication and the role of media in the digital era. • To enable students to apply various IMC tools and media options and evaluate the effectiveness of integrated marketing communication campaigns. • To equip students with knowledge of brand management concepts and branding strategies for building and sustaining strong brands.			
Course Outcome				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)

CO1	Define the concept and process of marketing communication; Explain the elements of communication and the role of Integrated Marketing Communications (IMC); Differentiate between IMC components and partners; Analyze consumer responses to IMC messages; and evaluate the influence of IMC on consumer decision-making.	PO1, PO2, PO3, PO4, PO6, PO8, PSO2	L-1 L-2 L-4 L-5	Remember Understand Analyze Evaluate
CO2	Define the concept of IMC planning and DAGMAR approach; Explain data-driven communication and media planning processes; Apply techniques for managing consumer databases and advertising strategies; Analyze media classifications and planning decisions; Evaluate the role of media in the digital era; and Design effective IMC media plans for communication objectives.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2	L-1 L-2 L-3 L-4 L-5 L-6	Remember Understand Apply Analyze Evaluate Create
CO3	Define the concept and importance of brand and brand equity; Explain brand identity and strategic brand management process; Apply methods for building brand equity; Analyze customer-based brand equity using Keller's model; and Evaluate techniques for measuring and managing brand equity.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2	L-1 L-2 L-3 L-4 L-5	Remember Understand Apply Analyze Evaluate
CO4	Define the concept of brand building and branding strategies; Explain brand awareness, brand knowledge, and internal branding; Apply steps of brand building and customer value creation; Analyze branding strategies such as brand architecture and hierarchy; Evaluate branding challenges and opportunities; and Design effective branding strategies for long-term brand success.	PO1, PO2, PO3, PO4, PO5, PO7, PO8, PSO1, PSO2, PSO3	L-1 L-2 L-3 L-4 L-5 L-6	Remember Understand Apply Analyze Evaluate Create

Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L-1 L-2 L-4 L-5	PO1, PO2, PO3, PO4, PO6, PO8, PSO2	Marketing Communication Marketing Communication: Meaning, process and elements of communication; communication message and its impact on consumers. Integrated Marketing Communications (IMC): Meaning, concept and role of IMC in the marketing process. IMC partners and industry organizations. Consumer response to IMC messages: prospects and customers, consumers and business buyers. Influence of IMC messages on consumer decision-making.
Unit II CO2	L-1 L-2 L-3 L-4 L-5 L-6	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2	IMC Planning Process & Media Planning IMC Planning Process: DAGMAR approach for setting communication objectives. Data-driven communication: using databases to build customer relationships; setting up and managing consumer databases. IMC media planning: four-step media planning process. Advertising in IMC: meaning and types of advertising. Role of media in the digital era, Media classifications: Print media - Broadcast media, Out-of-home media.

Unit III CO3	L-1 L-2 L-3 L-4 L-5	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2	Brand and Brand Equity What is a brand? Why do brands matter? What are the strongest brands? Brand Management- Brand Identity; Strategic brand management process. The brand equity: Meaning and concept, choosing brand elements to build brand equity; Developing a brand equity measurement and managing system, Keller's Model of Brand Equity
Unit IV CO4	L-1 L-2 L-3 L-4 L-5 L-6	PO1, PO2, PO3, PO4, PO5, PO7, PO8, PSO1, PSO2, PSO3	Brand Building & Branding Strategies Brand Building: Brand Awareness & Brand Knowledge; Brand Building: Steps of brand building; Creating customer value; Defining and establishing brand mantras; Internal branding, Branding challenges and opportunities Brand Strategies: Designing and implementing branding strategies - Brand architecture - Brand hierarchy - Brand Stretching and Retrenching; Brand Tracking; Types of Branding Strategies; Branding Strategies adopted by successful brands.
Text- Books:			1. Integrated Marketing Communications, Dr. Raghuvir Singh & Dr. J. S. Chandan, Himalaya Publishing House, Second Edition 2. Brand Management, Dr. Tapan K. Panda, Excel Books, Third Edition 3. Advertising Management, Dr. S. A. Chunawalla & Dr. K. C. Sethia, Himalaya Publishing House, Seventh Edition 4. Integrated Marketing Communication, Dr. Ruchi Gupta, Sultan Chand & Sons, First Edition
Reference Books:			1. Strategic Brand Management, Kevin Lane Keller, Pearson Education (India), Fifth Edition 2. Branding Concepts and Strategies, Dr. Harsh V. Verma, Biztantra / Wiley India, Second Edition 3. Marketing Communications, Chris Fill, Pearson Education (India), Sixth Edition
Suggested MOOCs			• Integrated Marketing Communications: Advertising, PR and Branding offered Coursera • Digital Marketing and Integrated Marketing Communication offered Coursera

Semester - IV
FM Paper IV: Financial Technology Management

Programme Code		GSW-PG-02-MB		
Programme Name		MBA (Master of Business Administration)		
Course Code		MBCEFM04		
Course Name		Financial Technology Management		
No. of Credits		04		
Teaching Hours		60 Hours		
Evaluation Scheme		70 (External) + 30 (Internal) = 100		
Group under NEP Scheme		Specialisation- Financial Management- Paper IV – Core Elective		
LTP Structure (L-T-P)		4 - 0 - 0		
Pre-Requisites for the Course		• Basic understanding of financial systems, banking structure, and financial markets. • Fundamental knowledge of information technology and digital platforms used in business. • Introductory awareness of investment concepts and financial instruments. • Elementary understanding of regulatory environment and business laws. • Basic familiarity with risk management and cyber security concepts in digital environments.		
Course Objectives		1) To understand the fundamental concepts, drivers, and scope of FinTech and its role in transforming financial systems. 2) To apply digital technologies such as blockchain, AI, and algorithmic trading in investment and portfolio management scenarios. 3) To analyze regulatory frameworks, compliance requirements, and cyber fraud mechanisms in the digital financial ecosystem. 4) To evaluate the impact of FinTech innovations on banking, economies, and financial decision-making processes.		
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Outline the fundamental concepts, drivers, and scope of FinTech to analyze and critically evaluate its role in transforming financial systems and business operations.	PO1, PO2, PO4, PO7, PSO1 & PSO2	L - 1 L - 2 L - 4 L - 5	Remembering Understanding Analyzing Evaluating
CO2	Explain digital currencies, blockchain, cryptocurrencies, and AI-based technologies to apply and evaluate their use in investment, trading, and portfolio management decisions.	PO1, PO2, PO4, PO5, PO8, PSO1 & PSO2	L - 2 L - 3 L - 4 L - 5	Understanding Applying Analyzing Evaluating
CO3	Describe the regulatory frameworks and compliance requirements governing FinTech to analyze and evaluate regulatory challenges and strategic responses in the digital financial ecosystem.	PO1, PO2, PO4, PO5, PSO1 & PSO2	L - 2 L - 3 L - 4 L - 5	Understanding Applying Analyzing Evaluating

CO4	Outline digital banking services, cyber security measures, fraud detection techniques, and cyber laws to apply & evaluate preventive strategies and analyze financial fraud risks in digital transactions.	PO1, PO2, PO3, PO4, PO5, PO7, PO8, PSO1, PSO2 & PSO3	L - 1 L - 2 L - 3 L - 4 L - 5	Remembering Understanding Applying Analyzing Evaluating
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Syllabus

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L - 1 L - 2 L - 4 L - 5	PO1, PO2, PO4, PO7, PSO1 & PSO2	Foundation of FinTech- Meaning; Characteristics & Scope; Drivers of FinTech; Types of Financial Technology Softwares; Fintech in India- Scope, Scale, How Business uses Fintech, Benefits of Incorporating Fintech Apps into Business; How Fintech is Transforming Finance?; Impact of Fintech on Economies & Financial System.; Emerging Sectors in FinTech.
Unit II	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5, PO8, PSO1 & PSO2	Digital Currency, Cryptocurrencies & Technology in Investment Management Central Bank Digital Currency (CBDC) and its Implications. Fundamentals of Blockchain Technology: Key Components, Application of Blockchain, Future Scope of Blockchain Technology, Advantages & Disadvantages of Blockchain Technology. Cryptocurrencies: Types, Characteristics, and Market Trends, Challenges and Opportunities in Adopting Cryptocurrencies IT Applications in Stock Trading: Role of IT in Stock Market Operations, Introduction & Need of Algorithmic Trading & Challenges in IT-Based Trading. Artificial Intelligence in Portfolio Management: Meaning, Importance of AI Based Portfolio Constructions & Optimisation, Use of IT in Fund Management, Advantages & Limitations of use of IT in Fund Management, Role of AI in Fund Selection & Limitations of AI in Fund Selection.
Unit III	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO4, PO5, PSO1 & PSO2	Fintech Regulations and Compliance Regulatory Framework for Fintech Companies; Evolution of Fintech Regulations Globally; Regulatory Technology (RegTech) Solutions.; Fintech Regulations in India: Current Landscape and Future Trends.; Compliance Challenges and Strategies for Fintech Startups; Future Trends and Opportunities in the Digital Financial World.
Unit IV	L - 1 L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO3, PO4, PO5, PO7, PO8, PSO1, PSO2 & PSO3	Banking, Cyber Security & Online Frauds Meaning; Characteristics; Digital Banking Services and Innovations.; Cashless Payment Systems: Mobile Payments, Digital Wallets, and Contactless Payments.; Common Practices by People that invites Frauds.; Measures for Cyber Security in India.; Common Frauds in India: Debit/Credit Card Fraud, Phishing, Internet Banking Related Fraud, UPI Frauds; Fraud Detection Definition, Applications, Types of Fraud Detection Techniques, Steps of Prevention & Detection of Financial Frauds. Cyber Law in India: IT ACT 2000- Objectives, Features, Major Offences & Penalties Under IT ACT 2000, Advantages & Disadvantages of IT Act 2000.

Text- Books:

1. **IT Security**, IIBF, Taxmann Publications
2. **Blockchain Revolution**, Don Tapscott Alex Tapscott, PENGUIN UK
3. **Fintech in a Flash: Financial Technology Made Easy**, Agustin Rubini, Zaccheus, 3rd Edition, 2018

	4. The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries , Susanne Chishti and Janos Barberis, John Wiley, 1st Edition, 2016
Reference Books:	1. Disrupting Finance: FinTech and Strategy in the 21st Century, Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins Palgrave, 1st edition, 2018 2. FinTech as a Disruptive Technology for Financial Institutions, Abdul Rafay, IGI Global, January, 2019 3. The Future of FinTech: Integrating Finance and Technology in Financial Services, Bernardo Nicoletti, Palgrave Macmillan, August, 2018
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1) Fintech: Foundation and Applications: By Dr. Shalini R, Dr. Chaya Bagrecha (Link: https://onlinecourses.swayam2.ac.in/imb25-mg94/preview) 2) Introduction to Commercial Banking and Fintech: By Prof. Wasim Ahmad (Link: https://onlinecourses.nptel.ac.in/noc26-ec01/preview)



Semester - IV
HRM Paper IV: Team Dynamics

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCEHRM04			
Course Name	Team Dynamics			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Human Resource Management - Paper IV -Core Elective			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	• Basic understanding of management principles and organizational behaviour. • Familiarity with individual behaviour in organizations, including motivation and communication. • Elementary knowledge of leadership concepts and workplace interaction.			
Course Objectives	• To introduce students to the fundamental concepts of groups and teams, their characteristics and role in organizational settings, along with an understanding of AI in team formation and role allocation. • To develop an understanding of team building, team decision-making processes, and leadership in teams, including the role of AI-enabled leadership and decision support systems in enhancing team performance, trust, motivation, and accountability. • To enable students to comprehend creativity, diversity, and organizational culture in teams, including the opportunities and bias risks associated with AI in managing team diversity. • To examine contemporary team challenges, including virtual teams, team conflict, and team effectiveness, along with the role of AI in virtual teams and digital collaboration in influencing team performance.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Define and explain the concepts of groups and teams, differentiate between groups and teams, apply team concepts and AI in team formation and role allocation to organizational settings, and analyze group dynamics, stages of team development, roles, norms, cohesiveness, and team morale.	PO1, PO2, PO3, PO4, PO5, PO6, PO8; PSO1, PSO2	L1 L2 L3 L4	Remember Understand Apply Analyze
CO2	Explain team building and team decision-making processes, apply appropriate decision-making techniques, leadership styles, and AI-enabled leadership and decision support systems, analyze the role of team leaders in building trust, motivation, and accountability, and evaluate leadership effectiveness in enhancing team performance.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8; PSO1, PSO2, PSO3	L2 L3 L4 L5	Understand Apply Analyze Evaluate
CO3	Explain creativity, diversity, and organizational culture in teams, apply inclusive and innovative leadership practices and AI in managing team diversity, analyze their impact	PO1, PO2, PO3, PO4, PO5, PO6,	L2 L3	Understand Apply

	on team behaviour and leadership effectiveness, and evaluate organizational strategies for managing diversity, addressing bias risks, and fostering team innovation.	PO7, PO8; PSO1, PSO2, PSO3	L4 L5	Analyze Evaluate
CO4	Explain contemporary team challenges such as virtual teams and conflict, apply conflict management, performance enhancement strategies, and AI in virtual teams and digital collaboration, analyze power and social influence in teams, and design integrated solutions to improve team effectiveness and performance outcomes.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8; PSO1, PSO2, PSO3	L2 L3 L4 L6	Understand Apply Analyze Create

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Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L1 L2 L3 L4	PO1, PO2, PO3, PO4, PO5, PO6, PO8; PSO1, PSO2	Unit I Foundations of Groups and Team Dynamics Meaning of Group and Team, Characteristics of Team, Group vs. Team, Types of Teams, Roles in Teams, AI in Team Formation and Role Allocation, Stages of Team Development, Group Dynamics- Meaning and Scope, Team Norms, Cohesiveness, and Team Morale
Unit II CO2	L2 L3 L4 L5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8; PSO1, PSO2, PSO3	Unit II Team Processes and Leadership Team Building: Concept, Process, and Challenges Team Decision Making: Meaning, Decision-Making Process in Teams Team Leader: Meaning and Responsibilities, Leadership Styles and their Impact on Team Performance, AI-Enabled Leadership and Decision Support Systems, Leader's Role in Building Trust, Motivation, and Accountability
Unit III CO3	L2 L3 L4 L5	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8; PSO1, PSO2, PSO3	Unit III Creativity, Diversity, and Organizational Culture in Teams Team Creativity: Creativity in Team Dynamics, Leader's Role in Fostering Creativity and Innovation in Teams Team Diversity: Concept, Types of Diversity, Advantages and Challenges of Team Diversity, AI and Diversity: Opportunities and Bias Risks Organizational Culture: Team and Organizational Culture, How Organizational Culture Develops, Impact of Organizational Culture on Team Behaviour and Leadership
Unit IV CO4	L2 L3 L4 L6	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8; PSO1, PSO2, PSO3	Unit IV Contemporary Team Challenges and Performance Effectiveness Virtual Teams: Meaning and Characteristics, Types of Virtual Teams, Leadership Challenges in Virtual Teams, AI in Virtual Teams and Digital Collaboration Team Conflict: Sources, Team Conflict and Leadership, Managing Team Conflict, Conflict Resolution Strategies Team Effectiveness: Synergy and Effectiveness of Teamwork, Factors Affecting Team Effectiveness, Power and Social Influence in Teams
Text- Books:			1. Organizational Behaviour by K. Aswathappa, McGraw Hill Education (India) 2. Organizational Behaviour by S. P. Robbins (Indian adaptation) & Neharika Vohra, Pearson Education India 3. Organizational Behaviour by L. M. Prasad, Sultan Chand & Sons
Reference Books:			1. Human Resource Management by Gary Dessler (Indian Edition), Neharika Vohra, Pearson Education India 2. Management and Organisational Behaviour by C. B. Gupta, Sultan Chand & Sons 3. Organizational Behaviour and Management by S. S. Khanka, S. Chand Publishing

	4. Managing Teams: A Practical Guide by R. S. Dwivedi, Vikas Publishing House 5. HR Analytics by Bhattacharyya, SAGE Publications India Pvt. Ltd.
Suggested MOOCs	Please refer these websites for MOOCs: SWAYAM: 1. Managing Human Resources offered by Banaras Hindu University (Link: https://onlinecourses.swayam2.ac.in/ini26_hs19/preview) 2. AI in Human Resource Management offered by IIT Guwahati (Link: https://onlinecourses.nptel.ac.in/noc26_mg19/preview) Coursera: 3. Human Resource Management: HR for People Managers (Link: https://www.coursera.org/specializations/human-resource-management)



Semester - IV
BA Paper IV: Statistics Using R

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEBA 04			
Course Name	Statistics Using R			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Business Analytics - Paper IV -Complementary Elective			
LTP Structure (L-T-P)	4 – 0 – 0			
Pre-Requisites for the Course	• Basic knowledge of programming concepts (variables, loops, functions). • Familiarity with statistical concepts (mean, median, variance, probability). • Exposure to Excel or any data-handling tool.			
Course Objectives	1) To introduce the fundamentals of R programming and its applications in analytics. 2) To develop skills in handling data types, variables, and operators in R. 3) To enable students to apply control structures, loops, and functions for problem-solving. 4) To train students in data manipulation, statistical analysis, and visualization using R packages.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the basics of R programming, IDEs, and syntax.	PO6	L – 1 L - 2 L – 3	Remember Understand Apply
CO2	Apply R data types, variables, and operators for data handling.	PO1,PO2, PO4,PO5,PSO1	L – 1 L - 2 L – 3	Remember Understand Apply
CO3	Demonstrate decision-making, loops, and functions in R programming.	PO1,PO2, PO4,PO5,PSO1	L - 1 L – 2 L – 3	Remember Understand Apply
CO4	Perform data manipulation, statistical analysis, and visualization using R packages.	PO1,PO2, PO4,PO5,PSO1,PSO2	L-2 L-3 L-6	Understand Apply Create
Syllabus				

Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L – 1 L - 2 L – 3	PO6	Introduction to R Programming Overview of R and its IDEs (R-Studio), Installing R, How to Run R, Advantages of R over Other Programming Languages - R Studio: R command Prompt, R script file, comments, Basics of R syntax and programming concept.
Unit II CO2	L – 1 L - 2 L – 3	PO1,PO2, PO4,PO5,PSO1	Data Types, Variables, and Operators Vectors, Lists, Matrices, Arrays, Factors, Data Frame – R - Variables: Variable assignment, Data types of Variable, Finding Variable ls(), Deleting Variables R Operators: Arithmetic Operators, Relational Operators, Logical Operator, Assignment Operators, Miscellaneous Operators
Unit III CO3	L - 1 L – 2 L – 3	PO1,PO2, PO4,PO5,PSO1	R Decision Making & Functions Decision Making if statement, if – else statement, if – else if statement, switch statement R Loops: repeat loop, while loop, for loop - Loop control statement: break statement, next statement. R-Functions: function definition, Built in functions: mean (), paste (), sum (), min (), max (), seq ().
Unit IV CO4	L-2 L-3 L-6	PO1,PO2, PO4,PO5,PSO1,PSO2	Data Handling, Analysis, and Visualization Importing and exporting data in R, Data cleaning and preparation with dplyr, Data transformation using tidyr Data Analysis and Statistics Descriptive statistics and exploratory data analysis, Hypothesis testing and inferential statistics, Regression analysis and ANOVA. Data Visualization Principles of effective data visualization, Introduction to and advanced visualization techniques. Import and Analysis of Excel Report; Business Reporting with Rmarkdown.
Text- Books:			1. N. Metzler, " R Programming for Beginners: An Introduction to Learn R Programming with Tutorials and Hands-On Examples," Independently Published, 2019. 2. Fischetti, Tony, “ R: Data Analysis and Visualization,” Packt Publishing, 2016. 3. Lander, Jared. “R for Everyone: Advanced Analytics and Graphics,” Pearson Education, 2017. 4. Singh, Ajit. “R Programming: Simply In Depth,” Amazon Digital Services LLC - Kdp, 2020. 5 G. Grolemond, " R Programming An Approach to Data Analytics," Mjp Publisher, 2021.
Reference Books:			1) Data Analytics with R by Dr. Bharti Motwani 2) Applied Statistics with R by Justin C. Touchon
Suggested MOOCs			Please refer these websites for MOOCS: 1. https://www.coursera.org/learn/packt-r-programming-for-statistics-and-data-science-nvgw5 2. Introduction to R - NPTEL (onlinecourses.nptel.ac.in)

Semester - IV
OM Paper IV: Sales & Operations Planning

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPEOM04			
Course Name	Sales & Operations Planning			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialization Operations Management Paper IV – Complementary Electives			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Understanding of fundamental business functions such as marketing, finance, and operations. • Familiarity with basic concepts like production planning, inventory, and demand management. • Ability to understand simple forecasts, charts, and business data.			
Course Objectives	• To develop an understanding of how sales and operations planning helps organizations coordinate demand, supply, and resources effectively. • To build the ability to use planning and forecasting concepts to support practical business and operational decisions. • To enhance analytical skills required to evaluate different planning options and manage trade-offs among capacity, inventory, and customer service. • To gain exposure to integrated planning systems and practices that improve operational efficiency and support managerial decision-making.			
Course Outcomes				
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Explain the concepts of operations planning and control, Describe the role of forecasting, its stages, time horizons, and data sources in organizational decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 1 L - 2	Remember Understand
CO2	Apply forecasting techniques such as time series and moving averages to solve numerical problems and Analyze forecasting results for managerial decisions.	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	L - 1 L - 2 L - 3 L - 4	Remember Understand Apply Analyze
CO3	Analyze aggregate production planning strategies, Apply concepts of MPS, MRP, Bill of Materials, and capacity requirement planning in production planning decisions.	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	L - 1 L - 2 L - 3	Remember Understand Apply

			L - 4	Analyze
CO4	Evaluate inventory and distribution planning scenarios, assess lead times and sales orders, and Design ERP-enabled operations planning solutions to enhance efficiency and decision-making.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	L - 1 L - 2 L - 3 L - 4	Remember Understand Apply Analyze

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Unit/CO	Cognitive Levels	PO/PSO Mapped	Content
Unit I CO1	L - 1 L - 2	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Operations Planning: Need for Operations planning and control, Relationship between Sales and Operations Planning. Forecasting: Need for forecasting, Time horizons of forecasting - Short term, Medium term and Long term, Stages of forecasting, Sources of data.
Unit II CO2	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	Models of Forecasting: Time Series, Moving Averages, Causal Methods and Econometric Model. Numerical on Time Series & Moving Averages
Unit III CO3	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO4, PO5, PO6, PO7 PSO1, PSO2, PSO3	Aggregate Planning: Need for Aggregate Production planning, Capacity adjustments, Basic Strategies, Level and Chase Strategies. MPS and MRP - Concepts of MPS and MRP, Bill of Materials, Capacity requirement planning, Relation between MPS, CRP and MRP.
Unit IV CO4	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8 PSO1, PSO2, PSO3	Distribution Planning: Sales Orders, Lead time considerations, Inventory analysis and distribution planning, ERP: Concept, Role of ERP in Operations Planning.

Text- Books:

1. **Operations Management Theory and Practice** - Mahadevan B, Pearson Publication.
2. **Production and Operations Management** - Aswathappa K, Sridhara Bhat K, Himalaya Publishing House.
3. **Production and Operations Management** - R. Panneerselvam, Prentice Hall India Private Ltd.
4. **Production and Operations Management** - Ajay K Garg, McGraw Hill Education (India) Pvt Ltd.

Reference Books:

1. **Operations Management** - William J Stevenson, McGraw Hill Education (India) Pvt Ltd.
2. **Operations Management** - Norman Gaither and Greg Frazier, Cengage Publications.
3. **The Fundamentals of Production Planning and Control** - Stephen Chapman, Pearson.

Suggested MOOCs	Please refer these websites for MOOCS: SWAYAM: 1) Production and Operations Management offered by IIT, Roorkee (Link: https://onlinecourses.nptel.ac.in/noc20-mg06/preview) 2) Production Management offered by IGNOU (Link: https://onlinecourses.swayam2.ac.in/nou20-cs07/preview)
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Semester - IV
SSM Paper IV: Hospitality Management

Programme Code	GSW-PG-02-MB			
Programme Name	MBA (Master of Business Administration)			
Course Code	MBCMPPESSM04			
Course Name	Hospitality Management			
No. of Credits	04			
Teaching Hours	60 Hours			
Evaluation Scheme	70 (External) + 30 (Internal) = 100			
Group under NEP Scheme	Specialisation- Service Sector Management- Paper IV – Complementary Elective			
LTP Structure (L-T-P)	4 - 0 - 0			
Pre-Requisites for the Course	• Familiarity with fundamental marketing principles, service characteristics, and customer value creation. • Basic awareness of hotel operations such as front office, housekeeping, and guest services. • Understanding of basic management functions and business environment factors affecting service organizations. • Basic knowledge of digital platforms, online booking systems, CRM, or social media usage. • Basic understanding of guest expectations, service encounters, and quality perceptions.			
Course Objectives	1. To enable students to understand and apply hospitality service concepts, service quality models, SOPs, and service recovery techniques for delivering consistent and high-quality guest experiences. 2. To develop students' ability to apply and analyze operational processes, revenue management principles, pricing strategies, performance metrics, and distribution channels for improving efficiency and profitability. 3. To equip students to analyze and use digital technologies, CRM systems, data analytics, and online platforms to enhance customer experience and guest loyalty in hospitality services. 4. To prepare students to evaluate and design strategic, sustainable, ethical, and people-centric hospitality practices using strategic frameworks, HR approaches, and service innovation tools.			
CO No.	Course Outcome (CO)	PO/PSO Mapped	Cognitive Levels	Blooms Taxonomy Level (BTL)
CO1	Understand and apply hospitality service fundamentals, service quality models, SOPs, and service recovery strategies to meet guest expectations and enhance service excellence.	PO1, PO2, PO4, PO6, PO8, PSO1, PSO2	L - 1 L - 2 L - 3 L - 4	Understand Apply

CO2	Analyze and evaluate hospitality operations, revenue management practices, pricing strategies, performance metrics, and distribution channels to improve operational efficiency and profitability.	PO1, PO2, PO5, PO7, PO8, PSO1, PSO2, PSO3	L - 2 L - 3 L - 4 L - 5	Analyze Evaluate
CO3	Evaluate and design digital technologies, CRM tools, data analytics, and online reputation strategies to design superior and personalized guest experiences.	PO1, PO2, PO3, PO4, PO5, PO7, PSO1, PSO3	L - 3 L - 4 L - 5 L - 6	Analyze Evaluate
CO4	Create and assess strategic, sustainable, and people-centric hospitality practices using strategic frameworks, ethical principles, HR practices, and service innovation approaches.	PO1, PO3, PO4, PO6, PO8, PSO2, PSO3	L - 3 L - 4 L - 5 L - 6	Evaluate Create

Syllabus

Unit	Cognitive Levels	PO/PSO Mapped	Content
Unit I	L - 1 L - 2 L - 3 L - 4	PO1, PO2, PO4, PO6, PO8, PSO1, PSO2	Hospitality Service Fundamentals & Service Quality - Hospitality Industry: Scope, Structure & Emerging Trends, Characteristics of Service (Intangibility, Perishability, Variability, Inseparability), Guest Expectations & Customer Value Perception, Service Encounters & Moments of Truth, Service Quality Models: SERVQUAL & GAP Model, Service Blueprinting & Service Process Mapping, Standard Operating Procedures (SOPs), Service Failures & Recovery Strategies
Unit II	L - 2 L - 3 L - 4 L - 5	PO1, PO2, PO5, PO7, PO8, PSO1, PSO2, PSO3	Operations, Revenue & Distribution Management - Front Office Operations: Check-in/out, Reservations, Housekeeping Operations & Quality Control, Introduction to Revenue Management (RM) Principles, Pricing Strategies & Dynamic Pricing, Demand Forecasting Techniques, Key Performance Metrics (RevPAR, ADR, Occupancy), Distribution Channels: OTAs, GDS, Direct Booking, Channel Management & Rate Parity
Unit III	L - 3 L - 4 L - 5 L - 6	PO1, PO2, PO3, PO4, PO5, PO7, PSO1, PSO3	Digital Transformation & Customer Experience - Digital Trends in Hospitality: AI, Mobile, IoT, Contactless Services & Self-Service Technologies, Customer Relationship Management (CRM) in Hotels, Personalization & Guest Loyalty Programs, Online Reputation Management & Review Analytics, Social Media Strategy for Hospitality Brands, Data Analytics for Guest Insights, Digital Service Design & UX in Guest Journeys
Unit IV	L - 3 L - 4 L - 5 L - 6	PO1, PO3, PO4, PO6, PO8, PSO2, PSO3	Strategic, Sustainable & People-Centric Hospitality - Strategic Planning Tools: SWOT, PESTEL, Porter's Framework, Competitive Positioning & Value Propositions, Sustainable Hospitality Practices & Green Certifications, Corporate Social Responsibility (CSR) in Hospitality, Ethical Issues & Responsible Tourism, Human Resource Management: Recruitment & Training, Service Culture & Employee Engagement, Innovation & Service Design Thinking

Text- Books:

1. **Hospitality Management**, S. Medlik & Ingram (Indian Adaptation), Tata McGraw-Hill Education
2. **Hospitality Operations Management**, R. S. Chauhan, Oxford University Press India
3. **Service Management and Operations**, Cengiz Haksever (Indian Edition), Pearson India
4. **Strategic Management for Hospitality and Tourism**, R. K. Mishra, Himalaya Publishing House
5. **Sustainable Tourism and Hospitality Management**, Anil Kumar & Suresh Kumar, Himalaya Publishing House

Reference Books:	Hospitality Management and Organisational Behaviour, Sudhir Andrews, Tata McGraw-Hill Education Tourism and Hospitality Marketing, Tej Vir Singh & S. K. Bhatia, Oxford University Press India Human Resource Management in Hospitality Industry, Renu Arora & S. N. Khanna, Kalyani Publishers Service Marketing and Management, C. Bhattacharjee, Himalaya Publishing House
Suggested MOOCs	Please refer these websites for MOOCs: Udemy: - Hospitality Management (https://www.udemy.com/course/hospitality-management) Coursera: - Introduction to Hospitality Management in the 21st Century (Coursera) (https://www.mooc-list.com/course/introduction-hospitality-management-21st-century-coursera)

