



**SRI CHANDRASEKHARENDRA SARASWATHI
VISWA MAHAVIDYALAYA**
(University established under section 3 of UGC Act 1956)
(Accredited with 'A' Grade by NAAC)
Enathur, Kanchipuram – 631 561



**DEPARTMENT OF MANAGEMENT STUDIES
CURRICULUM AND SYLLABUS
(FULL TIME - SEMESTER PATTERN)
MASTER OF BUSINESS ADMINISTRATION
(MBA LATERAL ENTRY 1 YEAR SYLLABI)
2025-2026**

Mahavidyalaya Vision

To provide “quality higher education coupled with Indian Value system and at the same time make it affordable to all sections of the society irrespective of their social or economic standing”.

It is to identify innate talents of students and bring out their hidden potentialities and help in development of their all-round personality with value systems.

Mahavidyalaya Mission

The mission is a holistic approach to higher education with academic standards consistent with an embedded value system, enriched by a dynamic process of synergy. The Mantra is “Educational Delight” of students engaged in study and faculty engaged in teaching and research in their journey Towards Excellence with Creativity.

To devise and implement schemes for effectively imparting proficiency in modern technology, at the same time instilling social responsibility and lofty value system enshrined in our culture.

To mould a new generation of universal citizens with confidence, Self-dependence, self-realization, scientific temper, professionalism, thirst of knowledge, and contentment by the fusion of Indian thought and modern scientific methodology, in higher education.

Department Vision and Mission

Vision

To become a premier school of management of international standards with emphasis on Indian Philosophy and Ethos

Mission

MS1: Imparting fundamentals and practices in Business Administration and Management by focusing on application and research-oriented approach.

MS2: Inculcating skills and professionalism to gain a competitive edge in global market.

MS3: Transforming students as socially conscious managers, leaders and entrepreneurs with continuous learning.

Mapping of Course Outcomes (COs) with Programme Outcomes (POs)

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	2	1
CO2	3	2	3	1	2	3
CO3	2	2	2	1	2	3
CO4	1	2	3	2	3	1
CO5	2	3	1	2	3	1

1 – Slight, 2 – Moderate, 3 – Substantial

Programme Outcomes (POs)

MBA – Lateral Entry

Management graduates of the MBA Lateral Entry programme will be able to:

PO1: Business Environment and Domain Knowledge

Demonstrate a strong understanding of core business concepts, organizational functions, and current strategies adopted across industries to effectively respond to a dynamic business environment.

PO2: Critical Thinking, Business Analysis, Problem Solving, and Innovative Solutions

Apply analytical tools and frameworks to interpret business data, diagnose problems, and develop innovative and functional solutions in areas such as marketing, finance, operations, and human resources.

PO3: Leadership and Teamwork

Exhibit leadership capabilities by leading diverse teams, managing interpersonal relationships, and harnessing collaborative skills across functional and organizational boundaries.

PO4: Effective Communication

Communicate effectively in both oral and written forms, using modern business technologies and platforms for professional presentations, negotiations, and digital interactions.

PO5: International Exposure and Cross-Cultural Understanding

Display global awareness and adaptability by understanding international business practices and managing cross-cultural dynamics in diverse business settings.

PO6: Social Responsiveness and Ethics

Demonstrate a commitment to ethical decision-making, corporate responsibility, and active involvement in addressing contemporary social and environmental challenges.

Mapping of Programme Educational Objectives (PEOs) with Programme Outcomes (POs)

PEOs \ POs	PO1 Business Environment	PO2 Critical Thinking & Problem Solving	PO3 Leadership & Teamwork	PO4 Effective Communication	PO5 International Exposure	PO6 Social Responsiveness
PEO 1	3	2	3	2	1	2
PEO 2	1	2	3	1	3	3
PEO 3	3	3	3	2	3	2

Scale Definition:

- 3 – Strongly Correlated
- 2 – Moderately Correlated
- 1 – Slightly Correlated
- 0 – Not Correlated

Regulations 2025

Choice Based Credit System (CBCS)

Preliminary Definitions and Nomenclature

In these regulations, unless the context otherwise requires:

- **“Viswa Mahavidyalaya”** refers to *Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya (SCSVMV)*.
- **“Vice Chancellor”** refers to the Vice Chancellor of Viswa Mahavidyalaya.
- **“Registrar”** refers to the Registrar of Viswa Mahavidyalaya.
- **“Controller of Examinations”** refers to the Controller of Examinations of Viswa Mahavidyalaya.
- **“Dean”** refers to the Dean of the Faculty of Management Studies, Commerce and Human Resources.
- **“Head”** refers to the Head of the Department of Management Studies.
- **“Programme”** means a Degree Programme such as *BBA* or *MBA*.
- **“Specializations”** refers to the domain in which a student has specialized based on the choice of elective courses.
- **“Course”** means a theory or practical subject that is normally studied in a semester as part of the programme curriculum.
- **“Credit”** is a numerical value allocated to each course that reflects the student’s academic workload (including lectures, tutorials, practicals, and self-study).
- **“Grade”** refers to the letter grade assigned to a course based on the performance of the student and the prescribed grading scale.
- **“Grade Point”** refers to a numerical value (ranging from 0 to 10) assigned corresponding to each grade.

- “**CGPA**” stands for *Cumulative Grade Point Average*, which is the overall weighted average of grade points obtained in all courses successfully completed by a student.

Programme of Study

The **One-Year MBA (Lateral Entry)** Programme is offered by the **Department of Management Studies**, Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya (SCSVMV), under the Choice Based Credit System (CBCS), as per the Regulations 2025. The programme is designed to cater to students who hold a relevant undergraduate degree in engineering, technology, or allied disciplines, and wish to pursue a fast-track postgraduate qualification in management with specialization.

Admission Requirements

Admission to the **MBA (Lateral Entry)** programme shall be open to candidates who have completed a recognized undergraduate degree (e.g., B.E., B.Tech., or equivalent) with a minimum of **50% aggregate marks**. Candidates are also expected to have a valid score in any national-level entrance examination such as **CAT / MAT / XAT / ATMA / CMAT** or any **entrance test conducted by SCSVMV**.

Structure of the Programme

The MBA Lateral Entry Programme shall include:

- Core Courses (CC)
- Elective Courses (EC)
- Internship

The **curriculum and syllabi** are approved by the respective Board of Studies and the Academic Council of SCSVMV.

Duration of the Programme

- The **total duration** of the MBA Lateral Entry Programme is **one year**, consisting of **TWO semesters**.
- A candidate shall be permitted to complete the programme **within a maximum of TWO years** from the date of initial enrolment.

Medium of Instruction

- The **medium of instruction, examinations, and project reports** shall be **English** only.

Credit Definition

Activity	Credit per Week
1 Hour of Lecture (L)	1 Credit
1 Hour of Tutorial (T)	1 Credit
1 Hour of Practical (P)	0.5 Credit

Semester Duration

- Each semester will consist of **a minimum of 90 working days**, including Continuous Internal Assessment (CIA) periods.

Course Registration & Examination

- **Registration for end semester examination** is **mandatory** for both current and arrear courses.
- **Failure to register** will result in the candidate **not being permitted** to continue to the next semester.

Mode of Study

- The MBA Lateral Entry programme is offered in **full-time mode only**.
- Students must be **physically present during all working hours** of the institution and must **not engage in other full-time programmes or jobs** during the course.
- Violation of this rule will lead to **cancellation of admission**.

Examination System & Evaluation

The university follows the **Choice Based Credit System (CBCS)**.

Component	Marks
Internal Assessment (CIA)	40 Marks
University Examination	100 Marks (converted to 60)
Total	100 Marks

- The **university theory/practical examination duration** will be **3 hours**.
- Internal marks will be based on **tests, assignments, seminars, and class performance**.

Examinations and Evaluation Procedure

The University follows the **Choice Based Credit System (CBCS)** for all its academic programmes, including the MBA Lateral Entry programme.

Structure of Course Evaluation

Component	Marks
Continuous Internal Assessment (CIA)	40 Marks
End Semester Examination (ESE)	60 Marks (based on 100 marks scaled down to 60)
Total	100 Marks

- The **End Semester Examination** for theory and practical courses shall be conducted for **3 hours**.
- **Continuous Assessment** is carried out throughout the semester based on scheduled activities and tests.

Evaluation Components

Sl. No.	Assessment Type	Maximum Marks	Remarks
1	Test – I	15	Average of the two tests (each for 40 marks) reduced to 15
	Test – II	15	
2	Assignment / Case Analysis / Seminar / Paper Presentation / Activity-based Learning / Class Notes & Attendance	10	Assessed by the course teacher based on any one of the listed types
Total		40 Marks	Rounded off to one decimal place

Note: The continuous assessment structure may be customized based on the nature of the course with prior approval from the **Head of the Department**.

End Semester Examination (ESE)

- The university examination for theory courses shall be conducted for **100 marks** and **converted to 60**.
- The performance of the student will be determined by combining **CIA (40 marks)** and **converted ESE (60 marks)**.

Substitute Assessment

- A student who misses **one or more internal assessments** (CIA components) due to **genuine reasons** (such as medical emergencies or other approved situations) may request a **substitute assessment**.

- Such requests must be made in writing to the **Head of the Department within two weeks** from the date of the missed assessment.
- Only **one substitute assessment per course** is permitted.

Bloom's Taxonomy-Based Assessment Pattern

ASSESSMENT PATTERN							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
INT-I	10	15	15	05	05	-	50
INT-2	5	5	10	10	10	10	50
University Exam	15	15	15	15	20	20	100

Supplementary Examinations

- Supplementary exams will be conducted **as per the academic calendar** for students who are **absent or have failed** in regular exams.
- In cases of national/international representation in sports, a **special supplementary examination** will be conducted.

Attendance Requirements

- A minimum of **80% attendance** in each semester is mandatory for eligibility to appear for University examinations.
- **Condonation of attendance up to 10%** may be granted:
 - On **medical grounds** (supported by valid documents).
 - For **students representing the University** in sports and cultural events.

Note: The two above relaxations **cannot be combined**.

Attendance-Based Eligibility Table

Attendance (%)	Eligibility
$\geq 80\%$	Eligible for examination
79% – 70%	Eligible with condonation (Medical or Sports)
69% – 50%	Not permitted for exam, semester carry over
$< 50\%$	Must repeat the semester after course completion

Progression to Next Semester

- Students must **register for all current and arrear papers**.
- Students can **proceed to the next semester irrespective of backlogs**, provided they meet **attendance and registration** requirements.

Student Mentoring System

- Every student is assigned a **Faculty Mentor** throughout their MBA programme.
- Mentors provide academic guidance, help with elective/course selection, and monitor progress.
- Final approval of course registration lies with the **Head of the Department**.

Class Committee System

Each class will have a **Class Committee** comprising:

- Subject Teachers
- Four student representatives (2 boys, 2 girls)
- A Senior Advisor (faculty not teaching the class)

Functions of the Class Committee

- Resolve classroom/lab issues
- Explain regulations and assessment patterns

- Review test performances
- Identify and support slow learners
- Suggest improvements to the teaching-learning process

The first committee meeting is to be held within 15 days of semester start, and **minutes are submitted to HoD and Dean.**

Student Discipline

All students must:

- Maintain **discipline and decorum** on and off campus.
- Avoid any behavior that can damage the **reputation of the University.**

Revision of Regulations

- The University reserves the right to **revise, amend, or modify** the curriculum, regulations, and assessment schemes **at any time** as deemed necessary.

Valuation of Answer Scripts

- **Double valuation system** is followed (one internal, one external).
- If difference in marks is **< 15**, average is taken.
- If difference is **≥ 15**, a **third external valuation** is done, and the **average of the nearest two marks** is considered final.
- **No revaluation or re-totalling** is allowed.

Grading System

Marks (%)	Grade	Grade Point
90 – 100	S	10
80 – 89	A	9
70 – 79	B	8
60 – 69	C	7
55 – 59	D	6
50 – 54	E	5
0 – 49	F	0

Withdrawn	W	–
Absent	AB	–

CGPA Calculation & Degree Classification

CGPA Formula

CGPA Range	Percentage conversion formula	<u>Formula for CGPA</u> $\text{CGPA} = \frac{\sum (\text{credits} * \text{grade points})}{\sum (\text{credits})}$
5.0 – 6.49	$50 + 10 * (\text{CGPA} - 5.0) / 1.5$	
6.5 – 8.24	$60 + 15 * (\text{CGPA} - 6.5) / 1.75$	
8.25 – 10.00	$75 + 25 * (\text{CGPA} - 8.25) / 1.75$	

Degree Classification

Classification	Requirements
First Class with Distinction	All courses passed in first attempt within 1 year with CGPA \geq 8.25
First Class	All courses passed in first attempt within 1 year with CGPA \geq 6.5

Reappearance & Arrears Policy

- A candidate with **arrears** must **clear all pending courses within 3 attempts** (excluding first attempt).
- Candidates failing to do so will not be allowed to continue in the MBA programme.
- **No reappearance allowed** for courses already passed for improving marks/grades.

MBA (Lateral Entry) – Semester I Course Structure (4 Credits Each)

S. No	Course Code	Course Title	Category	L	T	P	Total Contact Periods	Credits
1	S1CS1	Organization Behaviour and Development	Core	3	1	0	4	4
2	S1CS2	Managerial Economics	Core	3	1	0	4	4
3	S1CS3	Marketing Management	Core	3	1	0	4	4
4	S1CS4	Human Resource Management	Core	3	1	0	4	4
5	S1CS5	Productions & Operations Management	Core	2	1	1	4	4
6	S1CS6	Finance and Accounting	Core	2	1	1	4	4
7.	SICS7	Strategic Management	Core	3	1	0	4	4
			TOTAL					28

MBA (Lateral Entry) – Semester II Course Structure (4 Credits Each)

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1	CORE	Project management and Entrepreneurship	C	3	1	0	4	4
Specialization –I HR								
2.	Elective I	HR Analytics	E	3	1	0	4	4
3.	Elective II	Talent Acquisition and Retention	E	3	1	0	4	4
Specialization –II FINANCE								
4.	Elective I	Security Analysis and Portfolio Management	E	3	1	0	4	4
5.	Elective II	Financial Markets and Services	E	3	1	0	4	4
Specialization –III MARKETING								
6.	Elective I	Digital Marketing	E	3	1	0	4	4
7.	Elective II	Advertising and Sales Management	E	3	1	0	4	4
			TOTAL					20

TOTAL CREDITS :48

Important Note on Credit Allocation for Dual Specialization (MBA Lateral Entry)

Students pursuing dual specialization (e.g., HR + Finance, or Marketing + HR) are required to select only one elective per specialization in Semester II. As a result, the total credits for Semester II will be:

Total Credits: 20 instead of 28

This is because instead of completing all four electives across three specializations (7 subjects \times 4 credits = 28), the student completes only Core + two electives (3 subjects \times 4 credits + 1 core \times 4 credits = 20 credits)

COURSE MAPPING WITH POs

Sem	Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6
I	S1CS1	Organization Behaviour and Development	✓	✓	✓	✓	✓	
	S1CS2	Managerial Economics	✓	✓	✓		✓	
	S1CS3	Marketing Management	✓	✓			✓	✓
	S1CS4	Human Resource Management	✓	✓	✓			
	S1CS5	Productions & Operations Management	✓	✓				
	S1CS6	Finance and Accounting	✓	✓	✓	✓		
	S1CS7	Strategic Management			✓	✓		
II	CORE	Project management and Entrepreneurship	✓	✓				
LIST OF ELECTIVES								
A. FUNCTIONAL ELECTIVES (FE)								
S.NO		1.HR						
1.	Elective I	HR Analytics	✓	✓			✓	✓
2.	Elective II	Talent Acquisition and Retention	✓	✓			✓	✓
B. FUNCTIONAL ELECTIVES (FE)								
S.NO		2. FINANCE						
1.	Elective I	Security Analysis and Portfolio Management	✓	✓	✓	✓		
2.	Elective II	Financial Markets and Services	✓	✓	✓	✓	✓	✓
B. FUNCTIONAL ELECTIVES (FE)								
		3.MARKETING						
1.	Elective I	Digital Marketing	✓	✓	✓	✓	✓	✓
2.	Elective II	Advertising and Sales Management	✓	✓	✓	✓	✓	✓

Semester I – Course Structure and Syllabus

Course Title 1 : S1CS1 – Organizational Behavior and Development

Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives

- To understand the foundational concepts of OB and examine individual behavior, including personality, motivation, communication, and perception.
- To explore group behavior, leadership styles, organizational culture, and conflict management.
- To assess leadership theories, team-building strategies, and situational leadership models.
- To understand the core values and phases of Organizational Development (OD).
- To evaluate and apply various OD interventions for organizational improvement.

Unit-wise Syllabus

Unit I – Individual Behaviour (13 Hours)

Meaning of Organizational Behavior – Contributing Disciplines – Importance of OB – Perception and Learning – Personality and Individual Differences – Motivation Theories (Maslow, Herzberg, McClelland, Vroom) – Job Performance – Values, Attitudes, and Beliefs.

Unit II – Group Behaviour (13 Hours)

Groups and Teams: Definitions – Difference between Groups and Teams – Stages of Group Development – Group Cohesiveness – Types of Teams – Group Dynamics – Power and Politics – Organizational Climate and Culture – Conflict: Concept, Sources, Types, Stages – Conflict Management – Organizational Change and Development.

Unit III – Leadership and Communication (12 Hours)

Leadership: Definition, Types of Leaders and Styles – Traits and Qualities of Effective Leaders – Trait Theory – Leadership Situational Model (LSM) – Team Building – Tuckman Model of Team Development – Communication: Types and Process – Barriers – Techniques for Effective Communication.

Unit IV – Overview of Organizational Development (OD) (11 Hours)

Organizational Development: Definition and Importance – Basic Values of OD – Phases of OD: Entry, Contracting, Diagnosis, Feedback, Change Plan, Intervention, Evaluation, and Termination.

Unit V – OD Interventions (11 Hours)

Types of OD Interventions – Human Process Interventions – Structure and Technological Interventions – Strategic Interventions – Sensitivity Training – Survey Feedback – Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organizations.

Text Books

1. Stephen P. Robbins & Timothy A. Judge – *Organisational Behavior*, PHI / Pearson, 16th Edition
2. Fred Luthans – *Organisational Behavior*, McGraw Hill, 12th Edition
3. Udai Pareek – *Understanding Organizational Behaviour*, Oxford, 3rd Edition
4. William J. Rothwell – *Organization Development Fundamentals*, ATD Press
5. Dr. Mee-Yan Cheung-Judge & Linda Holbeche – *Organization Development: A Practitioner's Guide*, Kogan Page

Reference Books

1. McShane & Glinow – *Organizational Behavior*, Tata McGraw Hill, 8th Edition
2. Nelson, Quick & Khandelwal – *ORGB: Innovative OB*, Cengage Learning, 2nd Edition
3. Jerald Greenberg & Robert A. Baron – *Behavior in Organizations*, PHI, 9th Edition
4. Donald L. Anderson – *Leading Organizational Change*, SAGE Publications
5. Ratan Raina – *Change Management and Organizational Development*, SAGE Publications

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Analyze how individual behaviour, perception, motivation, and communication influence workplace settings	Analyzing (K4)
CO2	Evaluate group behaviour and conflict resolution strategies	Evaluating (K5)
CO3	Apply leadership theories and models to develop effective team-building practices	Applying (K3)
CO4	Understand the phases and values of OD to facilitate planned change	Understanding (K2)
CO5	Design and apply OD interventions for improving organizational performance	Applying (K3), Creating (K6)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	3	1	1
CO2	2	3	3	2	2	2
CO3	1	2	3	2	2	1
CO4	3	2	2	2	2	2
CO5	3	3	2	2	2	2

Course Title 2 : S1CS2 Managerial Economics

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives

This course aims to:

- Make students understand the concepts of business economics and demand, and enable them to apply this knowledge in business decision-making.
- Familiarize students with production and cost functions.
- Provide insights on various types of market structures.
- Equip students with knowledge on pricing policy, monetary and fiscal policy.
- Acquaint students with national income concepts, economic reforms (LPG), and WTO fundamentals.

Unit-wise Course Content

Unit I – Managerial Economics and Demand Analysis (12 periods)

Managerial Economics – Meaning, Nature and Scope – Relationship between Managerial Economics and Business Decision Making – Role of the Managerial Economist – Demand Analysis – Determinants and Types of Demand – Elasticity of Demand – Demand Forecasting and Forecasting Methods.

Unit II – Supply, Production and Cost Functions (12 periods)

Supply – Meaning and Determinants – Production Function – Isoquants – Expansion Path – Cobb-Douglas Production Function – Cost Concepts – Cost-Output Relationship – Economies and Diseconomies of Scale – Cost Functions – Input-Output Analysis – Revenue Analysis.

Unit III – Market Structure (12 periods)

Market Structure – Various Forms – Firm Equilibrium under Different Market Conditions – Perfect Competition – Monopolistic Competition – Oligopolistic Competition.

Unit IV – Pricing, Monetary and Fiscal Policy (12 periods)

Product Pricing under Different Market Structures – Pricing Methods – Factors Influencing Pricing Decisions – Differential Pricing – Government Intervention in Pricing – Price Discrimination – Fiscal Policy and Monetary Policy: Concepts and Tools.

Unit V – National Income, LPG, and WTO (12 periods)

National Income – Methods of Measuring National Income – Business Cycle – Economic Reforms: Liberalization, Privatization and Globalization (LPG) – Basic Concepts of World Trade Organization (WTO) – Fundamentals of Intellectual Property Rights (IPR).

Course Outcomes (COs)

After completing this course, the student will be able to:

CO Code	Course Outcome	Bloom's Taxonomy Level
CO1	Understand the role of a managerial economist in demand forecasting.	Understanding (K2)
CO2	Analyze production, cost, and revenue functions.	Analyzing (K4)
CO3	Apply cost and revenue functions across different market structures.	Applying (K3)
CO4	Evaluate pricing strategies along with monetary and fiscal policy frameworks.	Evaluating (K5)
CO5	Develop practical knowledge of economic reforms (LPG) and the role of WTO and IPR.	Creating (K6)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	1	3	3
CO2	3	3	2	2	3	2
CO3	2	3	1	2	3	1
CO4	3	2	2	2	2	3
CO5	2	3	2	3	1	3

Course Title 3 : S1CS3 Marketing Management

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives

This course aims to:

- Provide a basic understanding of marketing research, analysis, and strategies.
- Familiarize students with product mix decisions and new product development.
- Offer insights into pricing and distribution strategies.
- Acquaint students with consumer behavior and Customer Relationship Management (CRM).
- Enable students to apply contemporary promotional techniques and integrated marketing methods.

Unit-wise Syllabus

Unit I – Marketing: Analysis and Research (12 periods)

Introduction to Marketing – Marketing Concept – Role of the Marketing Manager – Importance of the Marketing Mix – Marketing Planning and Strategies – Market Segmentation, Targeting, and Positioning (STP) – Marketing Research – Market Analysis.

Unit II – Product Research and Management (12 periods)

Product Research – Product Line, Mix, and Differentiation – Product Life Cycle Management – New Product Development – Branding, Packaging, and Labeling.

Unit III – Pricing and Distribution (12 periods)

Pricing Objectives and Strategies – Methods of Pricing – Break-Even Analysis – Price Discrimination – Distribution Channels: Types and Functions – Channel Member Selection – Motivation and Conflict – Channel Conflict Management.

Unit IV – Consumer Behaviour and CRM (12 periods)

Consumer Behavior – Buying Motives – Consumer Decision-Making Process – Customer Relationship Management (CRM) – CRM Process and Retention Strategies.

Unit V – Promotion and Types of Marketing (12 periods)

Promotion Mix and Integrated Marketing Communication – Advertisement and Appeals – Sales Promotion – Personal Selling – Guerrilla Marketing – Industrial Marketing – Rural Marketing – Omnichannel Marketing – Digital Marketing.

Textbooks

1. Paul Baines, Sophie Whitehouse, Sara Rosengren, Paolo Antonetti – *Fundamentals of Marketing*, OUP Oxford, 2021.

2. V.S. Ramaswamy – *Marketing Management: A Strategic Decision-Making Approach*, McGraw Hill Education, 2017.
3. Philip Kotler & Kevin Keller – *Marketing Management*, Pearson, 2015.
4. Ramaswamy & Namakumari – *Marketing Management: Global Perspective, Indian Context*, Om Books, 2009.
5. S. Jayachandran – *Marketing Management*, Excel Books, 2004.

Reference Books

1. Tapan K. Panda – *Taxmann's Marketing Management: Text & Cases*, 2022.
2. Ryan Deiss & Russ Henneberry – *Digital Marketing for Dummies*, 2020.
3. Jay Conrad Levinson – *Guerrilla Marketing*, 4th Edition, Harper Business, 2007.
4. P.K. Ghosh – *Industrial Marketing*, Oxford University Press, 2005.
5. Al Ries & Jack Trout – *Marketing Warfare*, McGraw-Hill Education, 1997.
6. Theodore Levitt – *Marketing Imagination: New, Expanded Edition*, Free Press, 1986.

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Taxonomy
CO1	Understand the fundamental concepts of marketing research, analysis, and strategic planning.	Understanding (K2)
CO2	Analyze and evaluate product mix decisions, product development strategies, and product life cycle management.	Analyzing (K4)
CO3	Apply appropriate pricing and distribution strategies based on market and consumer factors.	Applying (K3)
CO4	Analyze consumer buying motives and evaluate CRM strategies for customer retention and loyalty.	Evaluating (K5)
CO5	Develop integrated marketing communication plans using advertising, promotion, and modern marketing techniques.	Creating (K6)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	1
CO2	3	2	2	2	3	2
CO3	3	3	3	3	3	3
CO4	2	1	3	2	3	1
CO5	2	3	2	1	3	2

Course Title 4 : S1CS4 Human Resource Management

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives

- To familiarize students with Human Resource Management concepts and functions.
- To help students identify problems related to human resource management in organizations.
- To acquaint students with various HR strategies and labour legislations used to manage HR-related issues effectively.

Unit-wise Syllabus

Unit I – Introduction to HRM (12 periods)

Functions of HRM – Evolution and Scope of HRM – Status and Role of HR Manager – Emerging Trends in Human Resource Management.

Unit II – Human Resource Planning and Recruitment (12 periods)

Human Resource Planning – Job Analysis – Job Description – Job Specification – Recruitment and Selection – Selection Techniques with Special Focus on Testing and Interviewing.

Unit III – Training and Development (12 periods)

Concept of Training and Development – Training Methodologies – On-the-Job and Off-the-Job Training – Job Changes: Job Rotation, Job Enlargement, and Job Enrichment – Career Planning.

Unit IV – Employee Performance (12 periods)

Performance Management and Appraisal – Objectives and Techniques – Performance Coaching and Counselling – Team Performance Management – Team Appraisal – Promotions and Transfers.

Unit V – Industrial Relations and Dispute Resolution (12 periods)

Meaning, Objectives, and Importance of Industrial Relations – Causes of Industrial Disputes – Strike, Lockout, Layoff, and Retrenchment – Dispute Resolution Mechanisms: Negotiation, Mediation, Conciliation, Arbitration, and Adjudication.

Textbooks

1. Edwin B. Flippo – *Personnel Management*, McGraw-Hill, New York
2. V.S.P. Rao – *Human Resource Management*, Excel Publications
3. Arun Monappa & M.S. Saiyadain – *Personnel Management*, Tata McGraw-Hill, New Delhi

4. Tripathi, P.C. & Kapoor, N.D. – *Personnel Management and Industrial Laws*, Sultan Chand & Sons, New Delhi
5. K. Aswathappa – *Human Resource and Personnel Management*, Tata McGraw-Hill, New Delhi
6. C.B. Mamoria & S.V. Gankar – *Personnel Management*, Himalaya Publishing House

Reference Books

1. David A. Decenzo & Stephen P. Robbins – *Personnel/Human Resource Management*, PHI, New Delhi
2. Guy V. & Mattock J. – *The New International Manager*, Kogan Page, London
3. David A. Decenzo, Stephen P. Robbins & Susan L. Verhulst – *Human Resource Management*, Wiley, 11th Edition
4. Uday Kumar Haldar & Juthika Sarkar – *Human Resource Management*, Oxford University Press
5. Gary Dessler – *Human Resource Management*, 16th Edition, Pearson Education, Noida

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Taxonomy Level
CO1	Demonstrate foundational understanding of HRM functions and principles.	Understanding (K2), Remembering (K1)
CO2	Appraise recruitment methods and formulate an effective selection strategy.	Evaluating (K5)
CO3	Apply HRM practices and principles in real-world workplace scenarios.	Applying (K3)
CO4	Demonstrate knowledge of performance appraisal methods and employee empowerment strategies.	Applying (K3), Evaluating (K5)
CO5	Appraise the dynamics of industrial relations and interpret contemporary developments in labour management.	Evaluating (K5)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	2	2	1
CO2	3	3	2	3	2	2
CO3	2	3	2	1	2	3
CO4	3	2	3	2	1	2
CO5	2	3	2	3	2	1

Course Title 5 : S1CS5 Productions and Operations Management

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives This course aims to:

- Help students understand the role of operations in improving efficiency across manufacturing and service sectors.
- Enable students to solve operational problems using appropriate tools and techniques.
- Familiarize students with contemporary challenges and innovations in operations management.

Unit I – Operations Management (12 periods)

Operations Management – Overview, Objectives, and Types of Decisions – Strategic vs. Short-Term Decisions – Facilities Planning – Product Selection and Development – New Idea of Mortality – Product Life Cycle – Design Characteristics – Process Selection: Types, Forms, Advantages & Disadvantages – Processing Industries.

Unit II – Facilities Location and Layout (12 periods)

Location Decision: Territory, Community, City, and Country – Rating Methods – Facilities Layout and Material Handling – Objectives and Types of Layouts: Product, Process, Job Shop, Project – Plant Layout Factors – Layout Design Procedure – Flow and Activity Analysis – Operation and Flow Process Charts – Capacity Planning: Need and Procedure.

Unit III – Work and Job Design (12 periods)

Work Design – Objectives – Work Study Approach – Method Study and Time Study: Definition, Necessity, Procedure – Basic Work Study Procedure – Advanced Manufacturing Systems: Just-in-Time (JIT), Computer Integrated Manufacturing (CIM), Flexible Manufacturing Systems (FMS).

Unit IV – Materials and Inventory Management (12 periods)

Materials Management – Concepts and Importance – Maintenance Management: Objectives and Types – Purchase Management: Roles, Decisions, Organization – Vendor Development and Rating – Inventory Management: Functions, Classification – Inventory Control Techniques – EOQ – Reorder Level – ABC Analysis.

Unit V – Safety and Disaster Management (12 periods)

Safety Management and Disaster Management in Manufacturing and Services – Waste Management: Functional Elements and Impact on Productivity – Stores Management: Functions, Organization, Systems, and Techniques.

Textbooks

1. Chary, S.N. – *Production and Operations Management*, Tata McGraw-Hill
2. Ahuja, K.K. – *Production Management*, CBS Publications
3. Goel, B.S. – *Production and Operations Management*, Pragati Prakashan
4. Banga T.R., Agarwal N.K., Sharma S.C. – *Industrial Engineering and Management Science*, Khanna Publishers
5. Chunawalla, S.A. & Patel, D.R. – *Production and Operations Management*, Himalaya Publishing
6. Panneerselvam, R. – *Production and Operations Management*, PHI Learning

Reference Books

1. Russell, R.S. & Taylor, B.W. – *Operations and Supply Chain Management*, 11th Ed., Wiley
2. Bedi, K. – *Production and Operations Management*, Oxford University Press
3. Heizer, J., Render, B., Munson, C., & Sachan, A. – *Operations Management*, 12th Ed., Pearson
4. Nahmias, S. & Olsen, T.L. – *Production and Operations Analysis*, 8th Ed., Waveland Press
5. Gaither, N. & Frazier, G. – *Operations Management*, 9th Ed., Cengage
6. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. – *Operations Management: Processes and Supply Chains*, 13th Ed., Pearson

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Taxonomy
CO1	Understand the role of operations management in achieving organizational competitiveness.	Remembering (K1), Understanding (K2)
CO2	Identify and plan production and operations activities such as process design, facility location, and layout.	Applying (K3)
CO3	Explain various work study techniques and analyze job design principles.	Applying (K3), Analyzing (K4)
CO4	Understand material and inventory management practices, purchasing systems, and evaluate inventory control models.	Understanding (K2), Applying (K3), Evaluating (K5)
CO5	Understand the concepts of waste and safety management and apply disaster control measures in manufacturing/services.	Understanding (K2), Applying (K3)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	1	1
CO2	3	3	2	1	1	1
CO3	2	3	2	1	1	1
CO4	3	2	1	1	3	2
CO5	2	2	1	1	1	3

Course Title 6 : S1CS6 Finance and Accounting

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives This course aims to:

- Develop a foundational understanding of financial and management accounting principles.
- Equip students with the ability to prepare and analyze financial statements.
- Introduce cost behavior, break-even analysis, and budgetary tools for decision-making.
- Enhance students' skills in using accounting data for strategic planning and control.
- Familiarize learners with emerging accounting standards and international practices

Unit-wise Syllabus

Unit I – Financial & Management Accounting and Financial Statement Analysis (12 periods)

Accounting Principles and Concepts, Journal, Ledger, and Trial Balance –Differences between Financial, Cost, and Management Accounting- Preparation of Final Accounts:, Trading, Profit & Loss Account, and Balance Sheet

Unit II – Cost Classification and Marginal Costing (12 periods)

Marginal Costing and Contribution – Break-Even Analysis – Cost-Volume-Profit (CVP) Analysis –Cost Sheet Preparation – Applications in Decision-Making: Make or Buy, Product Mix, Dropping a Product Line, Ratio Analysis– Cash Flow Statement

Unit III – INVESTMENT DECISION (12 periods)

Principles and Nature of Capital Budgeting - Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF Techniques

Unit IV – FINANCE DECISION (12 periods)

Long Term Sources of Finance-Concept of Cost of Capital, Measurement of Specific Costs – Weighted Average Cost of Capital using Market Value and Book Value.

Unit V –DIVIDEND DECISION (12 periods)

Forms of Dividend, Dividend Theory: Relevance Theory and Irrelevance Theory: Walter's Model, Gordon's Model, MM Hypothesis, Dividend Policy and determinants of Dividend Policy.

Textbooks

1. R. Narayanaswamy, *Financial Accounting*, PHI Learning, 6th Edition.

2. T.S. Reddy & A. Murthy, *Financial Accounting*, Margham Publications.
3. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
4. Bark DemazoThampy- Financial Management (Pearson, 2nd Ed.)
5. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

Reference Books

1. S.N. Maheshwari, CA Sharad K. Maheshwari & Suneel K. Maheshwari, *A Textbook of Accounting for Management*, 4th Edition, Vikas Publishing, New Delhi.
2. Ambrish Gupta, *Financial Accounting for Management*, 6th Edition, Pearson Education, Noida.
3. M.Y. Khan & P.K. Jain, *Management Accounting: Text, Problems and Cases*, 7th Edition, McGraw Hill Education, New Delhi.
4. Khan M Y, Jain P K, “Financial Management: Text, Problems and Cases”, 8th Edition, McGraw Hill Education, New Delhi, .
5. Pandey I M, “Financial Management”, 11th Edition, Vikas Publishing, New Delhi, .

Course Outcomes (COs)

After completing this course, the student will be able to:

CO Code	Course Outcome	Bloom's Taxonomy Level
CO1	Explain fundamental accounting principles and describe the evolving role of an accountant.	Understanding (K2)
CO2	Prepare financial statements including trading, profit & loss accounts, and balance sheets.	Applying (K3)
CO3	Analyze financial statements using ratio analysis, cash flow techniques to assess business performance.	Analyzing (K4)
CO4	Weigh investment opportunities using investment appraisal techniques and select appropriate investments.	Evaluating (K5)
CO5	Relate the influence of dividend policy adopted by the firm on the share prices	Analyzing (K4)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	1	1
CO2	3	3	1	2	1	1
CO3	3	3	2	2	2	1
CO4	3	2	3	2	2	3
CO5	3	3	1	3	2	3

Course Title 7 : S1CS7 Strategic Management

Semester: I Credits: 4

Total Hours: 60

Course Type: Core

Course Objectives This course aims to:

- To provide an understanding of the fundamentals, scope, and significance of strategic management and business policy.
- To develop analytical skills to assess external and internal business environments for competitive advantage.
- To equip students with strategic decision-making tools for choosing appropriate corporate and business strategies.
- To familiarize students with the process of strategy implementation, evaluation, and control.
- To analyze contemporary challenges and issues in strategic management, including financial health indicators and new business models

Unit I – Strategic Management (12 periods)

Nature, scope, and importance of strategic management – Strategic management process – Role of strategists in business policy – Stakeholders in business – Vision, mission, and purpose – Business definition, objectives, and goals – Corporate governance and social responsibility – Case study.

Unit II – Environment Analysis for Competitive Advantage (12 periods)

External and internal environmental analysis – Macro environment and industry analysis – Forecasting – SWOT analysis – GAP analysis – VRIO analysis – Porter’s Five Forces Model – Building blocks of competitive advantage – Distinctive competencies – Resources and capabilities – Blue Ocean Strategy.

Unit III – Strategic Choice (12 Hours)

Environmental Threat and Opportunity Profile (ETOP) – BCG Matrix – TOWS Matrix – GE 9 Cell Model – Organizational Capability Profile – Strategic Advantage Profile – Corporate-level strategies: stability, expansion, retrenchment, combination – Corporate portfolio analysis – Grand strategies – Business unit strategies: Porter’s Generic Strategies, McKinsey’s 7S Framework – Functional strategies.

Unit IV – Strategy Implementation, Evaluation & Control (12 periods)

Strategy implementation process – Resource allocation – Designing organizational structure – Strategic control systems – Matching structure and control to strategy – Operations control and strategic control – Strategic evaluation and control – Performance measurement – Strategy implementation challenges – Implementing strategic change.

Unit V – Challenges and Issues in Strategic Management (12 periods)

Strategic issues in non-profit organizations – Managing technology and innovation – New business models and Internet strategies – Balanced Scorecard – Industrial sickness: problems and causes – Financial ratios as indicators – Altman’s Z-Score.

Textbooks

1. Mason Carpenter & Gerry Sanders – *Strategic Management: Concepts and Cases*, Pearson
2. Azhar Kazmi & Adela Kazmi – *Strategic Management*, McGraw Hill
3. R. Srinivasan – *Strategic Management: The Indian Context*, PHI Learning
4. Sir Lawrence Freedman – *Strategy: A History*, Oxford University Press
5. Philip Sadler – *Strategic Management MBA Masterclass*, Kogan Page

Reference Books

1. Richard Rumelt – *Good Strategy/Bad Strategy*, Profile Books
2. Niraj Dawar – *Tilt: Shifting Your Strategy from Products to Customers*, Harvard Business School Press
3. Appa C. Rao et al. – *Strategic Management and Business Policy: Text and Cases*, Excel Books
4. W. Chan Kim & Renée Mauborgne – *Blue Ocean Strategy*, Harvard Business Review Press
5. S. Budhiraja, M. Athreya – *Cases in Strategic Management*, McGraw Hill Education

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Understand the nature, scope, and importance of strategic management and business policy.	Remembering (K1), Understanding (K2)
CO2	Analyse internal and external business environments using strategic tools such as SWOT, PESTEL, and Porter's Five Forces.	Analyzing (K4)
CO3	Apply strategic decision-making frameworks like BCG, TOWS, and GE 9 Cell Model for strategic choice formulation.	Applying (K3)
CO4	Evaluate strategy implementation challenges, control mechanisms, and organizational structure alignment.	Analyzing (K4), Evaluating (K5)
CO5	Assess contemporary strategic management issues, financial performance indicators, and strategic adaptation for digital business models.	Creating (K6)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	1	2
CO2	3	3	1	2	2	1
CO3	3	3	2	1	2	1

CO4	2	3	3	1	2	1
CO5	2	2	2	1	3	3

MBA (Lateral Entry) – Semester II Course Structure (4 Credits Each)

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1	CORE	Project management and Entrepreneurship	C	3	1	0	4	4
Specialization –I HR								
2.	Elective I	HR Analytics	E	3	1	0	4	4
3.	Elective II	Talent Acquisition and Retention	E	3	1	0	4	4
Specialization –II FINANCE								
4.	Elective I	Security Analysis and Portfolio Management	E	3	1	0	4	4
5.	Elective II	Financial Markets and Services	E	3	1	0	4	4
Specialization –III MARKETING								
6.	Elective I	Digital Marketing	E	3	1	0	4	4
7.	Elective II	Advertising and Sales Management	E	3	1	0	4	4
			TOTAL					20

Important Note on Credit Allocation for Dual Specialization (MBA Lateral Entry)

Students pursuing dual specialization (e.g., HR + Finance, or Marketing + HR) are required to select only one elective per specialization in Semester II. As a result, the total credits for Semester II will be:

Total Credits: 20 instead of 28

This is because instead of completing all four electives across three specializations (7 subjects \times 4 credits = 28), the student completes only Core + two electives (3 subjects \times 4 credits + 1 core \times 4 credits = 20 credits).

Course Title: Project Management and Entrepreneurship

Course Type: Core

Semester: II

Credits: 4

Total Hours: 60

Course Objectives

- To introduce the fundamental concepts of projects, their strategic fit, and the project lifecycle.
- To develop skills in industry analysis, project identification, and formulation with a focus on technology and market research.
- To equip students with knowledge on project appraisal, financial projections, cost estimation, and risk analysis.
- To explain the characteristics, traits, and significance of entrepreneurship in economic growth.
- To provide insights into Entrepreneurial Development Programs (EDPs) and government policies towards Small-Scale Industries (SSIs)

Unit I – Introduction to Project Management (12 Periods)

Introduction to ‘Project’ concept – Strategic Fit of Projects – Corporate Growth and Business Development – Project Cycle – Types of Projects: Industrial and Agricultural – Role and importance of project management – Overview of project planning and implementation lifecycle.

Unit II – Project Identification and Technology Feasibility (12 Periods)

Industry Analysis – Project Identification and Formulation – Need Analysis – Resource Surveys – Product Innovation – Research and Development – Project Formulation and Implementation – Market Research: Study and Analysis – Technical Feasibility – Technology Forecasting – Choice of Technology and Advancement – Process of Technology – Technology Transfer.

Unit III – Project Appraisal and Management Tools (12 Periods)

Infrastructure Analysis – Location and Site Selection – Appraisal of Management and Manpower Requirement – Financial Projections – Financial Appraisal – Risk Analysis – Cost Estimation – Cost-Benefit Analysis – Social Cost Benefit Analysis – Project Planning and Contracts – Coordination – Project Scheduling and Techniques – Project Management Information Systems.

Unit IV – Entrepreneurship Concepts and Theories (12 Periods)

Entrepreneurial Traits – Types and Significance – Definitions – Characteristics of Entrepreneurial Types – Qualities and Functions of Entrepreneurs – Role and Importance of Entrepreneurs in Economic Growth – Competing Theories of Entrepreneurship – Entrepreneurial competencies and behaviour.

Unit V – Entrepreneurial Development Programmes (EDP) (12 Periods)

Entrepreneurial Development Programme (EDP) in India – History, Support, and Objectives – Stages of Performance – Planning an EDP – Objectives – Target Group – Selection of Centre – Pre-training Activities – Government Policy towards Small Scale Industries (SSIs) – Institutional Support for Entrepreneurship

Textbooks

1. Prasanna Chandra – *Projects: Planning, Analysis, Selection, Implementation and Review*, TMH, New Delhi
2. B.B. Goel – *Project Management*, Deep & Deep Publications, New Delhi
3. A.N. Desai – *Entrepreneur and Environment*, Ashish Publishing, New Delhi

Reference Books

1. David I. Cleland – *Project Management*, McGraw Hill, New York
2. S.A. Kumar – *Entrepreneurship in Small Industries*, Discovery Publishing, New Delhi
3. P.K. Joy – *Total Project Management*, Macmillan India

Course Outcomes

CO Code	Course Outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts of projects and their role in business development.	Remember (K1), Understand (K2)
CO2	Analyse industry trends, market research, and technological feasibility for project formulation.	Analyse (K4), Evaluate (K5)
CO3	Conduct project appraisal, cost estimation, risk analysis, and cost-benefit analysis.	Apply (K3), Evaluate (K5)
CO4	Explain entrepreneurial traits, characteristics, and their role in economic growth.	Understand (K2), Analyse (K4)
CO5	Evaluate the structure and effectiveness of Entrepreneurial Development Programs (EDPs).	Evaluate (K5), Create (K6)

CO–PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	1
CO2	3	3	2	2	2	2
CO3	2	3	3	2	2	2
CO4	3	2	2	2	3	3
CO5	2	2	2	3	3	3

HR Specialization Course:

Course Title: HR Analytics

Course Type: Elective

Semester: II

Credits: 4

Total Hours: 60

Course Objectives

- To develop the ability to define and implement HR metrics that align with business strategy.
- To understand the different types of HR metrics and their application and impact.
- To address workforce challenges using people analytics for evidence-based decision-making.

Unit I – Introduction to HR Analytics (12 Hours)

HR Analytics and People Analytics: Definition, Context, and Maturity Stages – Role of Human Capital in the Value Chain – Distinction between HR Analytics and HR Metrics – Key HR Metrics and KPIs – Importance of Aligning HR Metrics with Business Goals.

Unit II – Recruitment Analytics (12 Hours)

Recruitment Metrics: Fill Rate – Time to Hire – Cost per Hire – Early Turnover – Employee Referral Hires – Agency Hires – Lateral Hires – Fulfillment Ratio – Quality of Hire – Recruitment Cost to HR Cost Ratio – Recruitment Funnel Analysis – Data-Driven Recruitment Strategy.

Unit III – Training and Development Metrics (12 Hours)

Training Metrics: Percentage of Employees Trained – Internal vs. External Training – Training Hours per Employee – Training Cost per Employee – ROI on Training – Learning Curve Analysis – Optimizing Training Effectiveness – HR Program ROI Assessment – Evaluation Frameworks (e.g., Kirkpatrick).

Unit IV – Employee Engagement and Career Progression (12 Hours)

Engagement Metrics: Retention Index – Voluntary and Involuntary Turnover – Turnover by Department, Grade, Tenure, and Performance – Internal Hire Index – Pulse Surveys and Engagement Survey Analysis.

Career Metrics: Promotion Index – Rotation Index – Career Path Index – Succession Readiness Index – Leadership Pipeline Analytics.

Unit V – Workforce Diversity and HR Performance Metrics (12 Hours)

Workforce Diversity: Gender Diversity – Age Profiling – Differently Abled Index – Workforce Service Profiling – Diversity Index – Gender Mix – Churnover Index.

HR Performance Metrics: Employees per Manager – Revenue per Employee – Operating Cost per Employee – Profit Before Tax per Employee – HR Cost per Employee – HR Budget Variance – Compensation as % of HR Cost – Benchmarks for HR Efficiency.

Textbooks

1. Jac Fitz-enz – *The New HR Analytics*, AMACOM
2. Edwards M.R. & Edwards K. – *Predictive HR Analytics: Mastering the HR Metric*, Kogan Page
3. Dipak Kumar Bhattacharyya – *HR Analytics: Understanding Theories and Applications*, SAGE
4. Sesil J.C. – *Applying Advanced Analytics to HR Management Decisions*, Pearson
5. Pease G. & Beresford B. – *Developing Human Capital*, Wiley
6. Max Messmer – *Human Resources Kit for Dummies*, Wiley

Reference Books

1. Phillips J. & Phillips P.P. – *Making Human Capital Analytics Work*, McGraw-Hill
2. HBR – *HR Scorecard and Metrics*
3. Bernard Marr – *Data-Driven HR*, Kogan Page
4. John Boudreau & Wayne Cascio – *Investing in People*, Pearson
5. Martin R. Edwards & Kirsten Edwards – *Predictive HR Analytics*, Kogan Page

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Explain the fundamentals of HR analytics, people analytics, HR metrics, and KPIs.	Understand (K2)
CO2	Analyze recruitment metrics and their impact on hiring efficiency and HR costs.	Analyze (K4)
CO3	Evaluate training and development metrics, ROI, and optimization of HR programs.	Evaluate (K5)
CO4	Assess employee engagement and career progression metrics to enhance workforce planning.	Analyze (K4)
CO5	Examine workforce diversity and development	Analyze (K4)

	metrics to optimize HR performance and business impact.	
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CO–PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	1	2
CO2	2	3	2	1	2	2
CO3	2	3	2	2	1	3
CO4	2	3	3	2	1	3
CO5	2	3	2	2	3	3

Course Title: Talent Acquisition and Retention

Credits: 4

Total Hours: 60 Hours

Course Type: Elective (HR Specialization)

Course Objectives:

- To develop insights and understanding of effective management and development of talent in teams and organizations.
- To help students identify best practices and approaches for managing talent.
- To cultivate interest among students and professionals in creating and nurturing talent pipelines.

Unit I – Introduction to Talent Management (13 Hours)

Define Talent and Talent Management – Historical context of Talent Management – Challenges and Dilemmas in Talent Strategy – Single-ladder vs. Multiple pipelines – Aligning Talent Management with Corporate Strategy for Competitive Advantage.

Unit II – Best HRM Practices for Talent Management (13 Hours)

Best HRM Practices for managing high-potential employees – Hiring, Rewarding, Retaining, Performance Management and Succession Planning – Employer Branding – Role of Social Media in Talent Management.

Unit III – Talent Management in Different Organizational Contexts (12 Hours)

Managing Talent in various organizational contexts – Global Talent Strategies – Talent in Disruptive Organizations – Talent Management in Complex and Uncertain Environments.

Unit IV – Diversity and Talent (11 Hours)

Understanding Workforce Diversity and its linkage with Talent – Inclusion Strategies – Future Trends in Talent Management – Cross-cultural Talent Strategy – Managing Generational Diversity.

Unit V – Talent Analytics (11 Hours)

Introduction to Talent Analytics – Key Metrics and Dashboards – Strategic Workforce Planning – Preparing and Implementing a Talent Development Plan – Using Data for Decision-making in Talent Strategy.

Text Books:

1. Collings, D.G., Mellahi, K. & Cascio, W.F. – *The Oxford Handbook of Talent Management*, Oxford University Press.
2. Wilcox, M. – *Effective Talent Management: Aligning Strategy, People and Performance*, Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. – *Strategic Talent Management*, Cambridge University Press.
4. Mee-Yan Cheung-Judge & Linda Holbeche – *Organization Development: A Practitioner's Guide*, Kogan Page.
5. Dessler, Gary – *Framework for Human Resource Management*, Pearson Education.

Reference Books:

1. Berger, L., & Berger, D. – *The Talent Management Handbook*, McGraw-Hill.
2. Hasan & Singh – *Talent Management in India: Challenges and Opportunities*, Atlantic Publication.
3. Varkkey, Biju & Dessler, Gary – *Fundamentals of Human Resource Management*, Pearson.
4. Shukla, Ravinder – *Talent Management: Developing & Integrating Skilled Workers*, Global India Publications.
5. ASTD – *Talent Management: Strategies for Success from Six Leading Companies*, Cengage Learning.
6. Misra, R.N. – *Talent Management*, Discovery Publishing House.

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Explain the concept of talent management, its historical context, and strategic alignment for competitive advantage.	Understand (K2)
CO2	Analyze best HRM practices for hiring, rewarding, retaining, performance management, and succession planning.	Analyze (K4)
CO3	Evaluate talent management strategies in different organizational contexts, including global, disruptive, and uncertain environments.	Evaluate (K5)
CO4	Assess the role of diversity in talent management and explore	Analyze (K4)

	future trends in talent development.	
CO5	Apply talent analytics to develop effective talent management strategies and plans.	Apply (K3)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	3	2	3
CO3	2	3	3	2	3	2
CO4	2	3	3	3	3	3
CO5	3	3	2	3	2	2

Finance Specialization Course:

Course Title: Security Analysis and Portfolio Management

Course Type: Elective Credits: 4 Total Hours: 60 Semester: II

Course Objectives:

- To enhance students' understanding of various securities and the investment process.
- To analyze the risk–return relationship involved in securities investment.
- To evaluate the impact of the economy, industry, and company performance on security selection.
- To apply investment theories and valuation tools to construct an optimal portfolio.
- To enable students to perform technical and fundamental analysis and assess portfolio performance

Unit I – Investment Environment and Securities Market (12 Hours)

Investment avenues – Features of different instruments – Sources of investment information – Functions of stock exchanges – Trading and settlement mechanism – SEBI regulations – Demat and Depository systems.

Unit II – Risk, Return, and Security Valuation (12 Hours)

Concept of risk and return – Types of risk – Measurement of return and risk – Valuation of equity shares and fixed income securities – Time value of money – Two-asset portfolio – Calculation of beta – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT).

Unit III – Fundamental Analysis (12 Hours)

Economic analysis – Industry analysis – Company analysis – Earnings measurement – Ratio analysis – Valuation models – EIC framework – Practical application in stock valuation and decision making.

Unit IV – Technical Analysis (12 Hours)

Dow Theory – Trends and trend reversals – Chart patterns – Moving averages – Momentum oscillators – RSI, MACD, ROC – Candlestick charting – Application of technical tools in investment decisions – Efficient Market Hypothesis (EMH).

Unit V – Portfolio Management and Evaluation (12 Hours)

Portfolio theory – Portfolio construction and diversification – Markowitz model – Efficient frontier – Portfolio revision – Mutual fund types and performance evaluation – Sharpe, Treynor, Jensen’s ratios – NAV calculation – Regulatory aspects.

Text Books:

1. Punithavathy Pandian – *Security Analysis and Portfolio Management*, Vikas Publishing.
2. M. Ranganatham & R. Madhumathi – *Security Analysis and Portfolio Management*, Pearson Education.
3. K. Sasidharan & Alex K. Mathews – *Security Analysis and Portfolio Management*, McGraw Hill Education.
4. V.K. Bhalla – *Investment Management*, S. Chand Publishing.
5. Prasanna Chandra – *Investment Analysis and Portfolio Management*, McGraw Hill Education.

Reference Books:

1. Ranganatham – *Security Analysis and Portfolio Management*, Pearson Education.
2. Edwin J. Elton, Martin J. Gruber – *Modern Portfolio Theory and Investment Analysis*, Wiley.
3. Bhatt – *Security Analysis and Portfolio Management*, Wiley.
4. Bodie, Kane, Marcus & Mohanti – *Investment and Indian Perspective*, TMH.

Course Outcomes (COs):

CO Code	Course Outcome	Bloom’s Taxonomy
CO1	Evaluate various investment alternatives and their characteristics.	Evaluating (K5)
CO2	Assess the risk-return profile of different securities.	Evaluating (K5)
CO3	Perform macroeconomic, industry, and company-specific fundamental analysis.	Evaluating (K5)
CO4	Conduct technical analysis using charting and indicators.	Analyzing (K4)
CO5	Construct a portfolio and perform portfolio performance evaluation.	Analyzing (K4)

CO-PO Mapping Matrix:

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	3	2	1
CO2	2	3	3	3	1	2
CO3	2	3	3	3	2	1
CO4	2	3	2	1	2	3
CO5	2	3	1	3	3	2

Course Title: Financial Markets and Services

Credits: 4

Total Hours: 60

Course Type: Elective (Finance Specialization)

Course Objectives

- To equip students with analytical skills related to money and capital markets.
- To impart knowledge about the Indian financial system, its structure, and key players.
- To develop an understanding of commercial banking operations and financial services.
- To familiarize students with the regulatory framework and market mechanisms.
- To introduce students to bond markets and their linkages with capital markets.

Unit I – Indian Money Market (12 Hours)

Introduction to the money market – Structure and evolution – Role and significance of the Indian money market – Money market instruments in India – Call money, treasury bills, commercial paper, certificates of deposit – Future challenges and reforms.

Unit II – Indian Capital Market (12 Hours)

Concept, role, and importance – Evolution of capital market in India – Evaluation and trends – Primary market: methods of issuing securities, book-building, roadshows – Primary market intermediaries: merchant bankers, underwriters, custodians, credit rating agencies.

Unit III – Secondary Market & Trading Mechanism (12 Hours)

Stock exchanges: history and role – Listing of securities – Trading mechanism: online trading, settlement process – Depositories and dematerialization – Insider trading, circular

trading, price rigging – Role of market participants: investors, speculators, FIIs, MFs – Regulatory body: SEBI.

Unit IV – Financial Services & Regulations (12 Hours)

Regulatory agencies: SEBI, RBI, IRDA – Overview of financial services: leasing, hire purchase, factoring – Microfinance institutions and NBFCs – Recent developments and fintech in financial services – Compliance and investor protection.

Unit V – Bond and Debt Markets (12 Hours)

Structure of bond markets in India – Government securities market – Corporate bond market – Interface with capital market – Pricing, yield, risk, and return – Debt instruments and their role in capital formation – Recent reforms and global perspective.

Textbooks

1. Meir Kohn, *Financial Institutions and Markets*, Oxford University Press
2. Bhole L.M. & Jitendra Mahakud, *Financial Institutions and Markets*, McGraw Hill
3. Gurusamy S., *Financial Markets and Institutions*, Vijay Nicole
4. Anthony Saunders & Marcia Millon Cornett, *Financial Institutions Management*, McGraw Hill

Reference Books

1. Gordon & Natarajan, *Financial Markets and Services*, Himalaya Publishing
2. Khan M.Y., *Financial Services*, Tata McGraw Hill
3. Rose & Fraser, *Financial Institutions*, Tex Business Publications
4. Kinsella Ray, *New Issues in Financial Services*, Powell's Books

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Understand the structure, components, and instruments of Indian money market	Understanding (K2)
CO2	Analyze the functioning and evolution of Indian capital markets	Analyzing (K4)
CO3	Understand stock exchange mechanisms and the role of key market participants	Understanding (K2)
CO4	Evaluate financial services and the regulatory	Evaluating (K5)

	framework	
CO5	Analyze the functioning of the bond and debt markets	Analyzing (K4)

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	3	2
CO2	3	3	2	2	3	2
CO3	2	2	2	1	3	2
CO4	3	3	2	2	2	3
CO5	2	3	2	2	3	3

Marketing Specialization Course:

Marketing Specialization Course:

Course Title: Digital Marketing

Course Type: Elective

Semester: II

Credits: 4

Total Hours: 60

Course Objectives

- To understand the fundamentals, components, and scope of digital marketing.
- To explore social media platforms, influencer engagement, and consumer-centric strategies.
- To analyze SEO and SEM practices for enhanced digital visibility.
- To examine email and mobile marketing techniques for conversion and retention.
- To assess global and Indian digital marketing trends, analytics, and security issues.

Unit I – Digital Marketing Foundation (12 Hours)

Overview of Digital Marketing – Evolution from Traditional to Digital – Core Concepts and Components – Understanding Online Marketplaces – Consumer Behavior in the Digital Age – The Digital Marketing Funnel – Customer Journey Mapping – Key Metrics and KPIs.

Unit II – Social Media Marketing and Influencer Strategy (12 Hours)

Social Media Platforms: Facebook, Instagram, LinkedIn, YouTube, Twitter – Brand Conversations and Community Management – Viral and Buzz Marketing – Case Studies of Social Media Campaigns – Influencer Marketing: Types, Engagement Metrics, ROI – Social Listening and Analytics Tools.

Unit III – SEO and SEM (Search Engine Marketing) (12 Hours)

Search Engine Optimization (SEO): Importance, Keyword Research Tools – On-Page Optimization (Content, Tags, Links) – Off-Page Optimization (Backlinks, Social Signals) – Technical SEO – Google Algorithms – SEM Overview – Google Ads: Structure, Strategy, A/B Testing – PPC Campaigns – Display Advertising – Remarketing.

Unit IV – Email & Mobile Marketing (12 Hours)

Email Marketing: List Building, Campaign Management, Automation, A/B Testing – Email Analytics (Open Rate, CTR, Conversion) – Integrating Email with CRM – Mobile Marketing: SMS, Push Notifications, App-based Marketing, Mobile Commerce, Location-based Marketing – Best Practices and Legal Guidelines.

Unit V – Digital Strategy, Analytics & Emerging Trends (12 Hours)

Digital Strategy Planning – Use of Web Analytics Tools (Google Analytics, HubSpot, etc.) – Data-driven Decision Making – ROI Measurement – Security & Privacy in Digital Marketing – Trends in India and Global Landscape – AI in Marketing – Chatbots – Metaverse – Online Communities – Digital Transformation in Businesses.

Textbooks

1. Puneet Singh Bhatia, *Fundamentals of Digital Marketing*, Pearson Education, 1st Ed., 2017
2. Vandana Ahuja, *Digital Marketing*, Oxford University Press, 2015
3. Philip Kotler, *Marketing 4.0*, Wiley, 2017

Reference Books

1. Ryan D., *Understanding Digital Marketing*, Kogan Page
2. Pulizzi J., *Beginner's Guide to Digital Marketing*, McGraw Hill
3. Barker et al., *Social Media Marketing: A Strategic Approach*, Cengage Learning
4. Chaffey D., *Digital Marketing*, Pearson Education
5. Tuten T., *Social Media Marketing*, Sage

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Understand the structure, trends, and tools of digital marketing	Understanding (K2)
CO2	Apply social media and influencer marketing techniques	Applying (K3)
CO3	Analyze the effectiveness of SEO and SEM strategies	Analyzing (K4)

CO4	Evaluate email and mobile marketing campaigns for lead generation	Evaluating (K5)
CO5	Develop integrated digital strategies aligned with current global trends	Creating (K6)

CO–PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	1
CO2	3	3	2	3	2	2
CO3	3	3	2	3	2	2
CO4	3	3	3	3	2	3
CO5	3	3	2	2	3	3

Course Title: Advertising and Sales Management

Course Type: Elective

Semester: II

Credits: 4

Total Hours: 60

Course Objectives

- To develop a comprehensive understanding of advertising principles and practices.
- To familiarize students with various advertising media and media planning strategies.
- To enhance creative skills in copywriting, visualization, and layout design for different media.
- To introduce students to sales management concepts and budgeting strategies.
- To equip students with knowledge of sales territories, quotas, and sales force management.

Unit I – Introduction to Advertising Management (12 periods)

Definition, objectives, and importance of advertising – Classification of advertisements – Structure and functions of the advertising department – Role of advertising agencies – Setting advertising objectives – DAGMAR approach – Campaign planning – Advertising budgeting.

Unit II – Advertising Media and Planning (12 periods)

Types of media: print, radio, television, cinema, outdoor, digital – Advantages and limitations of each – Media planning and scheduling – Web and online advertising strategies.

Unit III – Creative Advertising Development (12 periods)

Copywriting for print and digital media – Components of advertising copy: headlines,

subheads, body copy – Visualisation and layout: principles and types – Media-specific formats: magazines, brochures, classifieds, etc.

Unit IV – Sales Management and Online Selling (12 periods)

Nature and scope of sales management – Sales management positions – Personal selling: scope, strategies, and theories – Sales forecasting – Budgeting decisions – E-commerce and online selling: opportunities and challenges.

Unit V – Sales Territories, Quotas, and Promotions (12 periods)

Designing sales territories and quotas – Sales organisation structures – Sales force management: recruitment, selection, training, motivation, compensation, and control – Sales promotion: objectives, tools, planning, implementation, and evaluation.

Textbooks

1. Krishna K. Havaldar & Vasant M. Cavale, *Sales and Distribution Management – Text and Cases*, 3rd Edition, McGraw Hill Education, 2017
2. S.L. Gupta, *Sales and Distribution Management – Text and Cases*, Excel Books, 2008
3. Pingali Venugopal, *Sales and Distribution Management – An Indian Perspective*, Sage Publications, 2008

Reference Books

1. Richard R. Still et al., *Sales and Distribution Management*, 6th Edition, Pearson Education, 2017
2. Tapan K. Panda & Sunil Sahadev, *Sales and Distribution Management*, 3rd Edition, Oxford University Press, 2019

Course Outcomes (COs)

CO Code	Course Outcome	Bloom's Level
CO1	Understand and apply the key concepts and functions of advertising management	Understanding (K2)
CO2	Evaluate various advertising media and develop appropriate media plans	Analyzing (K4)

CO3	Create effective advertising content using principles of copywriting and layout design	Creating (K6)
CO4	Apply sales management techniques including forecasting, budgeting, and online selling strategies	Applying (K3)
CO5	Design sales territories, set quotas, and implement sales promotion tools effectively	Evaluating (K5)

CO-PO Mapping

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	1
CO2	3	3	2	2	2	1
CO3	2	3	2	3	2	1
CO4	3	3	3	2	2	1
CO5	3	3	3	2	2	2