

Management Studies (MBA)

Sem	Course Code	Course Category	Course Title	Hrs/Week	Credit	Marks		Total Marks
						CIA	ESE	
I	26MBA1CC01	Core - I	Quantitative Methods for Management	5	4	25	75	100
	26MBA1CC02	Core - II	Financial Reporting and Analysis	5	4	25	75	100
	26MBA1CC03	Core - III	Managerial Economics	5	4	25	75	100
	26MBA1CC04	Core - IV	Organizational Behavior and People Management	5	4	25	75	100
	26MBA1CC05	Core - V	Information System for Business	5	4	25	75	100
	26MBA1CP06	Core - VI	Managerial Communication and Presentation Lab**	5	2	-	100	100
	26MBA1EL01	Experiential Learning	Outward Bound Learning (OBL) (3 days) @	-	-	-	-	-
Total				30	22			600
II	26MBA2CC07	Core - VII	Operations Research in Management	5	4	25	75	100
	26MBA2CC08	Core - VIII	Corporate Finance	5	4	25	75	100
	26MBA2CC09	Core - IX	Operations and Supply Chain Management	5	4	25	75	100
	26MBA2CC10	Core - X	Human Resource Management	5	4	25	75	100
	26MBA2CC11	Core - XI	Marketing Management	5	4	25	75	100
	26MBA2CP12	Core - XII	Business Intelligence Lab **	5	2	-	100	100
	26PCN2OR01	Community Outreach	JAMCROP@	-	-	-	-	-
Total				30	22			600
III	26MBA3CC13	Core - XIII	Business Research Methods	5	3	25	75	100
	26MBA3CC14	Core - XIV	Design Thinking and Product Innovation	5	3	25	75	100
	26MBA3DE###	Discipline Specific Elective - I	Specialization I: Course 1	5	3	25	75	100
	26MBA3DE###	Discipline Specific Elective - II	Specialization I: Course 2	5	3	25	75	100
	26MBA3DE###	Discipline Specific Elective - III	Specialization II: Course 1	5	3	25	75	100
	26MBA3DE###	Discipline Specific Elective - IV	Specialization II: Course 2	5	3	25	75	100
	26MBA3SL01	Self-Paced Learning Course	Academic Writing	-	2	-	100	100
	26MBA3EL02	Experiential Learning	Internship (4 Weeks)	-	2	-	100	100
	26MBA3EA01	Extension Activity	Societal Immersion Programme (SIP) - one week @	-	-	-	-	-
	26MBA3EC01	Extra Credit Course-I#	Online Course	-	*	-	*	*
Total				30	22			800
IV	26MBA3CC15	Core - XV	Strategic Management	5	3	25	75	100
	26MBA3CC16	Core - XVI	Business Analytics	5	3	25	75	100
	26MBA4DE###	Discipline Specific Elective - V	Specialization I: Course 3	5	3	25	75	100
	26MBA4DE###	Discipline Specific Elective - VI	Specialization I: Course 4	5	3	25	75	100
	26MBA4DE###	Discipline Specific Elective - VII	Specialization II: Course 3	5	3	25	75	100
	26MBA4DE###	Discipline Specific Elective - VIII	Specialization II: Course 4	5	3	25	75	100
	26MBA4PW01	Project Work	Project Work	6	5	50	150	200
	26MCN4OC01	Mandatory Online	Online Course	-	1	-	100	100
	26MBA4EC02	Extra Credit Course - II#	Online Course	-	*	-	*	*
	26PCN4EC03	Extra Credit Course - III+	Innovation and Intellectual Property Rights	-	+	-	-	-
	26PCN4DN01/ 26PCN4MR01	Deeniyyath/ Moral Education@	Deeniyyath/ Moral Education@	-	-	-	-	-
Total				36	24			900
Grand Total				126	90			2900
*Not Considered for Grand Total and CGPA								
** Fully Internal Evaluation								
@ Only Grades will be given								
# Programme Specific Online Course								

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER III

Specialization I: Two Courses can be opted out of five Elective Courses in Specialization I

Specialization II: Two Courses can be opted out of five Elective Courses in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	MARKS		TOTAL MARKS
				CIA	ESE	
1. Marketing						
26MBA3DE01:1	Consumer Behavior	5	3	25	75	100
26MBA3DE02:1	Integrated Marketing Communication	5	3	25	75	100
26MBA3DE03:1	Sales Management	5	3	25	75	100
26MBA3DE04:1	Product and Brand Management	5	3	25	75	100
26MBA3DE05:1	Digital Marketing	5	3	25	75	100
2. Finance						
26MBA3DE01:2	Security Analysis and Portfolio Management	5	3	25	75	100
26MBA3DE02:2	Behavioral Finance	5	3	25	75	100
26MBA3DE03:2	Financial Econometrics	5	3	25	75	100
26MBA3DE04:2	Financial Derivatives	5	3	25	75	100
26MBA3DE05:2	Strategic Financial Management	5	3	25	75	100
3. Human Resource Management						
26MBA3DE01:3	Change Management	5	3	25	75	100
26MBA3DE02:3	Learning and Development	5	3	25	75	100
26MBA3DE03:3	Strategic Human Resource Management	5	3	25	75	100
26MBA3DE04:3	Talent Management	5	3	25	75	100
26MBA3DE05:3	Industrial Relation and Labor Legislations	5	3	25	75	100
4. Systems						
26MBA3DE01:4	Knowledge Management System	5	3	25	75	100
26MBA3DE02:4	IT Strategy for Business	5	3	25	75	100
26MBA3DE03:4	Data Resource Management	5	3	25	75	100
26MBA3DE04:4	Information Technology Management	5	3	25	75	100
26MBA3DE05:4	Data Mining	5	3	25	75	100
5. Logistics and Supply Chain Management						
26MBA3DE01:5	Strategic Logistics Management	5	3	25	75	100
26MBA3DE02:5	Containerization & Multi-Model Transport	5	3	25	75	100
26MBA3DE03:5	Warehousing & Inventory Management	5	3	25	75	100
26MBA3DE04:5	Essentials of Supply Chain Management	5	3	25	75	100
26MBA3DE05:5	Supply Chain Analytics	5	3	25	75	100
6. Entrepreneurship						
26MBA3DE01:6	Family Business Management	5	3	25	75	100
26MBA3DE02:6	Project Management	5	3	25	75	100
26MBA3DE03:6	Entrepreneurial Finance	5	3	25	75	100
26MBA3DE04:6	Information Technology for Entrepreneurs	5	3	25	75	100
26MBA3DE05:6	Business Plan and Modeling	5	3	25	75	100
7. Analytics						
26MBA3DE01:7	R Programming for Analytics	5	3	25	75	100
26MBA3DE02:7	SQL for Business Analytics	5	3	25	75	100
26MBA3DE03:7	Data Visualization for Decision Making	5	3	25	75	100
26MBA3DE04:7	Programming in Data Science	5	3	25	75	100
26MBA3DE05:7	Healthcare Analytics	5	3	25	75	100

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER IV

Specialization I: Two Electives can be opted out of five in Specialization I

Specialization II: Two Electives can be opted out of five in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	MARKS		TOTAL MARKS
				CIA	ESE	
1. Marketing						
26MBA4DE01:1	Retail Management	5	3	25	75	100
26MBA4DE02:1	Rural and Agricultural Marketing	5	3	25	75	100
26MBA4DE03:1	Customer Relationship Management	5	3	25	75	100
26MBA4DE04:1	Service Marketing	5	3	25	75	100
26MBA4DE05:1	Marketing Analytics	5	3	25	75	100
2. Finance						
26MBA4DE01:2	International Trade and Finance	5	3	25	75	100
26MBA4DE02:2	Financial Modelling using Spreadsheet	5	3	25	75	100
26MBA4DE03:2	Enterprise Risk Management	5	3	25	75	100
26MBA4DE04:2	Banking and Financial Services	5	3	25	75	100
26MBA4DE05:2	Strategic Cost Management	5	3	25	75	100
3. Human Resource Management						
26MBA4DE01:3	Performance Management	5	3	25	75	100
26MBA4DE02:3	Managerial Behavior and Effectiveness	5	3	25	75	100
26MBA4DE03:3	Behavior and Impression Management in Organization	5	3	25	75	100
26MBA4DE04:3	HR Analytics	5	3	25	75	100
26MBA4DE05:3	International Human Resource Management	5	3	25	75	100
4. Systems						
26MBA4DE01:4	Software Project Management	5	3	25	75	100
26MBA4DE02:4	Cyber Security	5	3	25	75	100
26MBA4DE03:4	Enterprise Resource Planning	5	3	25	75	100
26MBA4DE04:4	Decision Support System	5	3	25	75	100
26MBA4DE05:4	E-Business	5	3	25	75	100
5. Logistics and Supply Chain Management						
26MBA4DE01:5	EXIM and Documentation	5	3	25	75	100
26MBA4DE02:5	Transport and Distribution	5	3	25	75	100
26MBA4DE03:5	Retail Logistics	5	3	25	75	100
26MBA4DE04:5	Digital Supply Chain	5	3	25	75	100
26MBA4DE05:5	Supply Chain Planning	5	3	25	75	100
6. Entrepreneurship						
26MBA4DE01:6	Intellectual Property Rights	5	3	25	75	100
26MBA4DE02:6	Sustainable Entrepreneurship	5	3	25	75	100
26MBA4DE03:6	Startup Marketing	5	3	25	75	100
26MBA4DE04:6	Digital Entrepreneurship	5	3	25	75	100
26MBA4DE05:6	Business Ethics and Corporate Governance	5	3	25	75	100
7. Analytics						
26MBA4DE01:7	Rapid Miner for Data Mining	5	3	25	75	100
26MBA4DE02:7	Cloud Computing	5	3	25	75	100
26MBA4DE03:7	Big Data with Hadoop	5	3	25	75	100
26MBA4DE04:7	Machine Learning for Managers	5	3	25	75	100
26MBA4DE05:7	Web and Social Media Analytics	5	3	25	75	100

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CC01	Core - I	5	4	25	75	100

Course Title	Quantitative Methods For Management
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SYLLABUS		
Unit	Contents	Hours
I	Functions, Algebra & Calculus Overview of quantitative techniques in business-Functions: linear, quadratic, exponential, logarithmic-Permutations & combinations-Matrices & determinants; solving systems of equations-Differential calculus: rules, derivatives of functions, business applications-Simple integration concepts	15
	Activities: Integrated business problem: Model cost, revenue, and profit using functions Marketing activity: Selection vs arrangement of products using combinations and permutations Cost analysis task: Use matrices to compute total cost of multi-product firms	
II	Mathematics for Decision Making Rates of change, maxima and minima problems- Sequences and series-Simple interest, compound interest, annuities-Present and future value computations-Basic optimization techniques using derivatives	15
	Activities: Profit optimization case: Find optimal output using derivatives Elasticity analysis: Measure price sensitivity Integration task: Compute total cost from marginal cost functions	
III	Data Description, Probability & Distributions Descriptive statistics: data presentation, frequency distributions-Measures of central tendency and dispersion-Probability fundamentals: rules, conditional probability, Bayes' theorem-Common probability distributions: binomial, Poisson, normal.	15
	Activities: Dataset analysis: Summarize business data using descriptive measures Risk assessment: Apply probability rules to business scenarios Distribution fitting: Identify suitable probability models	
IV	Statistical Inference & Regression Analysis Sampling theory and sampling distributions-Hypothesis testing: Z-test, t-test,F-test, chi-square-Correlation and regression analysis (simple & multiple)-Analysis of variance (ANOVA)	15
	Activities: Hypothesis testing workshop: Test business assumptions Regression lab: Predict sales using regression models Correlation study: Identify relationships among variables	
V	Time Series, Forecasting & Applications Time series components: trend, seasonal, cyclical-Forecasting methods: moving averages, exponential smoothing-Index Numbers-Application of statistical tools using Excel/other open source softwares.	15
	Activities: Forecasting project: Predict future sales using time-series data Index number construction: Measure performance changes over time Software lab: Implement models using Excel	
VI	Current Trends(For CIA-only): Modern time series analysis – Auto Correlation, Auto Regression, ARMA, ARIMA	

Text Book(s):
1. Levin Richard , H. Siddiqui Masood, S. Rubin David Statistics for Management, Pearson Paperback – Organizer, 8 th Edition ,27 January 2022 2. Hari Kishan, A Textbook of Matrices, Atlantic Publisher & Distributors (P) Ltd, New Delhi, 2023 3. Prem. S.Mann, Introductory Statistics, 7 th Edition, Wiley India, 2020.

Reference Book(s):
1. Hilmer, C. E., Hilmer, M. J., & Sharma, C. Practical Econometrics, McGraw Hill (2020) 2. Vohra N.D. “Quantitative Techniques in Management”, Tata McGraw Hill Education Private Ltd., New Delhi. 7 th Edition 2023. 3. Gupta S.C., “Fundamentals of Statistics”, Himalaya Publishing House, New Delhi. 7 th ed. 2021.
Web Resource(s):
1. https://onlinecourses.nptel.ac.in/noc23_mg03/preview 2. www.predictiveanalyticstoday.com

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Use mathematical tools to model and solve quantitative decision problems	K1 & K2
CO2	Summarize and interpret data for informed managerial decisions	K3
CO3	Apply statistical inference and regression models to real datasets	K4
CO4	Build basic forecasting and time series models for planning	K5
CO5	Integrate quantitative methods with software tools (e.g., Excel) for analysis	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	0	0	0	2	2	1	2	2	0	1	1.0
CO2	2	2	1	2	2	2	1	1	0	1	1.4
CO3	2	3	1	3	2	2	2	2	1	2	2.0
CO4	3	3	1	3	3	2	1	2	1	2	2.3
CO5	3	3	2	3	3	3	3	3	2	2	2.7
Mean Overall Score											91.88
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. DAWOOD ALI

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CC02	Core - II	5	4	25	75	100

Course Title	Financial Reporting and Analysis
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SYLLABUS		
Unit	Contents	Hours
I	Financial Accounting - Accounting concepts and conventions – Journal – Subsidiary Books - Ledger - Trial balance - Final Accounts of Sole Trader-Adjustments – The Indian Financial Reporting.	15
	Activities: Managerial Interpretation of Financial Statement II. From Transactions to Final Account	
II	Cost Accounting – Elements of cost - Classification of Cost - Methods of Costing (Theory only) – Preparation of Cost Sheet – EOQ - Methods of pricing materials issues (FIFO, LIFO, Simple and weighted average) – Labour Turnover – Overheads - Primary Distribution - Secondary Distribution	15
	Activities: Industry–Costing Method Mapping & Cost Sheet II. Cost Control Challenge – Reduce Cost by 10%	
III	Marginal costing - Break Even Analysis – Cost Volume Profit Analysis -Managerial Application of CVP Analysis - Budgets and Budgetary control -Functional Budgets-Types of functional budget - Cash Budget - Flexible Budget.	15
	Activities: Budgetary Simulations II. Break-even & Profit Planning Game	
IV	Management Accounting – Functions – Scope - Financial statement analysis – Comparative Financial Statement - Common Size Financial Statement - Trend Analysis - Ratio analysis – Profitability, Liquidity, Turnover ,Solvency and Earnings ratio	15
	Activities: Case study Interpretation of Ratio's, II. Company Comparison Report (2 Firms)	
V	Funds Flow statement –Schedule of changes in working capital-Profit and loss Adjusted Account-Fund Flow Statement	15
	Cash flow statement – Calculation of Cash Flows from Operating Activities. - Calculation of Cash Flows from Investing Activities-Calculation of Cash Flows from Financing Activities-Calculation of net increase/decrease in cash and cash equivalents. Calculation of cash operating profit	
	Activities: Real time case study on financial statement II. Cash Flow Detective – Find the Reason for Cash Crisis	
VI	Current Trends (For CIA only) – Artificial Intelligence in Accounting – Concept and evolution of AI – Role of AI in modern accounting –AI vs Traditional Accounting Systems.	

Text Book(s):

1. S. N. Maheshwari, Suneel K. Maheshwari and Sharad K. Maheshwari, A Textbook of Accounting for Management, Vikas Publishing House, 5th Edition, 2022.
2. P. Periasamy, A Textbook of Financial Cost and Management Accounting, Himalaya Publishing House, 2nd Edition, 2018.
3. G. Krishna Kavitha, Computerized Accounting, Himalaya Publishing House, 1st Edition, 2021.

Reference Book(s):

1. Nirmal Gupta and S. L. Gupta, Corporate Accounting – Theory and Practice, Kalyani Publishers, 4th Edition, 2019.
2. H. V. Jhamb, Fundamentals of Management Accounting, Ane Books, 3rd Edition, 2021.
3. N. K. Prasad, Introduction to Corporate Accounting and Reporting, New Age International, 2nd Edition, 2020.

Web Resource(s):

1. <https://ncert.nic.in/textbook/pdf/leac206.pdf>
2. <https://online.pubhtml5.com/kcvf/mnhb/mnhb.pdf>
3. <https://nptel.ac.in/courses/110107073>

Course Outcomes

Upon successful completion of this course, the student will be able to:

CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Apply fundamental accounting concepts, conventions, and Indian Financial Reporting practices to record transactions and prepare final accounts..	K1,K2
CO2	Analyze and prepare cost information using cost accounting techniques, cost sheets, EOQ, material pricing methods, labour turnover, and overhead distribution for managerial decision-making.	K3
CO3	Evaluate business decisions using marginal costing, break-even analysis, CVP analysis, and budgetary control techniques including cash and flexible budgets.	K4
CO4	Interpret financial statements using management accounting tools such as comparative statements, common size analysis, trend analysis, and ratio analysis.	K5
CO5	Assess organizational liquidity and financial performance by preparing and interpreting funds flow and cash flow statements, including cash operating profit..	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	3	3	2	2	3	3	2.6
CO2	3	3	2	2	3	3	3	3	2	3	2.7
CO3	3	3	3	2	3	3	3	2	2	3	2.7
CO4	3	3	2	3	3	3	3	3	2	2	2.7
CO5	3	2	3	3	3	3	3	3	2	3	2.8
Mean Overall Score											2.7
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. PRASANTH

DIRECTOR

Semester	Course Code	Course Category	Hours/Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CC03	Core - III	5	4	25	75	100
Course Title		Managerial Economics					

SYLLABUS		
Unit	Contents	Hours
I	Economics - Economy – Microeconomics – Macroeconomics - Managerial Economics - Nature and Scope of Managerial Economics - Role of Managerial Economist- Significance in Decision making - Objectives of a Firm - Managerial Theories of Firm - Profit Maximization - Economies of Scale and Economies of Scope.	15
	Activities: Role-play activity to apply microeconomic concepts in managerial decision-making., Case analysis activity comparing economies of scale and economies of scope in diversified business groups.	
II	Utility analysis - Law of diminishing marginal utility - Indifference curve - Consumer's equilibrium - Budget line and Consumer surplus - Law of Demand - Determinants - Exceptions - Elasticity of Demand - Measurement - Demand Forecasting - Methods of Demand Forecasting - Law of Supply - Factors affecting Supply - Supply Elasticity - Applications.	15
	Activities: Consumer choice simulation activity using budget constraints and indifference curves., Case-based exercise to analyse demand forecasting methods for real-life products.	
III	Production - Production Function - Short run and Long Run costs - Cobb Douglas Production Function Cost - Output Relationship - Cost Function - Cost-Output Relationships in the Short Run - Cost-Output Relationships in the Long Run - Cost Analysis: Private costs - Social Costs - Accounting Costs - Economic costs	15
	Activities: Analytical activity involving estimation of output using production functions and input data., Curve construction and interpretation activity for short-run and long-run cost curves	
IV	Market Structure - Perfect and Imperfect Market - Determination of Price under Perfect Competition - Monopolistic Competition – Oligopoly – Monopoly - Duopoly - Monopsony – Oligopsony - Pricing Decisions - Kinked Demand Curve - Pricing – Various Types of Pricing & Strategies.	15
	Activities: Market simulation activity to evaluate firm behavior under different market structures., Case discussion activity analysing pricing strategies adopted by firms in real markets.	
V	National Income - Methods of Measurement of National Income - Inflation - Types and Causes – Monetary Policy and Fiscal Policy - Consumption Function - Investment Function – Multiplier - Accelerator - Business Cycle - Profit concept - Innovation Theory - Risk & Uncertainty Bearing Theory.	15
	Activities: Budget Discussion., Assessing the impact of inflation and economic policies on business decisions.	
VI	Current Trends (For CIA only) Econometrics – Applications in Managerial Decisions - AI in Policy Analysis and Financial Forecasting.	

Text Book(s):

1. P.L.Mehta, Managerial Economics, Sultan Chand & Sons, 21st Edition 2023
2. Nick Wilkinson, Managerial Economics – Problem solving in Digital World, Cambridge University Press, 2nd Edition, 2022
3. Shaga Narayanabharathi Arjun Kumar & Gaddam Jimmy Corton, Managerial Economics, Pearson, 1st Edition, 2020

Reference Book(s):
<ol style="list-style-type: none"> 1. Ahuja H.L, “Managerial Economics”, S Chand & Company Limited, New Delhi, 2nd Edition 2017 2. Luke M. Froeb Brian T. McCann Michael R. Ward Mike Shor, Managerial Economics: A Problem Solving Approach, Cengage, 5th edition, 2018 3. Varshney, K.L. Maheswari - Managerial Economics. Sultan Chand & Sons, 9th Edition, 2014
Web Resource(s):
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc21_mg90/preview — <i>Managerial Economics</i> by Prof. Trupti Mishra (IIT Bombay) on NPTEL/SWAYAM platform. 2. https://onlinecourses.swayam2.ac.in/cec26_cm03/preview — <i>Microeconomics</i> (demand, production, cost, market structure). 3. https://onlinecourses.swayam2.ac.in/cec25_cm02/preview — <i>Macroeconomics</i> (national income, policy, aggregate variables).

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Recognise the micro economic concepts include economic principles and explain the Role of Managerial Economist.	K1, K2
CO2	Apply the various business situations with the help of theory of demand, Supply concepts and various economic concepts.	K3
CO3	Distinguish the application of modern principles and methods of microeconomics to the real-world business problems in different contexts like production, cost analysis.	K4
CO4	Justify the various types of market structure for strategizing and wise decision making and pricing strategies that result from different market situations.	K5
CO5	Develop strategies and plans for the business by analysing the macro economic environment.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	3	2	3	3	2	1	2.3
CO2	3	3	2	2	2	2	2	3	2	1	2.2
CO3	2	2	1	2	3	2	1	2	2	2	1.9
CO4	2	1	2	2	2	2	2	1	2	1	1.8
CO5	3	1	2	2	3	2	3	2	2	3	2.3
Mean Overall Score											2.1
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Semester	Course Code	Course Category	Hours/Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CC04	Core - IV	5	4	25	75	100
Course Title		Organizational Behavior and People Management					

SYLLABUS		
Unit	Contents	Hours
I	Frame work of OB–Organizational behaviour models, Organization and the environmental factors. Importance of OB in Management--Learning- Learning Process-Behaviour Modification-Organisational Learning - Learning and Behaviour-Classical Conditioning-Operant Conditioning, Social Learning- Emerging challenges to organisational behaviour.AI in Organizational Behaviour Models	15
	Activities: Learning Theory Mapping Activity, Case-to-OB-model matching sheet and impact	
II	Personality: Measurement - Determinants - Personality Traits - Myers-Briggs Type Indicator - Big Five Personality Model. Perception - Factors of Perception - Attribution Theory - Perceptual Errors. Motivation - Theories of Motivation – Maslow, Herzberg, Vroom, Goal-Setting Theory, And Equity Theory Applications of Motivation - Job Characteristics Model- Job Rotation - Job Enlargement - Job Enrichment - Alternative Work Arrangements - Job Involvement Measures	15
	Activities: Personality Self-Assessment Activity, Goal-Setting SMART Target Workshop	
III	Group Behaviour: Types of Groups - Stages of Group Development - Group properties - Norms - Status -Group Size - Cohesiveness. Leadership Theories – Great Man theory, Trait Theory, The Managerial Grid Model, Path-goal theory, Leader-member Exchange (LMX), Fiedler's contingency theory-Conflict –Types of Conflict –The Conflict Process	15
	Activities: Group Development Role Play, Outward Bound Experiential Learning	
IV	Organizational Change: Concept, Objectives, Reasons, Resistance to change, Measures to overcome change- Organizational Development: Concept, Process, Techniques of OD. Concept and evolution of people management-People management vs human resource management-Role of managers in people management-Strategic importance of people management-Ethical issues in managing people-Changing role of people managers in modern organizations	15
	Activities: People Management vs HRM Comparison Chart, The Change Response Game	
V	Getting Work Done Through Others and Performance Evaluation-Delegation and task assignment-Clarifying expectations and performance standards-Monitoring performance-Methods of employee evaluation- Peer relationship building at work- Formal and informal networks-Communication processes- Managing Self-Self-awareness and self-management-Emotional intelligence and behavioural self-regulation-Personal effectiveness as a people manager	15
	Activities: Self-Awareness Reflection Exercise, EI reflection worksheet	
VI	Current Trends (For CIA only) DEI (Diversity, Equity, and Inclusion) - Globalization and cultural diversity – Employee Wellbeing - maintaining productivity and engagement, and ensuring effective communication and collaboration.	

Text Book(s):
<ol style="list-style-type: none"> 1. Graeme Martin, Managing People in Changing Organizations Routledge,3rd Edition (2025). 2. L.M. Prasad, Organizational Behavior, Sultan Chand & Sons,4th Edition (2024). 3. Dr. B. Chandrashekara, Dr. K. Ramachandra, Dr. Lakshminarayana N., and Madhu S, People Management (Karnataka NEP edition), Himalaya Publishing HouseEducation,18thEdition,(2022).

Reference books
<ol style="list-style-type: none"> 1. Dr. Aida Mehrad & Dr. Nasser Al Harrasi, Organizational Behaviour, GBP Publications (2025) 2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour, Pearson, 19th Edition (2023). 3. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, Organization Behavior, John Wiley & Sons Inc, 12th Edition, (2011).
Web Resource(s):
<ol style="list-style-type: none"> 1. https://www.scribd.com/document/614360599/Organisational-Behaviour-by-L-M-Prasad 2. https://www.iimbx.edu.in/ 3. https://onlinecourses.swayam2.ac.in/imb24_mg48/announcements?force=true

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the fundamentals of organizational behaviour, learning processes, and behavioural modification techniques, and analyze emerging challenges in organizational behaviour.	K1 & K2
CO2	Apply concepts of personality traits, perceptual processes, and motivation theories to improve job design and enhance employee motivation in organizational settings.	K3
CO3	Analyze leadership and group behaviour theories to identify strategies for improving team effectiveness and decision-making.	K4
CO4	Evaluate organizational change and development processes and assess the strategic role of people management in enhancing organizational effectiveness in modern organizations.	K5
CO5	Design and develop effective people management strategies by integrating delegation, performance evaluation, communication, emotional intelligence, and self-management practices to enhance managerial effectiveness and employee performance.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	1	0	3	2	2	2	2	1.9
CO2	2	1	2	2	3	2	3	3	2	1	2.1
CO3	1	0	2	2	2	2	2	2	2	3	1.8
CO4	2	2	1	2	2	2	3	2	2	2	2.0
CO5	2	3	2	2	1	3	2	2	2	3	2.2
Mean Overall Score											2.00
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CC05	Core - V	5	4	25	75	100
Course Title		Information System for Business					

SYLLABUS		
Unit	Contents	Hours
I	System Concepts: Characteristics, Components and Types - Information Systems (IS): Need, Dimensions, Activities, and Functions - Types of IS - Business Applications - Systems Approach to Problem Solving and Decision Making.	15
	Activities: Business Information System Analysis Project, Information System for Decision Making (Case Activity)	
II	Marketing Information Systems - Sales and Distribution Systems – Manufacturing Information System - Supply Chain Information Systems - Logistics Information System - Human Resource Information Systems - Accounting and Financial Information Systems	15
	Activities: Integrated Business Information Systems Mapping Project, Functional Information Systems Mapping.	
III	Management Information Systems (MIS): Characteristics, Inputs, Outputs, and Benefits - Decision Support Systems (DSS): Types of Decisions, Components, Capabilities, AI-enabled DSS and Applications - Executive Information Systems (EIS) and Dashboards - Expert Systems - Learning Management Systems (LMS)	15
	Activities: Managerial Decision Support System Design Exercise, EIS Dashboard & Expert System Role Play	
IV	IS Strategy and Aligning IT with Business Objectives - Strategic Information Systems and Competitive Advantage - Business Process Reengineering (BPR) and Digital Transformation - Platform-based Business Models and Digital Ecosystems	15
	Activities: Digital Strategy Alignment & Transformation Case Exercise, Competitive Advantage Case Discussion	
V	Ethical, Social and Legal Issues in Information Systems - Information Security Challenges and Cyber Threats - Technology Solutions- IS Auditing, IT Governance and Compliance Standards - Global Information Systems Managing IS in International Business	15
	Activities: Situational Analysis of IT Ethics, Security and Governance, Cyber Threat Identification and Solution	
VI	Current Trends: (For CIA only) Digital Transformation and Industry 4.0- Cloud-Enabled and Mobile Information Systems for Global Operations-Digital Workplace and Collaboration Platforms-Block chain Technology in Business.	

Text Book(s):
<ol style="list-style-type: none"> Laudon, Kenneth C., and Jane P. Laudon. <i>Management Information Systems: Managing the Digital Firm</i>. 17th ed., Pearson Education, 2024. Turban, Efraim, Carol Pollard, and Gregory Wood. <i>Information Technology for Management: On-Demand Strategies for Performance, Growth, and Sustainability</i>. 12th ed., Wiley, 2023 Baltzan, Paige. <i>Business Driven Information Systems</i>. 9th ed., McGraw-Hill Education, 2023
Reference Book(s):
<ol style="list-style-type: none"> Pearlson, Keri E., Carol S. Saunders, and Dennis F. Galletta. <i>Managing and Using Information Systems: A Strategic Approach</i>. 8th ed., Wiley, 2024. Stair, Ralph M., and George W. Reynolds. <i>Principles of Information Systems</i>. 14th ed., Cengage Learning, 2023. Westerman, George, Didier Bonnet, and Andrew McAfee. <i>Leading Digital: Turning Technology into Business Transformation</i>. Harvard Business Review Press, 2023

Web Resource(s):

1. <https://opentextbook.site/exports/ISBB-2019-072719.pdf>
2. <https://www.coursera.org/courses?query=information+systems>.
3. <https://www.edx.org/learn/information-systems>.
4. <https://www.saylor.org/courses/subject/information-systems/>
5. <https://smestrategy.net/articles/digital-transformation-business>

Course Outcomes

Upon successful completion of this course, the student will be able to:

CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand system concept, types and roles of information systems in business organizations	K1 & K2
CO2	Analyse and illustrate enterprise information systems across different business functions within an organization.	K3
CO3	Design a basic managerial decision-support solution using MIS, DSS, EIS, or AI-enabled systems.	K4
CO4	Evaluate and redesign IT-enabled business strategies to achieve competitive advantage through digital transformation and strategic information systems.	K5
CO5	Evaluate ethical, social, legal, security, and governance issues in information systems and recommend appropriate compliance and risk-mitigation measures.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	0	0	0	2	2	1	2	2	0	1	1.0
CO2	2	2	1	2	2	2	1	1	0	1	1.4
CO3	2	3	1	3	2	2	2	2	1	2	2.0
CO4	3	3	1	3	3	2	1	2	1	2	2.3
CO5	3	3	2	3	3	3	3	3	2	2	2.7
Mean Overall Score											91.88
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. THILAGAVATHY

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	26MBA1CP06	Core - VI	5	2	-	100	100
Course Title		Managerial Communication and Presentation Lab					

SYLLABUS		
Unit	Contents	Hours
I	Foundations of Managerial Communication – Introduction to business communication – Communication process and barriers – Verbal and non-verbal communication – Business writing principles: Clarity, conciseness, correctness and courtesy – Email etiquette and professional messaging – Memo writing, circulars and notices – Listening skills and active listening techniques – Corporate communication channels.	15
	Activities: Writing lab: Improve emails using the 4Cs, Role-play: Practice active listening in workplace scenarios.	
II	Business Correspondence and Documentation – Business letter formats – Inquiry letters, orders and acknowledgments – Sales and complaint letters – Report writing and types of business reports – Proposal writing – Minutes of meetings – Resume writing and LinkedIn profile optimization – Case study analysis and written presentation.	15
	Activities: Drafting activity: Develop business letters and reports from real cases, Documentation lab: Prepare meeting minutes and professional profiles.	
III	Oral Communication and Presentation Skills – Presentation planning and audience analysis – Structuring presentations – Visual aids and PowerPoint design principles – Vocal variety: tone, pitch, pace and volume – Body language and stage presence – Handling questions and objections – Impromptu speaking and elevator pitch – Video presentation skills for virtual platforms.	15
	Activities: Presentation activity: Design and deliver a structured business presentation with effective slides, Elevator pitch activity: Practice concise, impactful speaking under time limits.	
IV	Group Communication and Interpersonal Skills – Group discussion techniques – Meeting management and participation etiquette – Negotiation skills and persuasive communication – Conflict resolution – Interview skills and mock interviews – Role play exercises for customer handling and counseling – Cross-cultural communication – Gender sensitivity in workplace.	15
	Activities: Discussion & negotiation: Practice persuasion and conflict resolution. Mock interview: Build interpersonal and professional skills.	
V	Advanced Communication Scenarios and Assessment – Crisis communication management – Change communication in organizations – Assertiveness and professional diplomacy – Board room presentations and stakeholder communication – Investor pitch preparation – Communication audit and self-assessment – Personal branding – Final integrated assessment.	15
	Activities: Crisis simulation: Prepare stakeholder statements and executive briefings, Boardroom pitch: Deliver strategic and persuasive investor presentations.	

Text Book(s):
<ol style="list-style-type: none"> 1. Lesikar, R.V., Flatley, M.E., and Rentz, K. (2019). <i>Business Communication: Making Connections in a Digital World</i> (13th ed.). McGraw-Hill Education. 2. Bovee, C.L., and Thill, J.V. (2020). <i>Business Communication Today</i> (15th ed.). Pearson Education. 3. Raman, M., and Singh, P. (2021). <i>Business Communication</i> (3rd ed.). Oxford University Press India

Reference Book(s):
<ol style="list-style-type: none"> Robbins, S.P., and Hunsaker, P.L. (2017). <i>Training in Interpersonal Skills: Tips for Managing People at Work</i> (7th ed.). Pearson. Gallo, C. (2014). <i>Talk Like TED: The 9 Public Speaking Secrets of the World's Top Minds</i>. St. Martin's Press. Anderson, C. (2016). <i>TED Talks: The Official TED Guide to Public Speaking</i>. Houghton Mifflin Harcourt.
Web Resource(s):
<ul style="list-style-type: none"> https://onlinecourses.swyam2.ac.in/e-learning/course/imb26_mg04 https://onlinecourses.swyam2.ac.in/e-learning/course/imb26_mg107 https://www.coursera.org/specializations/improve-communication-skills https://www.linkedin.com/learning/topics/business-communication

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Compose professional business documents including letters, reports, proposals and executive summaries adhering to corporate communication standards.	K1, K 2
CO2	Deliver effective business presentations with appropriate content structure, visual aids and delivery techniques to diverse audiences.	K3
CO3	Demonstrate proficiency in group communication scenarios including discussions, meetings, negotiations and conflict resolution through active participation and facilitation.	K4
CO4	Apply interpersonal communication skills in professional interviews, role plays and simulated business interactions with appropriate verbal and non-verbal strategies.	K5
CO5	Evaluate communication effectiveness in various business contexts and design improvement strategies for personal and organizational communication development.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	1	2	1	2	3	1	2	2	1.9
CO2	2	3	2	3	1	2	3	1	2	3	2.2
CO3	2	2	2	3	2	2	3	2	3	3	2.4
CO4	2	2	2	3	2	2	3	1	3	3	2.3
CO5	2	2	3	2	2	2	2	2	2	2	2.1
Mean Overall Score											2.18
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. A. JAINULLABDEEN

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CC07	Core - VII	5	4	25	75	100
Course Title		Operations Research in Management					

SYLLABUS		
Unit	Contents	Hours
I	Operations Research & Modelling Objectives of OR-OR methodology: model formulation and solution interpretation- Types of models: deterministic vs stochastic-Role of decision variables, constraints, objective functions Activities: Case-study analysis: Students evaluate real business problems in different sectors Quiz: Terms and definitions of OR concepts	15
	Linear Programming (LP) Mathematical formulation of LP Problems-Graphical solution for 2-variables LP- Simplex Method-Artificial variables -Big-M method-Duality theory and economic interpretation Activities: Hands-on workshop: Solve LP problems using Solvers or open-source tools Group assignment: Interpret shadow prices and reduced costs	
II	Scheduling & Network Models Transportation-Methods of solving transportation models-Northwest corner, Least Cost method, Vogel's approximation method and assignment problems-Hungarian method-Travelling salesmen problem-Network Analysis: Critical path method, Total, free and Independent Floats - PERT Problems Activities: Software lab: Model and solve network problems with optimization tools Interactive exercise: Role play to interpret results in supply chain contexts	15
	Decision Analysis & Game Theory Decision Making under Certainty, uncertainty and risk – Pay off tables - Game Theory –Graphical method-zero-sum games, saddle point, mixed strategies-Markov chain analysis Activities: Simulation activity: Use decision tree software for probabilistic decisions Competitive game labs: Students play and analyze simple strategic games	
III	Simulation & Queueing models Introduction to simulation & Monte Carlo methods-Queueing models basics- parameter notation – Single server and multi-server models – Poisson input – Exponential service – Constant rate service. Activities: Simulation lab: Build and run models using spreadsheet or simulation tool Project: Develop and present a simulation model for a service system	15
	(For CIA only) -Software Application in Operations Research – QM for Windows-Lindo systems-WinQSB.	

Text Book(s):
1. Hamdy A. Taha, Operations Research: An Introduction, Global Edition, Pearson, 11th Edition, 2024/2025. 2. Frederick S. Hillier & Gerald J. Lieberman, Introduction to Operations Research (2024 Release), McGraw-Hill Education, 2024 3. J. K. Sharma, Operations Research: Theory and Applications, Tata McGraw-Hill Publications, 6 th Edition, 2024

Reference Book(s):
1. Natalie M. Scala & James P. Howard II (eds), Handbook of Military and Défense Operations Research, Chapman & Hall/CRC, 2nd Edition, 2024 2. Franz W. Peren, Operations Research and Management: Quantitative Methods for Planning and Decision-Making in Business and Economics, Springer, 1st Edition, 2024 3. Barry Render, Ralph M. Stair Jr., & Michael E. Hanna, Quantitative Analysis for Management, Pearson, Latest Edition (14th or current), 2024/25
Web Resource(s):
1. https://onlinecourses.swayam2.ac.in/cec20_mg18/preview 2. www.prenhall.com/bp_taylor_introms_11/220/56508/14466195.cw/content/index.html 3. https://softdeluxe.com/QM-For-Windows-159873/download/ 3. https://www.lindo.com/ 4. home.ubalt.edu/ntsbarsh/ECON/DM.html

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Explain OR purpose, formulate basic models, and appreciate its real-world relevance.	K1&K2
CO2	Formulate and solve LP problems, interpret optimal solutions	K2
CO3	Apply network models to solve allocation and optimization problems.	K3&K4
CO4	Analyze decision problems, interpret game strategies to achieve objectives.	K5
CO5	Build and analyze simulation and queuing models, and understand heuristic approaches..	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	0	0	2	0	3	2	2	2	0	1.3
CO2	2	3	2	0	0	2	3	2	1	2	1.7
CO3	2	2	2	3	0	3	1	2	3	1	1.9
CO4	0	2	3	2	2	3	1	3	1	2	1.9
CO5	2	1	2	0	3	2	0	3	2	3	1.8
Mean Overall Score											1.72
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. G.S. David Sam Jayakumar

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CC08	Core - VIII	5	4	25	75	100
Course Title		Corporate Finance					

SYLLABUS		
Unit	Contents	Hours
I	Foundations of Corporate Finance: Nature and scope - Objective of the firm - Goals of corporate finance - Role of CFO - Overview of financial decisions - Time Value of Money - Risk–return trade-off – Liquidity and Profitability	15
	Activities: Risk–return analysis using simple stock return data, Evaluate two investment alternatives using time value of money concepts and justify the better financial decision.	
II	Cost of Capital: Significance – Factors determining Cost of Capital - Computation of specific Cost of Capital –Weighted Average Cost of Capital (WACC) – Cost of Capital and Investment Analysis – Leverage: Operating, Financial, and Composite leverage.	15
	Activities: Numerical Practice: Use realistic company data (interest rate, tax rate, market price, Conduct a sensitivity analysis to examine how changes in capital structure affect WACC and firm value.	
III	Capital Structure – Sources of Long Term Capital - Optimum Capital Structure – Features of an Appropriate Capital Structure - Point of Indifference and EPS approach - Capital Structure theories – Net Income Approach, Net Operating Income Approach, MM Approach, and Traditional Approach.	15
	Activities: Case analysis in Capital structure decision of a real company, Perform an EBIT–EPS analysis to determine the optimal financing option for a company	
IV	Capital Budgeting – Nature and Features of Capital Budgeting - Importance and Types of Investment Decision -Factors influencing capital expenditure decision - Methods of evaluating investments - Pay Back period – Accounting Rate of Return – Net Present Value – Profitability Index – Internal Rate of Return.	15
	Activities: Design a capital budgeting proposal for a new project, Evaluate a proposed investment project by calculating its Net Present Value (NPV) using the given cash flow estimates.	
V	Working Capital & Dividend Policy: –Working Capital: Nature, Need, and Factors determining Working Capital -Operating Cycle, Estimation of Working Capital requirements. Dividend – Types of dividend – Dividend policy: Definition – Nature – Determinants – Theories of dividend– Walter’s Model – Gordon’s Model - MM model.	15
	Activities: Operating cycle computation using company data, Dividend Policy Simulation	
VI	Current Trends (For CIA only) Contemporary Issues in Corporate Finance: Behavioral corporate finance - FinTech and Digital Transformation in Finance - Global corporate finance decisions - AI and automation in corporate finance - Financial ethics and compliance - ESG and sustainable finance	15

Text Book(s):
1. Richard A.. Stewart C.Myers, Franklin Allen, Alex Edimans, Principles of Corporate Finance, McGraw Hill, 14 th Edition,2023
2. Stephen A. Ross, Randolph W. Westerfield, & Bradford D. Jordan, Fundamentals of Corporate Finance, McGraw Hill ,13 th Edition, 2024
3. I. M. Pandey, Financial Mangement, Pearson, 13 th Edition 2025

Reference Book(s):
1. Dr R.P. Rustagi , Fundamentals of Financial Management , Taxman publications,(17 th ed.), 2022 2. Michelle R. Clayman, Martin S. Fridson & George H. Troughton, Corporate Finance: A Practical Approach, wiley 3. Prasanna Chandra - Financial Management Theory and Practices, Tata McGraw Hill Education (India) Private Limited, (11 th ed.), 2023.
Web Resource(s):
1. https://studylib.net/doc/27627577/corporate-finance-13th-edition---ross--westerfield--jaffe... 2. https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/FinancialManagement.pdf 3. https://alison.com/course/introduction-to-financial-management-for-managers 4. https://docs.cpuc.ca.gov/PublishedDocs/SupDoc/A2204008/5468/496874121.pdf 5. https://onlinecourses.nptel.ac.in/noc26_mg62/preview

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the basic concepts of corporate finance such as financial objectives, time value of money, risk and return, and the role of the finance manager.	K1,K2
CO2	Apply capital budgeting techniques, cost of capital, and leverage concepts to solve corporate financial decision-making problems.	K3
CO3	Analyze financing, dividend, and working capital decisions and their impact on the value and risk of a firm.	K4
CO4	Evaluate investment projects, capital structure choices, and corporate financial strategies using financial analysis and case studies.	K5
CO5	Design appropriate corporate financial strategies by integrating investment, financing, dividend, and risk management decisions.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	2	3	2	3	1	3	2	3	2.3
CO2	1	2	2	3	3	3	2	3	2	3	2.4
CO3	2	2	1	3	2	3	2	3	2	3	2.3
CO4	2	2	3	2	1	2	3	3	2	3	2.3
CO5	3	3	2	2	3	3	3	3	2	3	2.7
Mean Overall Score											2.4
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: **Dr. F. WAHIDHA BEGUM**

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CC09	Core - IX	5	4	25	75	100
Course Title		Operations and Supply Chain Management					

SYLLABUS		
Unit	Contents	Hours
I	Production and Operations Management: Production Function- Types of Production Systems-Aggregate production planning-Operation function- Decision Making in Operations Management - Appropriate Technology - Automation.	15
	Activities: Aggregate Production Planning Game, Appropriate Technology and Automation Decision Workshop	
II	Product Design: Types-Importance-Objectives-Characteristics- Factors Influencing Product Design. Capacity Planning: Factors Affecting Plant Capacity - Determination of Plant Capacity.	15
	Activities: Capacity Planning and Plant Size Decision Game, Redesign for Improvement Exercise	
III	Plant Location: Need for Location Decisions- Factors Influencing Plant Location- Rural and Urban Location-Government Control on Location of Industries. Plant Layout: Objectives of Good Plant Layout, Factors Influencing Plant Layout-Classification-Process, Product, Fixed and Service Layouts- facility layout-Plant Maintenance-Flexible and world class manufacturing-Management control system.	15
	Activities: Plant Location Decision Role Play, Plant Layout Design Workshop	
IV	Supply chain management : Evolution of SCM-Supply chain vs logistics-Components and structure of SCM- Supply chain drivers - Porters value chain- Logistics management – inbound, outbound and reverse logistics-Transportation management and modes of transport - Warehousing and material handling systems	15
	Activities: A field visit to an Industry, Supply Chain vs Logistics Comparison Debate	
V	Modern supply chain Management: Supply chain performance measurement -KPIs, - SCOR model- Information technology in SCM-ERP, RFID, blockchain, AI- E-supply chain and digital Transformation -Risk management and supply chain resilience - Green and sustainable SCM- AI Enabled SCM Practices	15
	Activities: Supply Chain KPI and SCOR Model Dashboard Exercise, Digital & AI-Enabled SCM Strategy Workshop	
VI	Current Trends (For CIA only) Total Quality Management - Total Productive Management - Introduction to Green Field Project	

Text Book(s):
1. F.Robert Jacobs,Ravi Shankar and Richard.B.Chase “ Operations and Supply Chain Management” McGraw Hill Education Private Ltd.,2024
2. Elwood S.Buffa. and Rakesh.K.Sarin ‘Modern Production and Operations Management’. Wiley publication,2018.
3. F. Robert Jacobs and Richard Chase, Operations and Supply Chain Management, 17 th Edition, 2023
Reference books
1. Joseph G. Monks, Operations Management – Theory and Problems, Tata McGrawHill Education Private Ltd. 7 th Edition, 2016
2. Roberta S. Russell; Bernard W. Taylor; Venkataramanaiah Saddikuti; Pavan Kumar Gudavalleti “Operations and Supply Chain Management”Wiley,2023
3. Michael H. Hugos, Essentials of supply chain management, 5th Edition, Wiley, 2024

Web Resource(s):

1. <https://themba.institute/management-of-machines-and-materials/types-of-production-systems/>
2. <https://www.knowledgiate.com/10-factors-influence-plant-location/>
3. https://onlinecourses.nptel.ac.in/noc22_mg100
4. https://www.tutorialspoint.com/supply_chain_management/supply_chain_management_performance_measures.htm
5. <https://theintactone.com/2019/07/29/supply-chain-performance-measurement-reasons-metrics/>

Course Outcomes

Upon successful completion of this course, the student will be able to:

CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand and analyze production and operations management concepts	K1 & K2
CO2	Applying product design, capacity planning, and plant location principles	K3
CO3	Analysing the strategic importance of plant location for long-term organizational success	K4
CO4	Evaluating logistics and distribution management concepts	K5
CO5	Creating e-supply chain and digital transformation initiatives	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	1	2	1	3	2	2	2	1	1.8
CO2	1	2	2	2	1	2	3	3	2	2	2.0
CO3	3	2	2	2	1	1	2	2	2	3	2.0
CO4	1	2	2	3	2	3	2	3	2	2	2.2
CO5	2	1	2	3	2	3	3	2	2	3	2.3
Mean Overall Score											10.3/5= 2.06
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. H. JAGIR HUSSAIN

DIRECTOR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CC10	Core - X	5	4	25	75	100
Course Title		Human Resource Management					

SYLLABUS		
Unit	Contents	Hours
I	Human Resource Management: Nature – Objectives - Scope and Functions of HRM – HRM Model - Evolution of HRM: Agile and Digital HRM– Human Capital Management – Role of HR in Organizational Strategy – Context of Human Resource Management – Integrating HR Strategy with Business Strategy	15
	Activities: Scenario Analysis in Environmental Context, Prepare an HR strategy map linking HR functions with overall business strategy objectives for a selected organization.	
II	Workforce Planning and Talent Acquisition: Objectives – Need – Factors Affecting Workforce Planning – Job Design - Recruitment – Selection - Outsourcing - Employer Branding - Digital recruitment and selection - AI-based Recruitment Tools – Selection Process: – Induction, Onboarding and Early Employee Integration	15
	Activities: Prepare Workforce Plan for a Retail Chain Opening New Stores, Draft a job description for a managerial role and design AI-based screening criteria for shortlisting candidates.	
III	Appraising and Managing Performance: Objectives - Process of Performance Appraisal – Concept of potential appraisal: Performance vs potential Appraisal – 9-Box Performance– Potential Matrix - Role of Learning & Development: Nature and Importance - Process and Benefits of Learning and Development - Learning needs analysis - Digital learning and personalized learning path – Management Development Programme	15
	Activities: Design a training and development strategy based on performance and potential appraisal for a role of Store Manager, Conduct a performance appraisal for a Sales Executive in a retail company using given performance data.	
IV	Compensation and Reward Management: Role of compensation in organizations Components and Theories of Compensation – Factors Influencing employee Compensation – Compensation Plans and Business Strategy - Incentive Plans: Nature and importance - Employee Benefits– Type of Benefits	15
	Activities: Analyze and compare the compensation structures of two organizations from the same industry, Design a performance-linked variable pay plan aligned with organizational goals.	
V	Employee Relations and Global Human Resource Management: Employment and Employee Relations: Scope - Objectives of Employee Relations – Trade Unions: Objectives - Functions – Types – Collective Bargaining: Concepts and Importance – Process – Types – Worker’s Participation in Management: Objectives-Forms and Levels - Benefits and Challenges	15
	Activities: Role Play: Simulated Collective Bargaining & Employee Relations Case, Compare employee relations practices in two countries and present implications for multinational organizations.	
VI	Current Trends (For CIA only) AI and automation in HR - Diversity, equity and inclusion (DEI)- Hybrid and gig workforce management - People Analytics and Predictive HR.	

Text Book(s):

1. Michael Armstrong & Stephen Taylor Armstrong’s Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management, Kogan Page Publishers, 17th Edition 2023
2. Aswathappa, K & Sadhna Dash, Human Resource Management - Text and Cases, Tata McGraw Hill Education, 10th Edition, 2023
3. Gary Dessler & Biju Varrkey, Human Resource Management, Pearson Education, 16th Edition, 2023

Reference Book(s):
<ol style="list-style-type: none"> 1. Joey Price, The Power of HR: How to Make an Organizational Impact As a People Professional, Kogan Page 2025 2. Prasad. L.M., Human Resource Management, Sultan and Sons, 2018 3. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav, Human Resource Management, 13ed, 2021
Web Resource(s):
<ol style="list-style-type: none"> 1. https://www.shrm.org 2. https://hbr.org/topic/human-resource-management 3. https://open.lib.umn.edu/humanresourcemanagement 4. https://onlinecourses.nptel.ac.

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Explain and illustrate the fundamental concepts, evolution, roles, and ethical foundations of Human Resource Management in contemporary organizations.	K1&K2
CO2	Apply strategic workforce planning, talent acquisition, onboarding, and digital recruitment practices to solve organizational HR scenarios.	K3
CO3	Evaluate and justify strategic reward systems, well-being initiatives, and ESG-oriented compensation practices across different organizational contexts.	K4
CO4	Justify compensation plans that benefit various types of organizations	K5
CO5	Design and propose integrated HR strategies for employee relations, global HRM, and emerging workforce challenges using contemporary HR frameworks and trends.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	3	2	3	2	2	2	2	2.3
CO2	2	3	2	2	3	2	3	3	1	2	2.3
CO3	2	2	3	3	2	3	2	2	2	2	2.3
CO4	2	2	2	2	2	3	2	1	2	1	1.9
CO5	3	3	3	3	3	3	3	2	3	3	2.9
Mean Overall Score											2.34
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CC11	Core - XI	5	4	25	75	100
Course Title		Marketing Management					

SYLLABUS		
Unit	Contents	Hours
I	Nature and scope of marketing- Importance of marketing-marketing concepts and its Evolution - Product vs Services- Marketing Mix- Market Planning Process - Market Demand -Scanning the Environment – Situation Analysis- Relevant case study.	15
	Activities: Role Play: Evolution of Marketing Concepts and their application in modern business, Conduct Environmental Scanning (PESTLE and SWOT Analysis) for a selected company and present strategic implications.	
II	Buyer Behavior- Characteristics affecting Consumer Behavior- The Five Stage model- Theories of Consumer Decision Making - Industrial Buyer Behaviour, Industrial Buying Process Model. -Market Segmentation: Basis of segmentation– Targeting – Differentiation and Positioning Marketing Strategies: for leaders, followers, and challengers, Niche Market. Relevant case study.	15
	Activities: Analyze the buying behaviour of consumers for a selected product using the Five-Stage Consumer Decision-Making Model, Develop a Segmentation, Targeting, and Positioning (STP) Strategy for a new product and recommend suitable leader, challenger, follower, or niche market strategies.	
III	Product – Product Planning, Levels, Hierarchy, Classification, mix decision and line decisions. New Product development – Product Life Cycle (PLC) Strategies– Pricing – Objectives, Influencing factors, methods, strategies – promotional price and price war - Sales analysis- Market Share analysis. Relevant case study.	15
	Activities: Design and present a New Product Development Plan for an innovative product, Conduct Product Life Cycle, Sales Analysis, and Market Share Analysis for a selected brand and recommend appropriate pricing and growth strategies.	
IV	Marketing Channels –Nature, functions - Types of Distribution channels – Distribution channel intermediaries- Promotion –communication process- Promotion mix- Advertising, Sales promotion, personal selling, Publicity and Public relations. Relevant case study.	15
	Activities: Design an effective Distribution Channel Strategy for a selected product and justify channel choices, Develop and present an Integrated Marketing Communication (IMC) Campaign incorporating advertising, sales promotion, personal selling, publicity, and public relations.	
V	International Marketing Opportunities and Challenges-Societal Marketing – Content Marketing - Word of Mouth Marketing - Affiliate marketing -Green Marketing - Cause Related Marketing - Sustainable Marketing – Digital Marketing – Agricultural marketing - Rural Marketing. Relevant case study.	15
	Activities: Develop a Digital and Sustainable Marketing Strategy for a selected business incorporating content, affiliate, and green marketing practices, Compare Rural and International Marketing Opportunities and Challenges for a selected product and present recommendations for market expansion.	
VI	Current Trends (For CIA only) AdWords marketing.	

Text Book(s):
1. Philip Kotler, Marketing Management (Millennium edition), Pearson 17 th (edition). 2018 2. Ramasamy.v.s., Namakumari.s., Marketing Management: Global Perspective Indian Context, MacMillan Education 6 th Edition 2018.
Reference Book(s):
1. R.S.N. Pillai Bagavathi Marketing Management, Kindle Edition Sultan Chand & Sons 2018 2. CB. Gupta & N. Rajan Nair, Marketing Management Text & Cases, Sultan Chand & Sons 2018 3. Boyd Walker, Marketing Management, Tata McGraw-Hill Education Private Ltd 9 th ed. 2006 4. Zikmund' Amico, Marketing, South Western, Thomson Learning, 2001 5. Michael R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, Thomson Learning; 2nd edition 2000.
Web Resource(s):
1. https://onlinecourses.nptel.ac.in/noc19_mg48/preview . 2. https://onlinecourses.swayam2.ac.in/cec21_mg25/previews

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Remember the Evolution of marketing and Understand the dynamics of marketing concepts in business.	K1&k2
CO2	Identify the major influences in Consumer Behaviour And STP.	K3
CO3	Apply to take decisions and plan, develop, execute and control marketing Strategies	K4
CO4	Analyze marketing strategies for developing new products and services that are consistent with evolving market needs.	K5
CO5	Develop the marketing research and new trends in the arena of marketing.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	0	0	2	1	0	0	2	1	0	0.8
CO2	2	0	2	0	0	1	1	2	1	0	0.9
CO3	1	3	2	2	3	2	2	3	2	2	2.2
CO4	0	2	2	3	2	2	2	2	2	2	1.9
CO5	3	3	2	2	2	1	1	2	1	2	1.9
Mean Overall Score											7.7/5 = 1.54
Correlation											Medium

Mean Overall Score = Sum of Mean Score COs / Total Number of Cos	
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr.A S. THOUFIQ NISHATH

DIRECTOR

Semester	Course Code	Course Category	Hours/Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	26MBA2CP12	Core - XII	5	2	-	100	100
Course Title		Business Intelligence Lab **					

SYLLABUS		
Unit	Contents	Hours
I	Business Intelligence (BI): Concept and Scope - Architecture of BI – Data Sources- Role of BI in Decision Making; Excel Essentials for Business Intelligence: Workbook and Worksheets –Customizing Ribbon - Name Manager – Working with Tables- Data Sorting and Filtering -Working with Charts – Data Validation and Protection - Conditional Formatting - Key Board Shortcuts.	15
	Activities: Designing a Business Intelligence Dashboard using Excel and BI– Driven Managerial Decision Analysis.	
II	Core Excel Functions for Business Intelligence Formulas and Functions - Cell References in Formulas - Text Functions - Count Functions - Sum Functions – Date and Time Functions - Lookup Functions: VLOOKUP- HLOOKUP- LOOKUP - XLOOKUP - Special LOOKUP Functions - Match and Index - Measures of Central Tendency.	15
	Activities: Excel Formula-Based Data Analysis for Business Operations and Dynamic Lookup System for Employee and Product Data.	
III	Advanced Excel Tools for Business Intelligence What-If Analysis: Data tables - Scenario Manager- Goal Seek; Pivot Tables and Pivot Charts with Slicers; Power tools: Power Query and Power Pivot; Advanced Analytical Techniques: Solver Optimization – Forecasting and Trend lines.	15
	Activities: Business Scenario Evaluation and Designing Marketing Campaign Dashboard.	
IV	Tableau Essentials Overview of Tableau – Worksheet Interface- View Data – Dimensions vs. Measures- Drill down and Hierarchy – Sorting and Grouping – Measure Names and Values – Parameters – Combine - Tableau Calculations: Aggregate Calculations – Row level calculations – Table Calculations – LOD Calculations.	15
	Activities: Multi- Level Regional Performance Analysis and Applying Tableau Calculations for Deeper Business Analysis.	
V	Tableau Analytics Filters in Tableau: Filters Shelf- Date Filters – Interactive Filters – Data Blending – Joins – Meta data – Unions – Modification of Data Connection – Editing Data source – Analytics Pane – Interactive Dashboard design in Tableau.	15
	Activities: Blending Data for Interactive Dashboards and Storyboards & BI-Driven Supply Chain Performance Dashboard.	
VI	Current Trends: AI Integration in Excel - Autopilot - AI Driven Analytics -Tableau GPT.	

Text Book(s):
1. Tobajas, Iván. <i>Business Intelligence Essentials: You Always Wanted to Know</i> . Vibrant Publishers, 2025.
2. Raj, Ashwini Kumar. <i>Mastering MS Excel 2016</i> . 1st ed., Bold Mind Books, 2022
3. Joshi, P. M., and P. N. Mahalle. <i>Data Storytelling and Visualization with Tableau: A Hands-on Approach</i> . 1st ed., CRC Press, 2022.
Reference Book(s):
1. Gupta, Himanshu, Nisha Agarwal, and Bhuwan Gupta. <i>Business Intelligence and Analytics</i> . 1st ed., Book Rivers, 2023.
2. Walkenbach, John. <i>Microsoft Excel 2016 Bible</i> . 1st ed., Wiley Publishing, Inc., 2015.
3. Mishra, Anshuman. <i>Data Visualization with Excel and Tableau</i> . Independent Publisher, 2025.

Web Resource(s):
1. https://www.simplilearn.com/learn-ms-excel-free-training-course-skillup 2. https://www.coursera.org/specializations/excel 3. https://www.udemy.com/topic/excel/free/ 4. https://www.coursera.org/learn/introduction-to-tableau 5. https://www.tableau.com/learn/training/elearning

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the importance of Business Intelligence in supporting managerial and strategic decision-making.	K1 & K2
CO2	Apply the basic concepts, formulas and functions of MS Excel for effective data handling.	K3
CO3	Analyse business data using analytical tools and techniques available in MS Excel.	K4
CO4	Interpret data insights and calculation results generated through Tableau.	K5
CO5	Develop interactive and insightful dashboards using Tableau for data visualization.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	0	0	0	2	2	1	2	2	0	1	1.0
CO2	2	2	1	2	2	2	1	1	0	1	1.4
CO3	2	3	1	3	2	2	2	2	1	2	2.0
CO4	3	3	1	3	3	2	1	2	1	2	2.3
CO5	3	3	2	3	3	3	3	3	2	2	2.7
Mean Overall Score											1.88
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. U. SYED AKTHARSHA

DIRECTOR

Semester	Course Code	Course Category	Hours/Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	26MBA3SL01	Self-Paced Learning Course	-	2	-	100	100
Course Title		Academic Writing					

SYLLABUS	
Unit	Contents
I	Academic & Research Writing: Introduction to academic and research writing, Importance of academic writing in higher education and research, Basic rules of academic writing, structure, clarity, coherence, and formal tone.
II	English in Academic Writing and Styles: English in academic writing I & II, clarity and precision in language, avoiding ambiguity, different styles of research writing, descriptive, analytical, persuasive, and critical writing approaches.
III	Plagiarism and Metrics: Introduction to plagiarism, types and consequences, tools for detection of plagiarism, techniques to avoid plagiarism, introduction to journal metrics, impact factor, indexing and ranking systems, introduction to author metrics such as h-index and citation analysis.
IV	Literature Review and Databases: Introduction to literature review, sources of literature (journals, books, reports, online sources), process of conducting literature review, online literature databases, literature management tools such as reference managers.
V	Research and Scholarly Writing Process: Review paper writing, research paper writing (structure, methodology, results, discussion), referencing and citation styles, submission and post-submission process, thesis writing, empirical study basics, challenges in Indian research, team and time management, research proposal writing, conference papers, book and book chapter writing, Open Educational Resources (OERs), concepts, licenses, and development.

Text Book(s):
1. Adrian Wallwork, <i>English for Writing Research Papers</i> , 3rd Edition, Springer, 2023 2. James D. Lester, <i>Writing Research Papers: A Complete Guide</i> , 16th Edition, Pearson, 2025 3. The Chicago Manual of Style, University of Chicago Press, 2024
Reference Book(s):
1. MHRA Style Guide, Modern Humanities Research Association, 2024 2. Barbara Gastel & Robert A. Day, <i>How to Write and Publish a Scientific Paper</i> , 9th Edition, Bloomsbury, 2022 3. Joshua Schimel, <i>Writing Science: How to Write Papers That Get Cited and Proposals That Get Funded</i> , Oxford University Press, 2012

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the fundamentals of academic and research writing, including structure, language, and ethics	K1 & K2
CO2	Apply appropriate academic writing styles and avoid plagiarism using proper tools and techniques	K3
CO3	Analyze journal and author metrics for evaluating research quality and impact	K4
CO4	Develop literature reviews and manage references using academic databases and tools	K5
CO5	Create research papers, proposals, and scholarly documents adhering to academic standards and publication norms	K6