

Yashoda Shikshan Prasark Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
An Autonomous Institute



FACULTY OF MANAGEMENT (MBA)
CURRICULUM STRUCTURE AND EVALUATION SCHEME

For

MASTER OF BUSINESS ADMINISTRATION (MBA)

**In accordance with National Education Policy with effect from Academic Year
2026-2027**



Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
An Autonomous Institute
Faculty of Management
Master of Business Administration-MBA

CREDIT DISTRIBUTION : SEMESTER WISE							Total
1 Lecture hour = 1 Credit 2 Lab Hours = 1 Credit 1 Tutorial Hour = 1 Credit							
Sr.No	Type of Course	No of Credits /Semester					
		1	2	3	4		
1	Programme Core Course(PC)	28	28	12	16	84	
2	Programme Elective Course (PE)			12	12	24	
3	Open Elective (OE)	2	2	2	2	8	
4	Internship (IR)- On the Job Training/ Field project/Research Project			4		4	
Total		30	30	30	30	120	




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Curriculum Structure

MBA-I- SEMESTER I

Course Code	Course Domain	Course Name	Teaching Scheme				Evaluation Scheme				Total
			L	T	SL	Credit	Scheme	Theory			
								Max.	Min. Passing% Max.		
0PMBPC101	F	Fundamentals of Management	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC102	F	Management Accounting	3	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC103	F	Managerial Economics	3	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC104	F	Legal and Business Environment	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC105	F	Information Technology for Business	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC106	F	Organizational Behaviour	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC107	F	Indian Knowledge System	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBOE101	F,E	Open Electives-A	2	-	2	2	ISE	10	40	50	50
							MSE	10			
							ESE	30			
TOTAL			28	2	30	30	TOTAL MARKS				750
Total Contact Hours Per Week			30								

Course Category	Program me Core Course	Program me Elective Course	Open Elective Course	Multi Disciplin ary Minor Course	Value Education	Vocational and Skill Enhancement Course	Ability Enhancement Course	Humanities and Management Course	Internship	Project	Co-curricular Courses	Total
	PC	PE	OE	MD	VE	VS	AE	HM	IR	PR	CC	
Credit	28	-	2	-	-	-	-	-	-	-	-	30

ISE:-In semester evaluation, MSE:- Mid Semester Examination, ESE:- End Semester Examination

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MBA-I- SEMESTER II

Course Code	Course Domain	Course Name	Teaching Scheme				Evaluation Scheme				Total
			L	T	SL	Credit	Scheme	Theory			
								Max.	Min. Passing% Max.		
0PMBPC201	F	Marketing Management	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC202	F	Financial Management	3	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC203	F	Human Resource Management	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC204	F	Operations Management	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC205	F	AI for Business	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC206	F	Business Statistics	3	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBPC207	F, R	Research Methodology	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60	40		
0PMBOE201	F,E	Open Electives–B/ SWAYAM Courses	2	-	2	2	ISE	10	40	50	50
							MSE	10			
							ESE	30	40		
TOTAL			28	2	30	30	TOTAL MARKS				750
Total Contact Hours Per Week			30								

Course Category	Program me Core Course	Program me Elective Course	Open Elective Course	Multi Disciplin ary Minor Course	Value Education	Vocational and Skill Enhancement Course	Ability Enhancement Course	Humanities and Management Course	Internship	Project	Co-curricular Courses	Total
	PC	PE	OE	MD	VE	VS	AE	HM	IR	PR	CC	
Credit	28	-	2	-	-	-	-	-	-	-	-	30

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MBA-II- SEMESTER III

Course Code	Course Domain	Course Name	Teaching Scheme				Evaluation Scheme				Total
			L	T	SL	Credit	Scheme	Theory			
								Max.	Min. Passing% Max.		
0PMBPC301	F	Strategic Management	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC302	F	Business Analytics	3	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC303	R	On the Job Training/Field Project/Research Project	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE301	F	Elective I-Paper-I	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE302	F	Elective-I-Paper-II	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE303	F	Elective-II-Paper-I	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE304	F	Elective-II-Paper-II	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBOE301	F, E	Open Electives–C	2	-	2	2	ISE	10	40	50	50
							MSE	10			
							ESE	30			
TOTAL			29	1	30	30	TOTAL MARKS				750
Total Contact Hours Per Week			30								

Course Category	Program Core Course	Program Elective Course	Open Elective Course	Multi Disciplinary Minor Course	Value Education	Vocational and Skill Enhancement Course	Ability Enhancement Course	Humanities and Management Course	Internship	Project	Co-curricular Courses	Total
	PC	PE	OE	MD	VE	VS	AE	HM	IR	PR	CC	
Credit	28	-	2	-	-	-	-	-	-	-	-	30

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Note: Students can select ANY TWO ELECTIVES in the second year of MBA. Both the electives carry EQUAL MARKS weightage. After the successful completion of MBA Programme students will get a passing certificate mentioning both the electives selected.

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MBA-II- SEMESTER IV

Course Code	Course Domain	Course Name	Teaching Scheme				Evaluation Scheme				Total
			L	T	SL	Credit	Scheme	Theory			
								Max.	Min. Passing% Max.		
0PMBPC401	F	Entrepreneurship and Startups	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC402	F	International Business	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPC403	F	Quality Management System	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE401	F	Elective I-Paper-III	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE402	F	Elective-I-Paper-IV	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE403	F	Elective-II-Paper-III	4	1	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBPE404	F	Elective-II-Paper-IV	4	-	4	4	ISE	30	40	50	100
							MSE	10			
							ESE	60			
0PMBOE401	F	Open Electives–D'SWAYAM Course	2	-	2	2	ISE	10	40	50	50
							MSE	10			
							ESE	30			
TOTAL			29	1	30	30	TOTAL MARKS				750
Total Contact Hours Per Week			30								

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List of General Electives (Any Two)

Course Code	Course Name	
0PMBPE	Marketing Management	
	301 M	Distribution and Sales Management
	302 M	Service and Retail Marketing
	401 M	Digital Marketing
	402 M	Contemporary Marketing
0PMBPE	Human Resource Management	
	301 H	Strategic and Talent Management
	302 H	Managing Human Capital
	401 H	Compensation and Reward Management
	402 H	Employee Relations and Digital HR
0PMBPE	Financial Management	
	301 F	Indian Financial System
	302 F	Financial Decision Analysis
	401 F	Security analysis and Portfolio Management
	402 F	International Finance
0PMBPE	Operations Management	
	301 O	Operations Management Strategies
	302 O	Material and Inventory Management
	401 O	Global Operations and Logistic Management
	402 O	World Class Manufacturing
0PMBPE	Agri-business Management	
	301 A	Agribusiness Management
	302 A	Agribusiness Finance
	401 A	International Trade in Agriculture
	401 A	Agriculture Marketing Management
0PMBPE	Business Analytics	
	301 B	Fundamentals of Data Analytics and Data Management
	302 B	Tools and Techniques for Business Functions Data Analytics
	401 B	Advanced Data Analytics and Visualization
	401 B	Predictive and Prescriptive Business Data Analytics
0PMBPE	Supply Chain Management	
	301 S	Supply Chain Concept and Planning
	302 S	Supply Chain Strategy
	401 S	Retail Supply Chain Management
	401 S	Supply Chain Analytics
0PMBPE	IT & System Management	
	301 I	IT Governance for Business Value
	302 I	IT Security and System Audit
	401 I	ERP and Business Process Re-engineering
	401 I	Emerging Technologies for Business

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List of Open Electives

0PGMBOE101	Open Electives A
0PMBOE101I	Chh. Shivaji Maharaj: The Management Guru
0PMBOE101II	Corporate Social Responsibility and Sustainability
0PMBOE101III	Entrepreneurship Development
0PMBOE101IV	Taxation
0PMBOE201	Open Electives B
0PMBOE201V	Negotiation Skills
0PMBOE201VI	Business Models
0PMBOE201VII	Financial Technology
0PMBOE201VIII	E-Business
0PMBOE301	Open Electives C
0PMBOE301IX	Sports Management
0PMBOE301X	Decision Science
0PMBOE301XI	Creativity and Innovation
0PMBOE301XII	Organizational Development
0PGMBOE401	Open Electives D
0PMBOE401XIII	Labour Laws
0PMBOE401XIV	Behavioural Finance
0PMBOE401XV	Econometrics
0PMBOE401XVI	ERP/ SAP


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1. Introduction:

The Master of Business Administration (MBA) program prepares students with the knowledge, skills, and competencies needed to succeed in a dynamic, ever-evolving business environment. Aligned with the National Education Policy (NEP) 2020, the program emphasizes multidisciplinary learning, critical thinking, and real-world application. The current syllabus encourages active learning by incorporating practical exercises, case studies, group projects, and presentations. Learning objectives are framed using Bloom's Taxonomy, and the program's implementation and assessment rely on clearly defined course outcomes mapped to program outcomes. Achievement of these objectives will be measured through both formative and summative evaluation methods.

2. General Objectives of the Program:

The MBA program aims to:

1. Develop Able and ethical business leaders with a strong foundation in management theories, practices, and professional values.
2. Cultivate critical thinking, creativity, and innovation to address business challenges and support effective decision-making.
3. Equip students with industry-relevant knowledge and practical skills in areas such as data analytics, digital marketing, strategic management, and leadership.
4. Prepare graduates for successful careers across corporate organizations, entrepreneurial ventures, public institutions, and socially impactful enterprises.




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3. Program Outcomes

PO 1:	Management Knowledge: Acquire the knowledge and skills of management and the ability to apply its principles and practices to solve any complex business problem.
PO 2:	Problem Analysis: Identify, formulate, and analyze complex management issues and reach substantial solutions using management principles.
PO 3:	Development of solution: Design solutions by applying modern tools and techniques of management sciences to enhance organizational efficiency.
PO 4:	Behavioural skills: Develop verbal and non-verbal communication skills, leadership traits, and teamwork spirit to add- value in the business arena
PO 5:	Entrepreneurial perspective: develop an insight into innovation and entrepreneurial qualities to apply and translate into start-ups or intrapreneurial ventures
PO 6:	Ethics: Understand the importance of ethical values and apply professional management principles for the holistic development of the environment and society
PO 7:	Global perspective: Analyze, evaluate, and apply global business practices in an indigenous business environment.
PO 8:	Lifelong learning: Realize the need for and develop an ability to engage in independent and lifelong learning in the context of managing dynamic societal and global issues.

4. Schedule of Teaching and Examination

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I is conducted from 1st September to 21st December (for 15 weeks) and teaching for Semester II Semester would be conducted from 25 January 2027-May 2027 (for 15 weeks). There will be an end of semester examination in January and May for the II semesters. In addition, there will be midterm examinations for each paper conducted in the Institute.


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5. Credit Distribution Structure with Multiple Entry and Exit Options

Level	Semester	Major		RM	OJ	IKS	Cumulative Credit/ Sem	Degree/ Cumulative Credit
		Mandatory	Elective					
6.0	I	28	2	-	-	4	30	PG Diploma
	II	28	2	4	-	-	30	
	Cum. Cr MBA-I	56	4	4	-	4	60	
6.5	III	12	18	-	4	-	30	PG Degree
	IV	12	18	-	-	-	30	
	Cum. Cr. MBA-II	24	36	-	4	-	60	
	Cum. Cr. MBA (2 Years)	24	36	4	4	4	120	

6. Credit System Implementation: As per norms Credit Grade Points:

SR.	Marks Obtained out of 100	Numerical Grade (Grade Point)	CGPA	Letter Grade
1	Absent	0(Zero)	-----	-----
2	0-49	0(Zero)	0.0- 4.99	F(Fail)
3	50-55	5	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained ≥ 0.5 shall be rounded off to next higher digit.
2. The SGPA and CGPA shall be rounded off to 2 decimal points.

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7. SWAYAM Courses: Guidelines

- Students can earn academic credit through the Swayam portal by completing online courses and transferring those credits to the Institute courses.
- Any courses offered on Swayam portal of two credits are considered to be optional to two credit courses offered in the said syllabus under the heading, Optional B and Optional D.
- The candidate has to intimate to institute head regarding admission to Swayam courses in the said academic year only.
- Candidate has to produce documents of completion of course to Institute examination and evaluation authority for credit consideration.
- The rules and regulations regarding Swayam courses extended by institute authority from time to time are to be applicable.

8. Project Report

Every student should go for in-plant training after the Semester- II examination. In -Plant training duration is of 2 Months (60 Days). The detailed description to undergo the project report is given in syllabus.

Project Guidelines for Lateral Entry Students – 60 days training based project shall be completed during the semester. This shall be in addition to the regular teaching – learning element. Attendance/ participation for the same shall be arranged on holidays. Final project shall be submitted at the end of the semester.

9. Nature of Question Paper and Marking scheme

Question Paper Pattern for Mid Term and End Semester

Name of Subject

Class: MBA part I/II

Day/Date:

Semester: I/II/III/IV

Time: 2 Hours

Total Marks: 60

Instructions: All the questions are compulsory

Figures to the right indicates marks

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Que.No.1. Case Study

20 Marks

(Suggestive verbs to be used Appraise, Conclude, compare, justify, design, analyze, examine, prepare, plan, estimate, devise, evaluate, organize etc.)

Que.No.2. Decision Making Questions. (Solve any TWO out of FOUR)

20 Marks

(Decision making related Question/exercise/problem/case let/ etc. Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.)

- A)
- B)
- C)
- D)

Que.No.3. Descriptive Answer Questions (Solve any Two out of Four)

Based on each unit

20

Marks

- A)
- B)
- C)
- D)

10.Lateral Entry Students

MBA Lateral Entry is a specialized admission pathway designed for candidates with relevant qualifications as per AICTE norms, allowing them to join the program directly in the second year. This option is typically available to individuals who have completed BE/B Tech or BBA / BMS (4 Years), reducing the duration from two years to one.

The curriculum will remain similar to a regular MBA, covering advanced business strategies, leadership, finance, marketing, and operations management.

Candidates entering through lateral entry will have to complete a bridge course of 1 week (for 2 Hours every day) i.e. of 14 Hours before the end of semester III.

Bridge Course structure (for Lateral Entry Students)

A bridge course for lateral entry MBA students is designed to help students who are admitted directly to the second year of an MBA program (also known as lateral entry) to catch up on the foundational knowledge from the first year. These courses will bridge the gap between the prior education and the MBA curriculum, focusing on fundamental concepts in business and management


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Content of Bridge Courses:

1. Management Principles: Core concepts and theories related to various management functions.
2. Business Economics: Basic economic principles and their application in business contexts.
3. Financial Accounting: Fundamentals of financial statements and analysis.
4. Marketing Management: Basic marketing concepts and strategies.
5. Research Methodology: Research design and tools of data analysis
6. Communication Skills: Essential communication skills for effective business interaction.

Implementation of Bridge courses

- i. Intensive Short Courses: They are to be conducted before the commencement of the regular MBA classes and to be completed before End semester exams of semester III
- ii. Online or Offline: They can be delivered through online platforms or in-person sessions.
- iii. Internal Assessment: Bridge courses assessments to evaluate the students' understanding of the covered material should be conducted at Institute level.

Component-wise distribution of MBA curriculum 2026-27

Semester	I	II	III	IV	Total	Percentage
Component						
Program Courses	28	28	12	12	80	66.67
Discipline Specific Electives	-	-	16	16	32	26.67
Open Electives	2	2	2	2	8	6.66
Total Credits	30	30	30	30	120	100%

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Ability Enhancement Certificate courses mandatory to all students

Sr.	Name of Course	Semester
1.	Soft Skill	II
2.	Advance Excel	III
3.	Aptitude Skills	III
4.	Power BI	IV


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Academic Rules and Regulations

1. Program Duration and Structure

- **Duration:** The MBA program is structured over a duration of **two academic years**, split into **four semesters** (Two semesters per year). The maximum permissible time limit to complete the program is **4 years** (N+2 years) from the date of initial admission.
- **Academic Calendar:** Each semester consists of a minimum of 90 instruction days. The odd semesters typically run from July to December and even semesters from January to June.
- **Choice Based Credit System (CBCS):** The program operates on a Choice Based Credit System (CBCS) promoting core, elective, foundation, and skill-enhancement courses.
- **Total Credits:** A student must successfully earn a total of **120 credits** (exact count as per Board of Studies approval) over four semesters to be eligible for the award of the MBA degree.

2. Admission Eligibility and Registration

- **Eligibility:** Candidates must possess a Bachelor's degree in any discipline from a recognized university with a minimum of 50% aggregate marks (45% for reserved categories), alongside valid scores in recognized national/state-level management entrance exams (e.g., CAT, MAT, XAT, CMAT, MAH-CET).
- **Registration:** Students must register for courses at the beginning of every semester by paying the requisite fee and fulfilling prerequisites.

3. Attendance Requirements

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- A student must maintain a minimum of **75% attendance** in aggregate across all individual courses in a semester.
- A condonation of up to 10% may be permitted by the Director/Principal on medical grounds or for representing the institute in official co-curricular/sports events, subject to a minimum overall attendance of 65%.
- Students failing to meet the attendance threshold in any course shall be debarred from appearing in the End-Semester Examination (ESE) for that course.

4. Assessment and Evaluation Methodology

- Evaluation is split into **Continuous Internal Evaluation (ISE and MSE)** and **End-Semester Examination (ESE)**, typically carrying a weightage ratio of **40:60**.
- **Continuous Internal Evaluation (CIE):** Conducted continuously by faculty members through Practical submission, class tests, Poster presentation, Tutorials, case analyses, presentations, assignments, quizzes, and mid-term examinations.
- **End-Semester Examination (ESE):** Conducted at the end of each semester via written papers or viva-voce evaluations.
- **Passing Standard:** A student must secure a minimum of **40% marks** separately in both CIE and ESE, with an aggregate minimum of **50%** (Grade 'P' or above) in each course to be declared pass.




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5. Summer Internship Project (SIP)

- At the end of the second semester (during the summer break), every student must undergo a mandatory **Corporate Summer Internship** for two months in an organization approved by the institute.
- Submission of a formal project report and a successful defense via presentation and viva-voce before an external panel is compulsory in the third semester.

6. Grading System and Performance Indices

The performance of students shall be evaluated based on the Credit-Based Grading System (CBGS) as per University norms. The grades shall be awarded according to the marks obtained in each course as shown below:

Sr. No.	Marks Obtained (Out of 100)	Grade Point	CGPA Range	Letter Grade	Class Awarded
1	Absent	0	-	Absent	-
2	0 – 49	0	0.00 – 4.99	F (Fail)	Fail
3	50 – 55	5	5.00 – 5.49	C	Pass Class
4	56 – 60	6	5.50 – 6.49	B	Second Class
5	61 – 70	7	6.50 – 7.49	B+	First Class
6	71 – 80	8	7.50 – 8.49	A	
7	81 – 90	9	8.50 – 9.49	A+	First Class with Distinction
8	91 – 100	10	9.50 – 10.00	O (Outstanding)	Outstanding

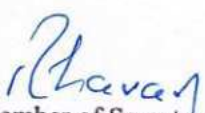
Calculation of SGPA and CGPA

Semester Grade Point Average (SGPA):

$$SGPA = \frac{\sum (Course Credits \times Grade Points)}{\sum Course Credits}$$

Cumulative Grade Point Average (CGPA):

$$CGPA = \frac{\sum (Semester Credits \times SGPA)}{\sum Credits Earned}$$


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7. Promotion Rules (Progression)

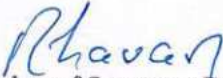
- **From Semester I to II:** Allowed automatically subject to fulfilling registration and attendance requirements. The students who have completed first semester are allowed to continue for second Semester.
- **From Semester II to III:** Semesters I and II combined student who have obtained 50% credit or have successfully cleared the Summer Internship prerequisites if scheduled are allowed to continue for III rd semester.
- **From Semester III to IV:** Allowed provided the student has obtained 50 credit criteria defined by the Academic Council. Students who have completed Third Semester are allowed to continue for IV Semester.

8. Gradation, Award of Degree and Ranks

- Students who pass all courses within the stipulated timeframe and secure a CGPA of 5.0 and above shall be awarded the MBA Degree under classifications such as *First Class with Distinction, First Class, or Second Class*.
- Institute gold medals and university ranks may be awarded to top-performing students based exclusively on their performance across regular attempts in all 4 semesters, as determined by the Academic Council.

9. Power to Modify

The Academic Council of the autonomous institute reserves the right to alter, amend, or modify any of these academic regulations, curriculum structures, or evaluation schemes from time to time, based on industry needs and statutory updates.


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MBA

Course Structure:

Class	MBA I SEMESTER I
Course Code and Course Title	0PGMBPC101_Fundamentals of Management
Prerequisite/s	Fundamental knowledge of general business activities in the organization.
Teaching Scheme: Lecture/Practical	40/0/0
Credits	4
Evaluation Scheme: ISE / MSE / ESE	30 / 10 / 60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0PGMBPC101_1	Understand the management concept, skill and other management practices	L2
0PGMBPC101_2	Apply various management theories to organizational situations	L3
0PGMBPC101_3	Analyze the organizational situation	L5
0PGMBPC101_4	Evaluating best management practices globally in the light of corporate governance and CSR.	L6

Course Contents:		
Unit 1	Introduction to Management: Definition, Nature and Scope, Functions, Managerial Roles, Levels of Management, Managerial Skills, Evolution of Management- Classical Approach- Scientific and Administrative Management; The Behavioral approach; The Quantitative approach; The Systems Approach; Contingency Approach, IT Approach.	10 Hrs.
Unit 2	Planning and Organizing: Planning: Concept, nature, need of planning, process of planning, Types of Plans, Approaches to Planning, Advantages and Disadvantages of Planning. Decision Making: Types of Decisions & The Decision-Making Process Organizing: Organizing: Meaning of organizing, Process of organizing, Principles of organizing, Organization structure, Types of organization structure.	10 Hrs.
Unit 3	Staffing: Concept, need, Process of staffing- Human Resource Planning, job analysis, recruitment, selection process, Training and Development; Performance Appraisal. Directing: Concept, need, Principles of directing, Span of Management, determinants of span of management. Controlling:	10 Hrs.

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	Meaning of controlling, importance of controlling, need for effective controlling, steps in control process, types of control, techniques of controlling.	
Unit 4	Recent Trends in Management: a) Corporate Governance: Meaning of Corporate Governance, Purpose of good corporate governance, Factors influencing on CG, b) Corporate social responsibility: Concept of CSR, Key factors and benefits of CSR.	10 Hrs.
Practical/Field Work/Activity 1. Visit local organization and study different functional area, different levels of management and respective role of manager and submit a report. 2. Visit a local organization and study its organization structure along with duties and responsibilities. 3. Visit a local organization and study to assess employees' perceptions of directing and controlling practices. Based on Communication effectiveness, Leadership support, Motivation, Supervision, Fairness of performance appraisal. Collect responses from at least 20 employees and analyze the data. Submit a report. 4. Group discussion on importance of control function in the organization. 5. Present a seminar on corporate Governance in India.		

Reference Books:

1. Coulter, R. (2021). *Management*. New Delhi: Prentice Hall of India.
2. Don Hellriegel, S. E. (2005). *Management*. Cincinnati, USA.: Thomson/South-Western.
3. Draft, R. L. (2013). *Management*. Cincinnati: Thomson South-Western.
4. Harold Koontz, H. W. (2020). *Essentials of Management - An International Pespective*. Noida: Tata McGraw Hill Education Private Limited.
5. Prasad, L. M. (2024). *Principles and Practice of Management*. New Delhi: Sultan Chand & Sons.
6. Raju, S. (2018). *Management - Text & Cases*. Delhi: PHI.
7. Rao, P. P. (2016). *Management Theory and Practices (Text and Cases)*. Mumbai: Himalaya Publishing House.
8. Robbins, S. P. (2016). *Fundamentals of Management*. New Delhi: Pearson Education Asia.


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E- Learning Resources

Sr. No.	Web Links
1	http://www.seeiph.com/index.php/seeiph/article/view/2963
2	https://www.linkedin.com/pulse/famous-business-gurus-india-get-best-business-coach-mwcuc

CO-PO Mapping

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
0PGMBPC101_1	2	-	-	-	-	-	-	-
0PGMBPC101_2	2	2	-	-	-	-	-	-
0PGMBPC101_3	2	2	2	-	1	-	-	-
0PGMBPC101_4	-	-	2	2	-	-	-	-
Average	2	2	2	2	1	-	-	-


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MBA

Course Structure:

Class	MBA I Sem I
Course Code and Course Title	0PMBPC102 Management Accounting
Prerequisite/s	Fundamental understanding of accounting concepts and basic mathematics.
Teaching Scheme: Lecture/Tutorial/Practical	03/00/00
Credits	03
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Course Objectives:

1. To understand the role of accounting in the business decision-making process.
2. To enable students to use accounting information in planning, control and decision-making
3. To prepare financial statements (Income statement, Balance sheets) in accordance with accounting principles.

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
0PMBPC102_1	Identify the fundamental concepts, principles, and users of accounting information in business organizations.	L1
0PMBPC102_2	Interpret the preparation and presentation of company financial statements in accordance with Schedule III of the Companies Act, 2013.	L2
0PMBPC102_3	Apply cost accounting principles to classify costs and prepare cost sheets for business decision-making.	L3
0PMBPC102_4	Analyze cost information and accounting data to support managerial planning and control.	L4
0PMBPC102_5	Evaluate organizational performance using financial statements and Cost-Volume-Profit (CVP) analysis.	L5
0PMBPC102_6	Design appropriate managerial decisions using management accounting techniques for business problem-solving.	L6

Course Contents:

Unit 1	Introduction to Accounting Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting cycle and System: Nature of accounting transactions signature: meaning and Certifying Authorities. The Law of Contracts and Sale of Goods	7 Hrs
Unit 2	Company Final Account Meaning to Public Limited Company (PLC), Types of shares, Issues of shares, Schedule III of companies Act 2013, General Instructions for preparation of	7 Hrs

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	financial statements, Preparation of Profit and Loss statement- Part II and Balance Sheet – Part I as per Schedule (III)	
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Unit 3	Cost Accounting Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads;	7 Hrs
Unit 4	Cost Sheet and Cost Analysis Preparation of cost sheet, Cost Classification, Cost Analysis for Managerial decision making	
Unit 5	Management Accounting and CVP Analysis Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence.	7 Hrs
Unit 6	Managerial Decision making using Management accounting Decision making based on CVP analysis, Make or Buy decision, shutdown decision, dropping the plant, sell or process further decision	7 Hrs
Practical / Activity / Field Work 1. Enlist internal and external users of accounting information. 2. Visit any business organization to identify how accounting information is used at different levels of management. 3. Develop specimen vouchers 4. Download Profit and Loss Account and Balance-sheet of any two listed companies using NSE/BSE/Screener or any open source. Compare financial performance using basic performance indicators in Excel 5. Visit any manufacturing unit to identify elements of cost and prepare cost sheet to understand classification of costs 6. Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s. also learn how financial decisions are taken with the help of Breakeven analysis and CVP analysis.		

Reference Books

Sr. No.	Title	Author	Publisher	Edition	Year of Edition
1	Advanced Accountancy	Arulnandan and Raman	Himalaya pub	7 th	2023
2	Financial accounting for Management	N Ramchandran, Ramkumar Kakani	Mc Graw	2 nd	2010
3	Management and Cost Accounting	Drury, Cengage Publication	Cengage Publication	10 th	2025

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4.	Financial and Managerial Accounting	Warren/ Jones/ Tayler, Cengage Publication	Cengage Publication	15 th	2023
5.	Business Accounting and Financial Management	Subhash Chandra Das	PHI	6 th	2013
6.	Financial Accounting for Managers	Sanjay Dhamija	Pearson	4 th	2026
7.	Advanced Accountancy	Shukla M.C. and Grewal T.S.	S. Chand	50 th	2009
8.	Cost Accounting	Jawahar Lal	Mc Graw	6 th	2020
9.	Cost and Management Accounting	M.E. Thukaram Rao	New Age Int'l Pub.	1st	2009
10.	Management Accounting	I. M. Pandey	Vikas Pub.	3rd	2011

E- Learning Resources

Sr. No.	Title	Course Instructor	Platform	Web link
1	Management Accounting	Prof. Anil K. Sharma	NPTEL	https://onlinecourses.nptel.ac.in/eearning/preview/noc23_mg101
2	Cost and Management Accounting	Dr Anjani Srivastava	SWAYAM	https://onlinedegree.swayam2.ac.in/mri22_07_d07_s2_cc01/preview
3	Beginners Blueprint to Cost and Management Accounting	Dr. Asha Mamraj Sharma	SWAYAM	https://onlinecourses.swayam2.ac.in/elearning/preview/imb26_mg55

Useful Links

1	https://www.screener.in
2	https://www.bseindia.com
3	https://www.nseindia.com

CO-PO-PSO's Mapping:

Course Outcomes (CO's)	Program Outcomes (PO's)							
	1	2	3	4	5	6	7	8
0PMBPC102_1	3	1	—	—	—	1	—	1
0PMBPC102_2	3	2	2	—	—	1	—	1
0PMBPC102_3	3	3	3	1	1	—	—	1

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0PMBPC102_4	3	3	3	1	2	—	1	2
0PMBPC102_5	3	3	3	1	2	1	1	2
0PMBPC102_6	3	3	3	2	3	1	1	2
Average	3.00	2.50	2.80	1.25	2.00	1.00	1.00	1.50


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MBA

Course Structure:

Class	MBA-I Semester-I
Course Code and Course Title	0PMBPC103_Manual Economics
Prerequisite/s	Foundational knowledge of economics, elementary mathematics.
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE/MSE/ESE	30/10/60

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
0PMBPC103_1	Examine the basic concepts of managerial economics and its role in managerial decision making.	L2
0PMBPC103_2	Analyze consumer behaviour, demand, supply, and market equilibrium using economic tools to support managerial decisions.	L3
0PMBPC103_3	Evaluate-market structures, pricing, and cost strategies	L4
0PMBPC103_4	Create-solutions using economic theories in business policy contexts	L5

Course Contents:

Unit 1	Introduction to Managerial Economics : Introduction, Concept of Economy and Economic System, Managerial Economics: Meaning, Nature, Scope, Significance of Managerial Economics, Fundamental concepts in Managerial Economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle, Role of Managerial Economist in Decision Making.	10 Hrs.
	Demand and Supply Analysis: Concept of Demand, Types of Demand, Demand Function, Determinants of Demand, Law of Demand, Exceptions to Law of Demand, Elasticity of Demand - Price, Income and Cross Elasticity of Demand, Uses of the Concept of Elasticity. Supply Analysis: - Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Factors Determining Elasticity of Supply.	

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	Demand Forecasting: Introduction, Meaning, Level of Demand Forecasting, Significance and Methods of Demand Forecasting.	
Unit 2	Production Analysis: Introduction, Meaning of Production, Factors of Production, Production Function, Theory of Production- Law of Variable Proportions, Returns to Scale. Consumer Behaviour: Utility-Meaning, Law of Diminishing Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium. Cost Analysis: Cost Concepts, Types of cost, Short Run and Long Run Costs, Cost-Output Relationships in the Short Run and in the Long Run.	10 Hrs.
Unit 3	Revenue Analysis: Introduction, Meaning of Revenue, Types, Relationship between Revenue curve in different markets. Market Structures: Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition- Meaning, Feature and Price-Output Determination under different Market Structures. Pricing Policies: Meaning and objectives of Pricing, Methods of Pricing.	10 Hrs.
Unit 4	Macroeconomics for Management: Concept, Macroeconomic indicators, National Income-Concepts of National Income and their measurement, Inflation: Causes, Demand Pull and Cost Push Inflation, Measures to Control Inflation. Analysis of Business Cycles: Concept and Phases of Business cycle, Hicks Theory, Schumpeter's Theory, Measures to Control Business Cycles; Monetary and Fiscal Policy of India- Monetary policy: Meaning, objectives, instruments of monetary policy, Fiscal policy- Meaning, objectives and instruments of fiscal policy of India, Fiscal Deficit – Causes & Remedies;	10 Hrs.
Practical:	i) Prepare Demand Forecasting schedule for a common product with different hypothetical price. ii) Study of Price, Income and Cross Elasticity of Demand (Numerical Problems of each concept). iii) Study of Production, Costs and Revenue concept (Expected Numerical Problems). iv) Study of costs curves under different markets circumstances. Draw suitable curves for each. v) Study of Price-Output Determination Curve under different Market Structures: Perfect Competition, Monopoly and Monopolistic Competition. vi) Study the important points of Presented Union Budget, Government of India and understand the impact on business.	20 Hrs.

Reference Books:

1. Mithani D. M. (2019), Managerial Economics (6th Edition), Himalaya Publication, Mumbai
2. Gupta, G. S. (2017), Managerial Economics (13th Edition), McGraw Hill, Noida
3. Geetika, Ghosh & Choudhury, (2017) Managerial Economics (3rd Edition) Tata McGraw Hill, New Delhi,
4. Mehta, P. L. (2013), Managerial Economics: Analysis, Problems and Cases (14th Edition) Sultan Chand & Sons, Noida


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5. Srivastava, R. (2012), Managerial Economics (6th Edition) Oxford Press, Noida
 6. Paul, J. / Kaushal, L (2012), Managerial Economics (1st Edition), Cengage Learning

Useful links:

1. RBI, <https://www.rbi.org.in>,
2. Economic Survey of India, <https://www.indiabudget.gov.in/economicsurvey/>
4. Prof. Trupti Mishra (IIT Bombay), NPTEL Course: Managerial Economics
5. India Stat (Basic version)- <https://www.indiastat.com>
6. IIT Madras (Prof. Arshad), NPTEL Course: Production and Cost

E-Resources:

https://www.youtube.com/watch?v=dweKm0x0N1A&list=PLd6evKwG-W8MQvIIsF_oc9YsTYgw_8_U

https://www.youtube.com/watch?v=Lhwv_AOcVOw&list=PLJtJvO3aaWe25bGssC24mvw6dCyc8CS7m

<https://www.youtube.com/watch?v=CkN2T4sdrWE&list=PLim9gWjsjN-NgkkmYdRs2XHPotBVE9CMX>

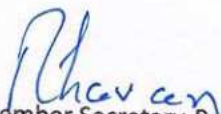
<https://www.youtube.com/watch?v=IFtOcNbej0o&list=PLFNFJbo2hfBGRTCMuroZGykNzacwMAH2L>

<https://www.youtube.com/watch?v=eJWJjPb2AW0>

<https://www.youtube.com/watch?v=yrJORJH-S7o>

CO-PO Mapping:

CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
OPMBPC103_1	3	2	2	0	1	0	2	1
OPMBPC103_2	3	3	3	0	1	0	2	1
OPMBPC103_3	3	2	3	0	1	0	2	1
OPMBPC103_4	3	3	3	0	1	0	2	1
Average	3	2	2.2	0	1	0	2	1


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Course Structure:

Class	MBA I Semester I
Course Code and Course Title	OPMBPC104 Legal and Business Environment
Prerequisite/s	-
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE /ESE	30/10/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
OPMBPC104_1	Understand Core Commercial & Corporate Laws	L2
OPMBPC104_2	Apply legal principles to emerging challenges	L3
OPMBPC104_3	Evaluate India's Macro business environment	L5
OPMBPC104_4	Create strategies to navigate global & political influences on business	L6

Course Contents:

Unit 1	The Law of Contracts and Sale of Goods Importance of legal knowledge to managerial personnel and entrepreneurs. Indian Contract Act, 1872: - General rules relating to formulation of contract - Performance and discharge of contract. - Breach of contract and remedies for breach of contract. - Special Contracts (brief mention): Meaning, Parties involved and essentials of contract of Bailment, agency, indemnity and guarantee. Sale of Goods Act, 1930: General principles, Implied conditions and warranties, transfer of ownership. E- Contracts & E-Signatures: meaning, types, benefits of E-contracts, Foundational Principles from the Indian Contract Act, 1872. Digital signature: meaning and Certifying Authorities. The Law of Contracts and Sale of Goods	10 Hrs.
Unit 2	Corporate Law & Intellectual Property Rights Formation, Features & Core Concepts of Company - The Company: Meaning, Types & Features - Company Formation & Constitutional Documents i.e MOA and AOA. - Winding up of Company. Intellectual Property Rights (IPRs):	10 Hrs.

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	• Overview of Copy right, Trademark, Patents. • Importance of IPRs for business innovation and competitiveness. • Registration of IPRs (basic process). • Remedies for Infringement of IPRs. Simplified Compliance for Start-ups: Government initiatives for ease of doing business.	
Unit 3	Macro Business Environment & Economic Landscape Introduction to Business Environment: Definition, characteristics, Components, Significance of business environment, Stages of Environment analysis. Economic Environment: Meaning, New Economic policy 1991, its features (Liberalisation- Privatisation- Globalisation), Impact of Economic policy changes on business and industry. Socio-Cultural Environment: Meaning, Impact of Socio-cultural Environment on business, Social responsibility of business. Technological Environment: Meaning, features, Impact of technology. Natural Environment: meaning, Impact of natural environment, Introduction to Air pollution, Water pollution, soil pollution, Global warming. Digital Public Infrastructure (DPI) & India Stack: Impact of UPI, Aadhaaron India's economic landscape and digital inclusion.	10 Hrs.
Unit 4	Global and Political Business Environment Globalization of Business: Meaning, features, stages, essential conditions for globalization, Globalization of Indian Business Why do companies go Global? Challenges for local businesses. Environment for MNCs: Meaning, merits & demerits of MNCs, Indian MNCs Foreign Trade and Investment: Foreign Trade Policy, Promotional measures, Export Promotion, Introduction to Export Processing Zones- Special Economic Zones- Export Houses. Political and Legal Environment: Meaning, Responsibilities of government to Business, Responsibilities of Business to Government.	10 Hrs.
Practical / Activity / Field Work		20 Hrs.
1. Drafting general agreement/Agreement as an Agency/Bailment/ Guarantee/Franchise Agreement / Lease/Rent Agreement/ Employment Contract (as per interest of student) 2. Caselets on formation, breach, remedies for breach of contract, minor's agreement, breach of condition or warranty etc.		

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3. A case study analysis on Intellectual Property Infringement and company Act 2013.
4. Explore the Ministry of Corporate Affairs (MCA) website to understand the basic steps/requirements for company incorporation.
5. IPR Search Exercise: Conduct a basic search for a trademark or patent on the relevant Indian government portals to understand the process.
6. Analyze a business case where understanding the socio-cultural or economic environment was crucial for a company's success or failure.
7. Analyzing the Impact of Digital Public Infrastructure (DPI) Eg UPI, Aadhaar on kirana stores, street vendors, restaurants in Local area.
8. Students pick an Indian government program meant to help businesses. Find clear benefit it offers companies and also one basic duty businesses have towards the government. Students should write a report on data collected along with their findings.
9. Choose a global company. Find reasons why it operates in other countries and challenges it faces there. Write a report on these findings to understand global business basics.

Reference Books:

1. Cherunilam, F. (31st Edition, 2024). Business Environment. Cengage Publication .
2. Kapoor, N. D. (2014). Elements of Mercantile Law. Sultan Chang & Sons.
3. Kumar. (7th Edition, 2025). Legal Aspects of Business. Cengage Publication.
4. Paleri. (1st Edition, 2014). Business Environment. Wiley.
5. Sinha, P. K. (5th Edition, 2008). Business Law for Management. Himalaya Publishing House.

E-Learning Resources:

1. Business News and Economic Updates. (n.d.). Retrieved from Investopedia: <https://www.investopedia.com>
2. Company Law & Corporate Governance. (n.d.). Retrieved from Ministry of Corporate Affairs(MCA): <https://www.mca.gov.in>
3. Ease of Doing Business & Startup Ecosystem. (n.d.). Retrieved from Startup India: <https://www.startupindia.gov.in>
4. Indian Contract Act & Business. (n.d.). Retrieved from SWAYAM: <https://swayam.gov.in>
5. Intellectual Property Rights (IPR). (n.d.). Retrieved from IP India: <https://ipindia.gov.in>

Useful Links:

1. <https://www.indiacode.nic.in>
2. <https://www.mca.gov.in>
3. <https://www.dgft.gov.in>

CO-PO-PSO's Mapping:

Course Outcomes (CO's)	Program Outcomes (PO's)							
	1	2	3	4	5	6	7	8
OPMBPC104_1	1					1		
OPMBPC104_2		1	1			1		
OPMBPC104_3	3	3	2			2	3	
OPMBPC104_4		3	3			2	2	3

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Average	2.00	2.33	2.00	—	—	1.50	2.50	3.00
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Course Structure:

Class	MBA I Semester I
Course Code and Course Title	0PMBPC105 Information Technology for Business
Prerequisite/s	Basic understanding of computer fundamentals, Internet applications, and business processes.
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Program Specific Outcomes (PSOs):

PSO 1	Ability to use theoretical knowledge and practical skills of IT for management
PSO 2	Ability to analyze problems, identify relevant computing requirements and effective solutions for business
PSO 3	Ability to gain IT knowledge to solve complex problems in business management

Course Outcomes (COs):

Upon successful completion of this course, the student will be able to:		Bloom's Level
0PMBPC105_1	Recognize different components of Information Technology	L1
0PMBPC105_2	Analyze digital commerce models and evaluate the impact of financial technologies on business operations and digital transactions.	L4
0PMBPC105_3	Design and analyze database models for business applications.	L6
0PMBPC105_4	Design Information System solutions for effective managerial decision-making	L6

Course Contents:

Unit 1	Introduction to Information Technology Definition, Components of IT: Hardware, Software, People, Process, Communication. Communication media, Computer Network and Types (LAN, MAN & WAN), LAN Topology, Overview of Internet, Intranet, Extranet, Need of website for organization, Applications of Internet for Management	10 Hrs.
Unit 2	Digital Commerce and Financial Technologies E-Commerce- Introduction, concept, scope, benefits, components of e-commerce, types of e-commerce models, E-business- concept of e-business and digital marketplaces	10 Hrs.

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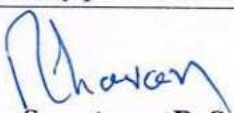


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	Mobile Commerce- overview, advantages, applications Q-commerce- Introduction, need and significance, advantages and challenges, Financial Technology- introduction, needs, its role in the digital economy, E-banking- concept and features of E-Banking, overview of Core Banking Solutions (CBS), Delivery Channels, Electronic Payment system, Ethical and Security issues in Electronic Payment Systems	
Unit 3	Database Management System Introduction, concept, need, features, component architecture, Relational database model, ER model, Database schema, Data dictionary, Normalization Data Warehousing- Concept, Definition, Architecture of Data warehouse. Data Mining- Definition, Introduction to Data Mining Tools, KDD process	10 Hrs.
Unit 4	Information System Introduction to Information: Types, Characteristics, Need of information at different management levels, Introduction to Information System: Concepts, types of Information Systems at different management levels Management Information System: Definition, Scope, Objectives, Characteristics, Applications of MIS in functional Areas: Financial Accounting, Human Resource, Manufacturing, Marketing; Benefits and Limitations MIS Decision Support System: Definition, Characteristics, Components of DSS	10 Hrs.
Practical / Activity / Field Work		20 Hrs
1. Visit a business organization to study its IT infrastructure and business applications. Prepare a field visit report and present the findings through a seminar presentation. 2. Use and compare the features of E-Commerce and M-Commerce applications such as product search, payment options, delivery channels, order tracking and customer support, of any popular organization (Amazon, Flipkart, Myntra, etc.) 3. Group Debate on Q-Commerce – Opportunity or Challenge for Businesses? 4. Comparative Analysis and Presentation of Digital Commerce and E-Banking Platforms 5. Analyze the database requirements of a business application and prepare an ER diagram and normalized data structure for a selected business case. 6. Study the information systems used in a selected business organization, analyze their applications across different functional areas, and present the findings through a case study presentation.		


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Reference Books

1. Behl, R. M. (11th Edition, 2019). Management Information Systems. McGraw Hill.
2. Kimball, R. / . (3rd Edition, 2002). The Data Warehouse Toolkit. Wiley.
3. Lal, P. (11th Edition, 2025). Introduction to Information Systems. Wiley.
4. Laudon, K. (18th Edition, 2025). Management Information System. Pearson.
5. Mohan, P. (12th Edition, 2019). Management Information System. Himalaya Publication.
6. Murthy, C. S. (2nd Edition, 2025). E-Commerece: Concept, Models, Strategies. Himalaya Publication.
7. Pujari, A. K. (4th Edition, 2013). Data Mining Techniques. Universiies Press.
8. Ram, B. (6th Edition, 2024). Computer Fundamentals. New age International Pub.
9. Sinha, P. K. (8th Edition, 2020). Computer Fundamentals. BPB Publications.
10. Turban, E. / . (6th Edition, 2008). Information Technology for Management. Wiley.

E- Learning Resources

1. Business Technology and Data Fundamentals. (n.d.). Retrieved from IBM SkillsBuild: <https://skillsbuild.org>
2. Database Management Systems. (n.d.). Retrieved from learncomputerscienceonline: <https://www.learncomputerscienceonline.com/what-is-database/>
3. E-Commerce, Digital Business. (n.d.). Retrieved from SWAYAM: <https://swayam.gov.in>
4. Information Technology. (n.d.). Retrieved from GeeksforGeeks: <https://www.geeksforgeeks.org>
5. Management Information Systems, Business Information Systems, Decision Support Systems. (n.d.). Retrieved from Coursera: <https://www.coursera.org>

Useful Links

1. <https://www.tutorialspoint.com>
2. <https://www.geeksforgeeks.org>
3. <https://www.w3schools.com>

CO-PO-PSO's Mapping:

Course Outcomes (CO's)	Program Outcomes (PO's)								Program Specific Outcomes (PSO's)		
	1	2	3	4	5	6	7	8	1	2	3
OPMBPC105_1	3	—	—	—	—	—	—	2	3	—	2
OPMBPC105_2	2	3	2	—	2	2	3	2	2	3	3
OPMBPC105_3	2	3	3	—	1	—	—	2	3	3	3
OPMBPC105_4	3	3	3	2	2	1	2	2	3	3	3
Average	2.50	3.00	2.67	2.00	1.67	1.50	2.50	2.00	2.75	3.00	2.75

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Course Structure:

Class	MBA-I
Course Code and Course Title	0PMBPC106_ Organization Behaviour
Prerequisite/s	Understand Individual and Group Behaviour
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
0PMBPC106_1	Understand the fundamental concepts of OB and critically analyses relevance of scientific management.	L3
0PMBPC106_2	Analyze individual behavior in organizations and identify the key personality traits.	L3
0PMBPC106_3	Apply group dynamics and leadership theories to evaluate the impact on employee behavior.	L3
0PMBPC106_4	Develop practical insights into employee behavior through organizational Change and Organizational Development	L3

Course Contents:		
Unit 1	An Overview of Organizational Behavior - Definition, Nature, Historical Evolution of OB - Disciplines contributing to OB – Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science - Approaches to the study of OB -Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach. - Organizational Effectiveness- Individual Level Outcome, Group Level Outcome and Organizational Level Outcome	10 Hrs.
Unit 2	Micro Perspectives of OB- Individual behavior - Personality- concept, determinants of personality, Personality theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B, MBTI, Perception- meaning, nature & process. - Learning- meaning, theories & principles; Individual Decision making: Decision making in organizations, Ethics in decision making. - Attitude-concept., components of attitude, formation of attitude. Job	10 Hrs.

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	satisfaction: Causation; impact of satisfied on employees and workplace. • Values- concept, types of values, sources of values, Fear Fighting- Meaning, concept and importance, • Motivation-concept, types of motives, theories of motivation -A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z	
Unit 3	Group Behaviour & Leadership • Conflict- Types, causes, conflict resolution. • Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Group Decision Making- Process & Types, Group V/S Team, • Stress–Causes, effect & coping strategy, • Leadership styles and its effectiveness – Autocratic, Democratic, laissez-fair; Contemporary issues in leadership, Roles & activities of leadership.	10 Hrs.
Unit 4	Dynamics of OB • Organizational Culture- meaning, impact of organizational culture • Organizational Change- process, resistance to change, how to overcome resistance to change. Stability v/s change, proactive v/s reactive change. • Organizational Development- OD intervention, OD techniques- sensitivity training, Survey feedback, process consultation, team building.	10 Hrs.
Practical/Activity/Field Work—20Hrs 1. Critically evaluate the relevance of scientific management in modern organizations, using a specific organization of your choice as a case study. 2. Conduct a primary study by observing and interviewing five employees within an organization. Analyze their key personality traits and characteristics against their specific job profiles to determine if there is a personality-job fit or misfit. 3. Do your self-assessment by using the Myers-Briggs Type Indicator (MBTI) to analyze your own personality profile 4. Conduct a primary research study to analyze Group dynamics in the group a. Documentary on Inspiring Leadership : Work in a group of up to 5 students to produce a short documentary (5–10 minutes) profiling an inspiring leader. • Task: Choose a leader from any field (business, politics, social work, or sports). Analyze their leadership style—focusing on their decision-making processes, emotional intelligence, and ability to influence others. • Deliverable: Present the documentary in class, followed by a brief Q&A session where the group justifies why this leader's traits are effective in a modern organizational context. 5. Visit an organization to study its culture, identify necessary organizational changes, and analyze the impact of those changes on the workforce. 6. Group Exercise: Participate in a team-building activity. 7. Develop a Case study on organizational culture, organizational change and OD		

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Reference Books

1. Aswathappa, K. (2024). *Organizational behaviour* (14th ed.). Himalaya Publishing House.
2. Ivancevich, J. M., Konopaske, R., & others. (2022). *Organizational behaviour and management* (12th ed.). McGraw Hill.
3. Luthans, F. (2010). *Organizational behaviour* (12th ed.). McGraw Hill Education.
4. Nair, S. R. (2010). *Organizational behaviour: Text and cases* (2nd ed.). Himalaya Publishing House.
5. Newstrom, J. W. (2015). *Organizational behaviour* (14th ed.). McGraw Hill.
6. Parikh, M., & Gupta, R. (2013). *Organizational behavior* (1st ed.). McGraw Hill.
7. Rao, S. P. (2026). *Organizational behaviour* (3rd ed.). Himalaya Publishing House.
8. Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19th ed.). Pearson.
9. Schermerhorn, J. R., Jr. (2023). *Organizational behaviour: Text and cases* (3rd ed.). Wiley.

E- Learning Resources

Sr. No	Title	Course Instructor	Platform	Web link
1.	Understanding organizational behavior involves mastering key skills like leadership, change management, and employee engagement.	Anneloes Raes	Coursera-Online	Organizational Behavior: How to Manage People Coursera
2.	Organizational Culture: A Structural & Practical Guide	Keith Thomson	Udemy.com	Organisational Culture: A Structured & Practical Guide
3.	Strategies for Cross-Functional Team Success	Lahcen Bouya	Udemy.com	Strategies For Cross-Functional Team Success

Links:

1. Open Text book Library:- [Organizational Behavior - Business LibreTexts](#)
2. Lumen Learning: [Organizational Behavior and Human Relations | Simple Book Publishing](#)
3. Study Material: - <https://egyankosh.ac.in/handle/123456789/82470>


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CO-PO Mapping								
Programme Outcomes (PO)								
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPMBPC106_1	3	2	2	2	-	2	1	2
OPMBPC106_2	3	2	2	2	-	3	1	3
OPMBPC106_3	3	2	3	3	-	3	1	3
OPMBPC106_4	3	2	3	3	-	3	2	2
Average	3	2	2.5	2.5	-	2.75	1.25	2.5

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Course Structure:

Class	MBA-I Semester-I
Course Code and Course Title	0PMBOE101_I Chh. Shivaji Maharaj: The Management Guru
Prerequisite	Basic history knowledge
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE/MSE/ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0PMBOE101_1_I	Remember the management and administrative strategies applied by Ch. Shivaji Maharaj	L1
0PMBOE101_2_I	Understand the management skills of Ch. Shivaji Maharaj in different functional areas	L2
0PMBOE101_3_I	Apply the skills of Ch. Shivaji Maharaj to modern business situation	L4
0PMBOE101_4_I	Evaluate the relevance of leadership and management skills of Maharaj in contemporary business situation	L5

Course Contents:		
Unit 1	Administration and Management of Chhatrapati Shivaji Maharaj: 1. Concept of Swarajya, Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue 2. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management 3. Ashta Pradhan Mandal Administration, Secretariat and, Judicial Machinery 4. Leadership Traits: Chhatrapati Shivaji Maharaj and Henry Fayol's 14 principles. Administration system and Strategies of Chhatrapati Shivaji Maharaj relevance in modern management practices: Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj.	10 Hrs.

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	1. Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique. 2. Planning and Decision Making, Organization, Human Resource 3. Development, Co-ordination, Motivation Leadership, Communication, Control 4. Management of Change 5. Timeless Techniques, Relevance to Modern Management.	
Unit 2	Leadership and Human Resource Management: Leadership Qualities: Visionary Leadership, Team Building, Talent Identification, Motivation, Employee Welfare, Merit-based Promotion, Discipline, Reward and Punishment, Emotional Intelligence, Women Empowerment. Business Management Lessons from Chhatrapati Shivaji Maharaj: Innovation in Strategy, Guerrilla Warfare as Strategic Management, Decision Making, Time Management, Supply Chain Management, Logistics Management, Communication System, Customer (People) Orientation, Sustainability, Ethical Governance.	10 Hrs.
Practical:	1) Compare the HR skills of Chhatrapati Shivaji Maharaj with those of today's local companies; for following traits. i) Leadership ii) Flawless Planning iii) Policy Making iv) Training & Development v) Retention vi) Rewards & Punishments 2) Visit any organization and study Strategies used by Chhatrapati Shivaji Maharaj- Guerrilla technique adopted by organization and submit the report.	10 Hrs.

Reference Books:

1. B. M. Purandare (2020), Raja Shiv Chhatrapati, Purandare Prakashan.
2. Dr. Kedar Phalke (2017), Administrative System of Chhatrapati Shivaji: Relevance to Modern Management, Shri Shivaji Raigad Smarak Mandal, Pune. Mandal, Pune,
3. Namdeo Jadhav (2012) Shivaji The Management Guru, Rajmata Prakashan.
4. Ranjeet Desai (2011) Shrimanyogi, Generic Publisher.
5. Dr. Jaysingrao Pawar (2005) Chhatrapati Shivaji Maharaj, Mehta Publishing House.

E- Learning Resources:

1. Shri. Ninad Bedekar, Timeless Management Techniques of Shivaji Maharaj,
<https://www.youtube.com/watch?v=64A9ewnUIvo>
2. Shri. Ninad Bedekar, The Chh. Shivaji Maharaj,
<https://www.youtube.com/watch?v=LyVB4JDZG1E>

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CO-PO Mapping:

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
0PMBOE101_1_1	3	1	1	1	0	0	0	1
0PMBOE101_2_1	3	2	2	2	0	2	0	1
0PMBOE101_3_1	3	2	2	2	0	2	0	1
0PMBOE101_4_1	3	3	3	3	0	0	0	1
Average	3	2	2	2	0	2	0	1


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Course Structure:

Class	MBA– I Semester I
Course Code and Course Title	0PMBOE_101_II Corporate Social Responsibility and Sustainability
Prerequisite/s	Business Fundamentals and Ethical Awareness
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0PMBOE_101_II_1	Apply CSR, ESG, SDGs, ethical, and governance concepts to understand responsible business practices in Indian and global contexts.	L3
0PMBOE_101_II_2	Evaluate CSR laws, governance frameworks, reporting standards, and emerging practices to promote responsible and sustainable business operations.	L5

Course Contents:		
Unit 1	Foundations of Corporate Social Responsibility and Sustainable Development Corporate Social Responsibility (CSR): Meaning, Nature, Scope, Objectives, and Evolution (Global and Indian Perspective) Concepts of CSR: Charity, Corporate Philanthropy, Corporate Citizenship, Strategic CSR, and Creating Shared Value (CSV) CSR, Business Ethics, and Corporate Governance: Relationship and Significance, Stakeholder Theory and Drivers of CSR, Responsible Business Practices and Contemporary CSR Trends CSR and Sustainable Development: Concept and Importance, United Nations Sustainable Development Goals (SDGs) Introduction to ESG (Environmental, Social, and Governance), CSR Models in India and Global Best Practices, Business Case Studies on CSR Initiatives in India and Abroad	10 Hrs.
Unit 2	CSR Laws, Governance, and Reporting and Emerging Trends CSR Legal Framework in India: Companies Act, 2013 (Section 135), CSR Rules, CSR Committee, CSR Policy, and CSR Compliance National Guidelines on Responsible Business Conduct (NGRBC) International CSR Frameworks: UN Global Compact, ISO 26000, OECD Guidelines, CSR Reporting and Disclosure: Global Reporting Initiative (GRI), Business, Responsibility and Sustainability Report (BRSR), and ESG Reporting (Overview), Role of Government, Regulatory Bodies, NGOs, and Corporate Boards in CSR Governance, CSR and Digital Responsibility: Ethical AI, Big Data, Data Privacy, Cybersecurity, and Digital Inclusion,	10 Hrs.

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	Technology for Social Impact and Digital CSR Initiatives, Social Entrepreneurship and Inclusive Business Models, Climate Change, Circular Economy, Green Business, and Net-Zero Initiatives, Future Trends in CSR: Impact Assessment, Social Innovation, Responsible Leadership, and Integrated Sustainability Strategy	
Practical/ Activity/ Field Work	1. Study the CSR initiatives of any Indian company and identify its CSR philosophy, stakeholder engagement, responsible business practices, and CSR policy under the Companies Act, 2013. 2. Compare the concepts and models of CSR including Charity, Corporate Philanthropy, Corporate Citizenship, Strategic CSR, and Creating Shared Value (CSV), along with a comparative analysis of CSR models adopted by two organizations using suitable business examples. 3. Analyze the CSR activities of a listed company using its Annual Report to evaluate CSR expenditure, compliance with Section 135 of the Companies Act, 2013, and identify the Sustainable Development Goals (SDGs) addressed along with their social and environmental impact. 4. Examine the Business Responsibility and Sustainability Report (BRSR) or ESG Report of a listed company and summarize its Environmental, Social, and Governance (ESG) practices and key disclosures. 5. Compare major CSR and sustainability frameworks such as GRI, ISO 26000, UN Global Compact, and NGRBC in terms of objectives, scope, applicability, and reporting requirements. 6. Prepare a case study on emerging sustainability practices focusing on green business, circular economy, climate change mitigation, social innovation, responsible leadership, and integrated sustainability strategies using a recent corporate example.	10 Hrs.
Reference Books: 1. Shikha, N. (2012). <i>Corporate governance in India: Principles and policies</i> (1st ed.). Cengage Learning. 2. Applegate, L. M. (2009). <i>Corporate information, strategy and management</i> (8th ed.). McGraw-Hill. 3. Agrawal, S. K. (2009). <i>Corporate social responsibility: Concepts and cases—The Indian experience</i> (1st ed.). SAGE Publications. 4. Agrawal, S. K. (2008). <i>Corporate social responsibility in India</i> (1st ed.). New Delhi. 5. Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.). (2008). <i>The Oxford handbook of corporate social responsibility</i>. Oxford University Press. 6. Applegate, L. M., & Austin, R. D. (2007). <i>Corporate information strategy and management: Text and cases</i> (7th ed.). McGraw-Hill.		
E- Learning Resources 1. Ioannou, I. <i>Corporate social responsibility: A strategic approach</i>. Coursera. https://www.coursera.org/search?query=corporate+social+responsibility 2. Eccles, R. G. <i>Corporate sustainability: Understanding and seizing the strategic opportunity</i>. Coursera. https://www.coursera.org/search?query=corporate+sustainability 3. Ioannou, I. <i>Corporate social responsibility (CSR): A strategic approach</i>. Coursera. https://www.coursera.org/search?query=corporate+social+responsibility		

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4. University of Cambridge. *Business sustainability in the circular economy*. edX.
<https://www.edx.org/learn/sustainability>
5. Ministry of Corporate Affairs. *Corporate social responsibility (CSR): Companies Act, 2013 and CSR Rules*. <https://www.mca.gov.in/>
6. Indian Institute of Corporate Affairs. *National CSR eXchange Portal*.
<https://www.csrxchange.gov.in/>
7. Indian Institute of Corporate Affairs. *Corporate social responsibility (CSR)*.
<https://www.iica.nic.in/>

National Programme on Technology Enhanced Learning. *Corporate social responsibility*. NPTEL. <https://onlinecourses.nptel.ac.in/>

Useful links :

1. <https://www.unsdglearn.org/courses/introduction-to-corporate-social-responsibility/>
2. https://onlinecourses.nptel.ac.in/noc25_mgl39/preview
3. <https://www.classcentral.com/course/swayam-corporate-social-responsibility-13965>

Additional Reading:

1. "Corporate Digital Responsibility: Managing Corporate Responsibility and Sustainability in the Digital Age" (various authors/articles available on ResearchGate).
2. "Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause" by Philip Kotler and Nancy Lee.

CO-PO Mapping								
Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
0PMBOE_101_II_1	3	2	-	-	2	3	3	2
0PMBOE_101_II_2	2	3	2	-	2	3	3	2
Average	2.50	2.50	2.00	-	2.00	3.00	3.00	2.00


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Course Structure:

Class	MBA-I, SEM I
Course Code and Course Title	0PMBOE101III_Entrepreneurship Development
Prerequisite/s	Basic understanding of Business idea
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0PMBOE101III_1	To Explain the concept of Entrepreneur and Intrapreneur and identify essential Qualities of an Entrepreneur	L2
0PMBOE101III_2	To Identify Entrepreneurship Opportunities and challenges	L4

Course Contents:

Unit 1	Entrepreneurship- Introduction, Meaning and definition of Entrepreneur, Entrepreneurship, Distinction between Entrepreneur and Intrapreneur, Need and significance of Entrepreneurship, Classification of Entrepreneurs, Entrepreneurial skills and qualities, Challenges to the entrepreneurs.	10 Hrs.
Unit 2	Entrepreneurship Development- Meaning and definition of ED, Ethics in business, Sources of business ideas, Process of ED, Types of Entrepreneurship, Identification of Entrepreneurship Opportunities to the Youth, Entrepreneurial Opportunities in Agriculture, Entrepreneurial Opportunities in Rural Areas, Entrepreneurial Opportunity to the Women.	10 Hrs.
Practical/Activity/Field Work---10 Hrs 1. Present the seminar on Successful business idea in your city 2. Read the Autobiography of any successful Entrepreneur and present into the class 3. Identify the entrepreneurial opportunities in your area and submit the report. 4. Take the interview of any young entrepreneur in your area to understand the essential qualities and skills with business challenges.		
Reference Books 1. Khanka, S. S. (2026). <i>Entrepreneurial development</i> (5th ed.). S. Chand Publishing. 2. Mukherjee, A., & Roy, S. (2023). <i>Introduction to entrepreneurship development</i> . Oxford University Press. 3. Charantimath, P. M. (2026). <i>Entrepreneurship development and small business enterprises</i> (3rd ed.). Pearson Education India.		

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4. Roy, R. (2026). *Entrepreneurship: From ideas to impact* (4th ed.). Oxford University Press.
5. Kotteeswaran, M., Priyanghaa, M., Sundaramoorthy, K., & Christopher David, M. P. (2026). *Entrepreneurship development*. New Chennai Publications.
6. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
7. Kuratko, D. F. (2021). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
8. Barringer, B. R., & Ireland, R. D. (2022). *Entrepreneurship: Successfully launching new ventures* (7th ed.). Pearson.

E- Learning Resources

Sr. No.	Title	Course Instructor	Platform	Web link
1.	The Entrepreneur's Guide for Beginners	Sergio Villanueva Baselga	Coursera	The entrepreneur's guide for beginners Coursera
2.	Entrepreneurship	IIMB	edX	Entrepreneurship MicroMasters® Program

CO-PO Mapping								
COs	Programme Outcomes(PO)							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8
OPMBOE101III_1	1	-	-	2	3	2	-	1
OPMBOE101III_2	1	2	-	-	3	-	-	1
Average	1	2	-	2	3	2	-	1

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Course Structure:

Class	MBA I SEMESTER I
Course Code and Course Title	0PGMBOE101_IV TAXATION
Prerequisite/s	Basic knowledge of Financial Accounting and Business Finance.
Teaching Scheme: Lecture/Tutorial/Practical	20/0/0
Credits	2
Evaluation Scheme: ISE /MSE/ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0PGMBOE101_IV_1	Understand the basic concepts, principles, and definitions of taxation.	L2
0PGMBOE101_IV_2	Apply the concepts of tax incidence to determine the burden and impact of taxation in different situations.	L3

Course Contents:		
Unit 1	Introduction to Direct Taxes Important definitions in the Income-tax Act, 1961, Difference between Direct and Indirect Taxes, Objectives - History of Income Tax in India, Residential status and scope of total income, Income exempt under Section 10.	10 Hrs.
Unit 2	Overview of Indirect Tax Introduction to Indirect Taxes, concepts, meaning and definitions, Taxation system before and after Implementation of GST. Overview of Goods and Services Tax, GST Structure, GST Council and it's composition, Basic procedures in GST, Tax rates under GST, exemptions, taxable event, reverse charge, advantages of GST, classification of Goods and Services (Latest changes are to be incorporated as and when notified)	10 Hrs.
Practical/ Field work/Activity - 10 Hrs. 1. Visit a Tax Consultant or an Income Tax Office / Tax Facilitation Centre and conduct a structured interview covering Basic concepts of Direct Taxes and Documents required for filing an Income Tax Return (ITR). 2. Visit a GST-registered business and collect information such as Nature of the business, GST registration process, GSTIN and its significance, Types of GST applicable (CGST, SGST, IGST), GST rates applicable to major products/services. Prepare report and submit with Geo-tagged photographs of visit.		

Phavay
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Reference Books

1. Singhanian, V. K., & Singhanian, K. (2026). *Direct taxes law & practice* (73rd ed.). Taxmann Publications.
2. Datey, V. S. (2013). *Indirect taxes: Law and practice* (32nd ed.). Taxmann Publications.
3. Ahuja, G., & Gupta, R. (2026). *Systematic approach to taxation: Containing income tax & GST* (51st ed.). Commercial Law Publishers Pvt. Ltd.
4. Garg, K. R. (2017). *GST ready reckoner* (9th ed.). Bharat Law House Pvt. Ltd.
5. Singhanian, V. K., & Singhanian, K. (2015). *Direct taxes law & practice: With special reference to tax planning* (54th ed.). Taxmann Publications Pvt. Ltd.

E- Learning Resources

Sr. No.	Web Links
1	https://www.incometaxindia.gov.in
2	https://www.gst.gov.in/
3	https://share.google/zmcTUdUuFuAXeXEEq
4	https://share.google/QPupv4ebx0b2Thw8l

CO-PO Mapping

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
0PGMBOE101_IV_1	2	-	-	-	-	-	-	-
0PGMBOE101_IV_2	2	2	2	1	-	-	-	-
Average	2	2	2	1	-	-	-	-



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Course Structure:

Class	MBA-I
Course Code and Course Title	OPMBPC201_Marketing Management
Prerequisite/s	Familiar about consumer Market
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Program Specific Outcomes (PSOs):

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

PSO 1	Able in market environmental analysis and strategic planning to drive organizational success.
PSO 2	Able to apply marketing expertise across diverse sectors.
PSO 3	Facilitates the understanding and design of digital marketing campaigns to drive optimal business performance

Course Outcomes (COs):

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

		Bloom's Level
OPMBPC201_1	Understand core marketing concepts and ethics in Marketing	L2
OPMBPC201_2	Apply Segmentation, Targeting and Positioning strategies for different products	L4
OPMBPC201_3	Analyze consumer behaviour	L3
OPMBPC201_4	Develop comprehensive marketing mix strategies for effective functioning of an organization.	L6

Course Contents:

Unit 1	A. Basics of Marketing -Introduction, Nature, scope and core concept and modern concepts of marketing, Marketing, Ethics in Marketing, Analysis of Domestic and international marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing. Concept of Services marketing- Characteristics of Service Marketing. STP – Concept, benefits STP, Bases for market segmentation, Compare and Contrast between – consumer goods market segmentation and industrial goods market segmentation, Target Market and Positioning	10 Hrs.
Unit 2	A. Consumer Behaviour -Concept of Consumer behaviour, Need and importance of analysis consumer behaviour, Different buying roles, factors	10 Hrs.

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	influencing consumer behaviour, Compare and contrast between Consumer buying behaviour and Industrial Buying Behaviour. B. Consumer buying decision process , Consumer Model- Concept of The Technology Acceptance Model(TAM), Core Components of TAM, Process , Limitations of TAM	
Unit 3	A. Marketing Mix - Introduction, Meaning and importance, 4P's and 4 C's Product : Concept of product, Levels of product, Brand and brand management, Product Characteristics-Intrinsic and Extrinsic, Product Mix, Product Life Cycle (PLC) – Product elimination, diversification and new product Development Brand Management –process, Selecting brand name and logo, Branding Strategies- brand extension, brand rejuvenation, rebranding, co-branding, brand re-launch, brand proliferation, brand development through acquisition and takeover, brand portfolio restructuring. Concept of Brand Positioning and Brand Equity. Price : Meaning, Role and importance of pricing, Factors influencing pricing, Pricing methods,	10 Hrs.
Unit 4	Place : concept of channel of distribution. Types of channel of distribution or intermediaries, factors influencing selection of channels, 6C's in Distribution decision, Promotion : Concept, elements of promotion mix, Integrated Marketing Communication- Advertising Sales Promotion, Personal Selling, Publicity and Public Relation	10 Hrs.
Practical/ Activity/Field Work-----20Hrs 1. Classify and compare different products on the basis of segmentation. 2. Develop STP strategy for a new product. 3. Group Activity: Conduct a survey of consumers of different age groups and analyze their buying decision process and factors impacting on consumer behaviour. Prepare a report and present in the class. 4. Online exercise: visit any website of FMCG organization, study its marketing mix with respect to product and price. Submit a report and present in the class. 5. Online exercise: visit any website of FMCG organization, study its marketing mix with respect to place and promotion. Submit a report and present in the class. 6. Group Online exercise: Select any brand of your choice and analyze its brand management strategy over the last five years. Present in the class		
Reference Books 1. Karunakaran, K. (2025). <i>Marketing management</i> (4th ed.). Himalaya Publishing House. 2. Kotler, P., & Keller, K. L. (2009). <i>Marketing management</i> (13th ed.). Pearson.		

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3. Loudon, D. L., & Della Bitta, A. J. (1993). *Consumer behavior: Concepts and applications* (4th ed.). McGraw-Hill.
4. Schiffman, L. G. (2025). *Consumer behavior* (4th ed.). Pearson.
5. Schiffman, L. G., & Kanuk, L. L. (2021). *Consumer behavior* (12th ed.). Pearson.
6. Saxena, R. (2026). *Marketing management* (7th ed.). McGraw Hill.
7. Solomon, M. R. (2026). *Consumer behavior* (15th ed.). Pearson.
8. Srinivasan, R. (2026). *Case studies in marketing* (8th ed.). PHI Learning Pvt. Ltd.

E- Learning Resources

Sr. No.	Title	Course Instructor	Platform	Web link
1.	Marketing Management	Dr, Dhriti Mahadevan	Coursera -Online	https://www.coursera.org/learn/spjimr-marketing-management-mooc
2.	Marketing Strategy Specialization	Ignacio Gafo	Coursera -Online	https://www.coursera.org/specializations/marketing-strategy
3.	The Marketing Management Masterclass: Marketing Strategy MBA	Salil Dhavan	Udemy	https://www.udemy.com/course/marketing-strategy-masterclass/?couponCode=UDEAFFHP22025
4.	Marketing Management Masterclass - 13 in 1 MBA Level Course	Prof. Vijay Prakash Anand	Udemy	https://www.udemy.com/course/marketing-management-masterclass/?couponCode=UDEAFFHP22025

Links:

4. Introduction to Marketing E Book- Open Text book Library:-
<https://uark.pressbooks.pub/intromarketinguark/Lumen>
5. Customer Insights_ <https://westernsydney.pressbooks.pub/customerinsights2/>
6. Self Study Material: <https://egyankosh.ac.in/simple-search?query=Marketing+Management>
7. Self Study Material: <https://egyankosh.ac.in/simple-search?query=Consumer+Behaviour>

Co-Po Mapping

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COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
OPMBPC201_1	3	3	3		1	3	1	1	3	3	1
OPMBPC201_2	3	2	3	1	1	1		1	3	3	1
OPMBPC201_3	3	3	3	1	2	1		2	3	3	1
OPMBPC201_4	3	3	3	1	2	1	1	2	3	3	1
Average	3	2.75	3	1	1.5	1.5	1	1.5	3	3	1

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Course Structure:

Class	MBA I SEMESTER II
Course Code and Course Title	OPMBPC202_Financial Management
Prerequisite/s	Basic financial, management and cost accounting knowledge and application.
Teaching Scheme: Lecture/Tutorial/Practical	40/0/0
Credits	4
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
OPGMBPC202_1	Understand the role of finance department in a company form of organization, tools and techniques of FSA, and the concept of working capital management	L2
OPGMBPC202_2	Apply knowledge of time value of money to calculate present value and future value of investment/loans	L3
OPGMBPC202_3	Analyze the factors affecting working capital requirement and calculate the amount of working capital	L3
OPGMBPC202_4	Evaluate the financial performance of the organization using Cash flow statement and other tools of FSA	L5

Course Contents:		
Unit 1	Financial Management: Meaning, Definition, Objectives- Profit Maximization and Wealth Maximization approach, Scope and Functions of Financial Management, Organizational Structure of Finance Department.	10 Hrs.
Unit 2	Time Value of Money: Introduction to timelines and notation, future value and present value of a single amount, future value and present value of an annuity, term loans, intra-year compounding and discounting, and multi-period compounding.	10 Hrs.
Unit 3	Financial Statement Analysis: Understanding its meaning, objectives, and importance. Application of analytical tools and techniques such as ratio analysis, trend analysis, common-size statements and comparative statements.	10 Hrs.
Unit 4	Working Capital Management: Importance of working capital, working capital cycle, factors affecting working capital, and calculation of working capital requirements. Cash Flow Statement: Meaning and importance of the cash flow statement, cash flows from operating, investing, and financing activities. and preparation of the cash flow statement according to AS-3 using the Indirect Method.	10 Hrs.
Practical/Field Work/Activity – 20 Hrs.		

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1. Conduct an interview with the Finance Manager of any business enterprise to gain insight into their responsibilities, role within the organization and prepare a report.
2. Select a real-life financial decision (e.g., buying a car on EMI versus paying cash, pursuing higher education through an education loan, or investing in a retirement plan). Apply the concepts of present value, future value, annuity and compounding to evaluate the alternatives and recommend the most financially beneficial option.
3. Download the Profit and Loss Account and Balance Sheet of any two listed companies from the NSE, BSE, Screener, or any other reliable open-source website. Compare their financial performance using ratio analysis, trend analysis, common-size statements, and comparative statements.
4. Download the Balance Sheet and Cash Flow Statements of any two listed companies for the latest financial year. Identify changes in working capital and compare their

Reference Books:

1. CA Dr. P. C. Tulsian, C. B. (2023). *Financial Management*. New Delhi: S. Chand Publication.
2. Chandra, P. (2020). *Fundamentals of Financial Management*. Noida: Tata McGraw Hill.
3. Gitman, L. J. (2017). *Principles of Managerial Finance*. Delhi: Pearson Education.
4. Kapil, S. (2015). *Fundamental of Financial Management*. New Delhi: Wiley India.
5. Khan, M. Y. (2018). *Financial Management*. Noida: Tata McGraw Hill.
6. Pandey, I. M. (2018). *Essentials of Financial Management*. Noida, Uttar Pradesh: Vikas Publishing House.
7. Van Horne, J. C. (2012). *Financial Management and Policy*. New Delhi: Prentice Hall.

E- Learning Resources

Sr. No.	Useful web links
1	https://www.screener.in
2	https://www.bseindia.com
3	https://www.nseindia.com
4	https://www.scribd.com
5	https://www.freemba.in
6	http://www.doccity.com
7	Google Scholar – https://scholar.google.co.in

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CO-PO Mapping

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
OPGMBPC202_1	2	-	-	-	-	-	-	-
OPGMBPC202_2	2	2	-	-	1	-	-	-
OPGMBPC202_3	2	3	2	2	2	-	-	-
OPGMBPC202_4	1	2	3	2	2	-	-	-
Average	2	2	3	2	2	-	-	-

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Course Structure:

Class	MBA-II Semester-II
Course Code and Course Title	OPMBPC203_Human Resource Management
Prerequisites	Knowledge of basics of management and its principles
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE/MSE/ESE	30/10/60

Course Outcomes (COs):

Upon successful completion of this course, the student will be able to:		Bloom's Level
OPMBPC203_1	Understand the role of Human Resource Functions in an Organization.	L1
OPMBPC203_2	Understand the emerging trends and practices in HRM.	L2
OPMBPC203_3	Apply Human Resource Planning and Job Analysis techniques to real- world organizational contexts.	L3
OPMBPC203_4	Analysing: Analyse the use of various tools and frameworks to solve strategic HR problems using HRIS data.	L4
OPMBPC203_5	Evaluate performance appraisal systems and training & development programs within different organizational setups.	L5
OPMBPC203_6	Create: DESIGN the HR manual and compensation policy of the organization	L6

Course Contents:

Unit 1	Human Resource Management: Introduction, Objectives, Scope, Features and Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM – Environmental, Organizational, Individual, HR Professionals: Roles, Skills and Responsibilities, Human Resource Planning: Definition, Objectives, Need of HRP, HRP Process, Barriers to HRP, Managing Diversity, Equity and Inclusion (DEI): Introduction, Objective, Challenges of implementing DEI. Job Analysis – Process, Techniques & Uses of JA, Job Description & Job Specification, Job Design, and Factors affecting Job design, Job Enrichment Vs. Job Enlargement.	10 Hrs.
Unit 2	Recruitment and Retention: Recruitment - Introduction, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Process. Selection- Screening and Selection Methods, Concept of Induction and Orientation. Career- Meaning, Career Anchors, Career Planning-Process of Career Planning; Succession Planning- Process of Succession Planning, Transfer and Promotion, Demotion. Retention of Employees- Importance of Retention, Strategies of Retention.	10 Hrs.

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Unit 3	Managing Employee Performance and Training: Performance Appraisal & Performance Management – Definition, Objectives, Importance, Appraisal Process and Appraisal Methods. Training and Development - Definition – Scope, Role of Training in an Organizations, Objectives, Training and Development Process, E-Learning. Benefits of Training, Evaluation of Training Effectiveness: Kirkpatrick model. Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation, Wages and Salary – Factors affecting W & S administration, Types of Wages, Components of Salary. Incentives and Benefits – Financial & Non-financial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension.	10 Hrs.
Unit 4	Recent Trends in HRM: HR Analytics – meaning, types, Benefits of AI in HRM, Green HRM, Flexible Work Strategies, Moonlighting of employees, HRIS, Employee Engagement, Work Life Balance, Glass Ceiling of Careers. Communication by HR: Employee file maintenance; Drafting Interview Letter, Offer Letter, Appointment Letter, Promotion Letter, Transfer Letter, Appreciation Letter, Reprimand Letter, Termination Letter, Notice, Circular and Memo.	10 Hrs.
Practical:	i) Group Exercise - Select an organization and do SWOT analysis from an HR perspective. ii) Visit any nearby organisation and do the Job Analysis of employees and Prepare a report. iii) Visit any organization and study sources of recruitment followed by the organization. Prepare a report and present in a class. iv) Study the relevant large scale and medium scale companies from HRM practices. Prepare a report and present in class. v) Visit any organisation and study performance appraisal process followed by them, vi) Study effects of performance appraisal on organisation. Prepare a report and present it in class. vii) Visit any organization, Study salary structure and its components. Present the report in class. viii) Draft the Various HR Related Letters from perspectives of HR Department Communication.	20 Hrs.

Reference Books:

1. Dessler, G. / Varkkey, B. (2017) Human Resource Management, (15th Edition), Pearson
2. Gupta, P. K. (2010) Human Resource Management, (1st Edition), Dreamtech Press, New Delhi
3. Bernardin, H. J (2007) Human Resource Management, (5th Edition) McGraw, Noida,
4. Venkatesh, D. N. / Jyothi, P. (2015) Human Resource Management (1st) Oxford

E- Learning Resources:

1. Dr. Namita Rajput, Recruitment and Selection, <https://www.youtube.com/watch?v=NcGtVXmcfTQ>
2. HRM, <https://www.youtube.com/watch?v=leabqeaBTbY>
3. Employee-recruitment-selection, <https://www.pdfdrive.com>

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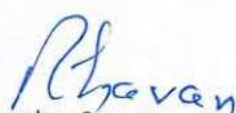
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CO-PO Mapping:

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
OPMBPC203_1	2	1	1	1	1	1	1	1
OPMBPC203_2	2	1	1	3	1	2	2	1
OPMBPC203_3	3	2	2	2	1	3	2	3
OPMBPC203_4	1	3	2	3	2	3	3	3
OPMBPC203_5	3	3	3	2	2	3	2	2
OPMBPC203_6	3	3	3	1	2	3	2	2
Average	2.3	2.2	2.0	2.0	1.5	2.5	2.0	2.0


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Course Structure:

Class	MBA – I Semester II
Course Code and Course Title	OPMBPC_204 Operations Management
Prerequisite/s	Understanding of Production and Service systems, quantitative analysis,
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Program-Specific Outcomes for Elective: Operations Management

PSOs 1:	Apply operations management concepts, analytical tools, and quantitative techniques to improve productivity, quality, and operational efficiency in manufacturing and service organizations.
PSOs 2:	Analyze production, inventory, logistics, and supply chain systems to support effective decision-making and enhance organizational competitiveness..
PSOs 3:	Integrate modern technologies, quality management practices, and sustainable operations strategies to design innovative and efficient business operations in a dynamic environment.

Course Outcomes (COs):

Upon successful completion of this course, the student will be able to:		Bloom's Level
OPMBPC_204_1	Apply the concepts of Operations Management, technology management, and productivity measurement to solve basic operational problems.	L3
OPMBPC_204_2	Analyze facility planning, production planning, purchasing, and inventory management practices to identify operational problems and improve efficiency.	L4
OPMBPC_204_3	Evaluate supply chain and logistics practices, including integration, forecasting, digitalization, green practices, risk management, and supply chain analytics, for improving operational performance.	L5
OPMBPC_204_4	Design effective quality and smart operations systems by integrating TQM, Six Sigma, ISO standards, AI, IoT, robotics, and automation.	L6

Course Contents:

Unit 1	Introduction to Operations Management: Meaning, nature, scope, functions and objectives of Operations Management	10 Hrs.
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	Evolution: From Production Management to Operations Management Importance of Operations in competitiveness and value creation Manufacturing and Service Operations: Characteristics, Differences, Challenges and Applications Technology Management: CAD, CAM, FMS, Group Technology, Just-in-Time Productivity: Meaning, measurement, factors, types and simple numerical problems	
Unit 2	Facilities Planning, Production Planning, Inventory Management: Facilities Management: Facility location, facility layout, materials handling, and maintenance management. Manufacturing Production Planning and Control (PPC): Objectives, functions, aggregate planning, and project scheduling using PERT/CPM. Purchasing Management: Purchasing cycle and 5R principles. Inventory Management: Selective inventory control techniques (ABC Analysis, EOQ model with numerical problems).	10 Hrs.
Unit 3	Supply Chain Management and Logistics Management: Supply Chain Management: Meaning, Nature, Objectives, Scope, and Importance, Components of Supply Chain, Supplier–Manufacturer–Distributor–Retailer–Customer Relationship, Supply Chain Integration and Coordination, Demand Forecasting and Information Sharing in Supply Chains Logistics Management: Meaning, Objectives, and Scope, Transportation Management, Warehousing and Distribution Management, Reverse Logistics Inventory and Logistics Coordination Contemporary Supply Chain Practices : Digital Supply Chain, Green Supply Chain Management, Supply Chain Risk Management, Supply Chain Analytics	10 Hrs.
Unit 4	Quality Management System Introduction to Quality- Dimensions of quality and quality philosophies. Cost of Quality (COQ) Quality Control Tools- Quality Circle and Total Quality Management (TQM). Quality Standards and Certifications- ISO 9001, ISO 14001, ISO 45001, and IATF 16949, Six Sigma- Concept and methodology Modern Quality Systems- Cloud-based QMS, digital quality tools, and automation in quality management. Emerging Trends in Operations: Industry 4.0 and Smart Operations: Concept and Business Applications, Artificial Intelligence (AI), Internet of Things (IoT), Robotics and Automation	10 Hrs.
Practical's	1. Visit a manufacturing or service organization and identify its operations functions, objectives, production/service processes, and productivity improvement practices. Prepare and submit a report. 2. Visit an organization to study CAD/CAM, JIT, or FMS, AI, Robotics, Industry 4.0 applications and submit a report focusing on automation level, process improvement, and productivity impact. Submit a report and give presentations on the technological adoption.	20 Hrs

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3. Visit a manufacturing or service organization to study facility location, facility layout, materials handling systems, maintenance practices, and production planning activities. Prepare and submit a report.
4. Visit a manufacturing or service organization to study its inventory management practices, including inventory classification and inventory control techniques. Collect relevant data and solve numerical problems on ABC Analysis and Economic Order Quantity (EOQ). Prepare and submit a report with recommendations for improving inventory management.
5. Visit a manufacturing, retail, or logistics organization to study supply chain management practices, supplier–manufacturer relationships, logistics operations, warehousing, transportation, and distribution systems. Prepare and submit a report.
6. Analyze the supply chain practices of organizations such as Amul, Flipkart, Amazon, Blinkit, or Zepto, focusing on digital supply chains, green supply chain initiatives, supply chain risk management, and supply chain analytics. Submit a report and deliver a presentation.
7. Visit a manufacturing or service organization to study its quality management system, quality dimensions, quality initiatives, TQM practices, Quality Circles, and ISO certification. Prepare and submit a report followed by a classroom discussion.
8. Study the application of Industry 4.0, AI, IoT, Robotics, or Cloud-based QMS in a manufacturing or service organization through an industrial visit, expert interaction, or case study. Evaluate its impact on operational efficiency and submit a report with a presentation..

Reference Books

1. Stevenson, W. J. (2018). *Operations management* (12th ed.). McGraw Hill Education.
2. Gaither, N., & Frazier, G. (2002). *Operations management* (9th ed.). Cengage Learning.
3. Bhat, K. S. (2016). *Operations management* (3rd ed.). Himalaya Publishing House.
4. Chopra, S. (2017). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
5. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2003). *Total quality management* (3rd ed.). Pearson.
6. Besterfield, D. H. (2009). *Total quality management* (3rd ed.). Pearson Education.
7. Sharma, S. C. (2007). *Quality control and management* (1st ed.). Khanna Publishers.
8. Kachru, U. (2009). *Operations and supply chain management* (1st ed.). Vishwakarma Publications.
9. Panneerselvam, R. (2012). *Production and operations management* (3rd ed.). PHI Learning.
10. Bedi, K. (2009). *Production and operations management* (2nd ed.). Oxford University Press.
11. Chunawalla, S. A., & Patel, D. R. (2012). *Production and operations management* (8th ed.). Himalaya Publishing House.
12. Chary, S. N. (2014). *Production and operations management* (6th ed.). McGraw Hill Education.
13. Buffa, E. S., & Sarin, R. K. (1987). *Modern production/operations management* (8th ed.). Wiley.

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E- Learning Resources:

1. Kumar, R. (n.d.). *Operations management*. National Programme on Technology Enhanced Learning (NPTEL). <https://onlinecourses.nptel.ac.in/>
2. Massachusetts Institute of Technology. (n.d.). *Introduction to operations management*. MIT OpenCourseWare. <https://ocw.mit.edu/search/?q=operations+management>
3. National Programme on Technology Enhanced Learning. (n.d.). *Manufacturing systems technology*. NPTEL. <https://onlinecourses.nptel.ac.in>
4. Tsui, E. (n.d.). *Industry 4.0: How to revolutionize your business*. edX. <https://course.careers/business-courses/industry-4-0-how-to-revolutionize-your-business-course>
5. Leuschner, R. (n.d.). *Supply chain management specialization*. Coursera. <https://www.coursera.org/specializations/supply-chain-management>
6. EDUCBA. (n.d.). *Mastering TQM: Apply, evaluate & improve quality systems*. Coursera. <https://www.coursera.org/learn/mastering-tqm-apply-evaluate-improve-quality-systems>

E- Learning Resources:

1. Kumar, R. (n.d.). *Operations management*. National Programme on Technology Enhanced Learning (NPTEL). <https://onlinecourses.nptel.ac.in/>
2. Massachusetts Institute of Technology. (n.d.). *Introduction to operations management*. MIT OpenCourseWare. <https://ocw.mit.edu/search/?q=operations+management>
3. National Programme on Technology Enhanced Learning. (n.d.). *Manufacturing systems technology*. NPTEL. <https://onlinecourses.nptel.ac.in>
4. Tsui, E. (n.d.). *Industry 4.0: How to revolutionize your business*. edX. <https://course.careers/business-courses/industry-4-0-how-to-revolutionize-your-business-course>
5. Leuschner, R. (n.d.). *Supply chain management specialization*. Coursera. <https://www.coursera.org/specializations/supply-chain-management>
6. EDUCBA. (n.d.). *Mastering TQM: Apply, evaluate & improve quality systems*. Coursera. <https://www.coursera.org/learn/mastering-tqm-apply-evaluate-improve-quality-systems>

Useful links:

1. <https://www.ascm.org/>
2. <https://www.iatfglobaloversight.org/>
3. <https://www.iso.org/>
4. <https://www.isixsigma.com>
5. <https://www.smartmanufacturingcoalition.org/>

Additional reading:

1. Harvard Business Review – Operations & Supply Chain section
2. International Journal of Operations & Production Management
3. Journal of Manufacturing Technology Management
4. Quality Progress (Published by ASQ – American Society for Quality)

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CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
OPMBPC_204_1	3	2	3	-	-	-	-	1	3	2	3
OPMBPC_204_2	2	3	3	-	-	-	-	1	3	3	1
OPMBPC_204_3	2	3	3	-	1	-	2	2	2	3	2
OPMBPC_204_4	3	3	3	1	-	2	2	2	2	3	3
Average	2.50	2.75	3.00	1.00	1.00	2.00	2.00	1.5	2.50	2.75	2.25


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Course Structure:

Class	MBA I Semester II
Course Code and Course Title	OPMBPC205 AI for Business
Prerequisite/s	Basic knowledge of Information Technology, digital business concepts, and computer applications.
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Program Specific Outcomes (PSOs):

PSO 1	Ability to use theoretical knowledge and practical skills of IT for management
PSO 2	Ability to analyze problems, identify relevant computing requirements and effective solutions for business
PSO 3	Ability to gain IT knowledge to solve complex problems in business management

Course Outcomes (COs):

Upon successful completion of this course, the student will be able to:		Bloom's Level
OPMBPC205_1	Identify foundational knowledge of Artificial Intelligence from a business perspective	L2
OPMBPC205_2	Analyze AI applications across different business functions to solve managerial problems	L4
OPMBPC205_3	Evaluate AI adoption strategies, governance framework and business models for organizations.	L5
OPMBPC205_4	Develop AI-enabled business transformation strategies using Industry 4.0	L6

Course Contents:

Unit 1	Introduction to AI Concept, Characteristics, Scope, evolution, Overview of AI Technologies(ML, DL, NLP, Computer Vision), AI Ecosystem, Role and Importance of AI in the Digital Economy	10 Hrs.
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	AI in Business: Opportunities, Benefits and Challenges, AI-enabled Decision Making in Business Organizations, Prompt Engineering: Concept, Principles of Effective Prompting and Business Applications, AI and the Future of Work, Ethical and Responsible AI	
Unit 2	AI Applications in Functional Areas of Management Marketing: Need and significance of AI in marketing, AI for marketing (Customer analytics, personalization, Dynamic pricing, sentiment analysis, Recommendation System, AI in Digital Marketing) Finance: Need and significance of AI in Finance, AI-enabled Financial Modeling, Financial Forecasting, Credit Scoring, Fraud Detection, Risk Analytics, Robo-advisors, and Investment Decision Support. Human Resource Management: Need and significance of AI in HR, AI for HR (AI in Recruitment, Resume Screening, Employee Analytics, Performance Management, Workforce planning) Operations & SCM: Need and significance of AI in Operations, AI for Operations (Demand forecasting, Inventory Optimization, predictive maintenance, logistics optimization, Quality Management, Smart Supply Chain)	10 Hrs.
Unit 3	AI Strategy, Adoption and Business Models AI as a strategic business tool AI Readiness Assessment Developing an AI roadmap for businesses Business model innovation with AI AI readiness in Indian industries Barriers to AI adoption in enterprises AI Governance and Responsible AI Framework	10 Hrs.
Unit 4	AI-enabled Business Transformation Overview of Industry 4.0 and its components, AI in Smart Manufacturing, AI and IoT: Concept, role of AI in IoT enabled business systems, Business Applications, AI and Cloud Computing: Concept, role of AI in IoT enabled business systems, Business Applications, AI-powered Business Productivity Tools, AI enabled Future Business System, AI for Sustainable Business, Future Trends in AI	10 Hrs.

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Practical / Activity / Field Work	20 Hrs
1. Seminar presentation on AI Technologies and Business Applications 2. Present report on comparative Analysis of Traditional and AI-enabled Business Processes for AI Adoption 3. Group Discussion and Comparative Analysis of Traditional and AI-enabled Business Processes 4. Analysis of AI Applications in Functional Areas and Design of AI-enabled Business Solutions 5. AI Readiness Assessment and AI Roadmap Development for Business Organizations 6. Case Study Analysis and Presentation on AI-enabled Business Transformation using AI-powered Productivity Tools	
Reference Books 1. Akerkar, R. (2019). Artificial Intelligence for Business. Springer Nature Link. 2. Bahga, A. (1st Edition, 2015). Internet of Things. Universities Press. 3. Bernard Marr, M. W. (6th Edition, 2003). Artificial Intelligence in Practice. Wiley. 4. Bhattacharjee, A. D. (4th Edition, 2021). Fundamentals Concepts of Artificial Intelligence with Applications. SPD. 5. Dubey, S. S. (1st Edition, 2013). Cloud COmputing and Beyond. I.K.International. 6. Lecinski, R. V. (4th Edition, 2021). The AI Marketing Canvas. Stanford Business Books. 7. Leong, C. L. (2022). Applied Artificial Intelligence in Business. Springer Nature Link. 8. Norvig, S. J. (4th Edition, 2019). Artificial Inelligence: A Modern Approach. Pearson. 9. Rose, D. (3rd Edition, 2020). Artificial Intelligence for Business. Pearson FT Press.	
E- Learning Resources 1. AWS. (n.d.). Generative AI Learning Plan. Retrieved from AWS Skill Builder: https://explore.skillbuilder.aws 2. Google. (n.d.). Introduction to Artificial Intelligence. Retrieved from Google Cloud Skills Boost: https://www.cloudskillsboost.google 3. Google. (n.d.). Responsible AI. Retrieved from Goole Responsible AI: https://ai.google/responsibility/ 4. IBM. (n.d.). AI Fundamentals. Retrieved from IBM SkillsBuild: https://skillsbuild.org 5. Microsoft. (n.d.). AI for Business Leader. Retrieved from Microsoft Learn: https://learn.microsoft.com/training/ 6. Microsoft. (n.d.). Generative AI for Beginners. Retrieved from Microsoft Learn: https://github.com/microsoft/generative-ai-for-beginners 7. Microsoft. (n.d.). Generative AI for Beginners. Retrieved from Microsoft Learn: https://github.com/microsoft/generative-ai-for-beginners 8. University, V. (n.d.). Prompt Engineering for ChatGpt. Retrieved from Coursera: https://www.coursera.org	
Useful Links 1. https://www.tutorialspoint.com 2. https://www.geeksforgeeks.org 3. https://www.w3schools.com	

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4. <https://bernardmarr.com/wp-content/uploads/2022/05/Artificial-Intelligence-in-Practice-Esampler-1.pdf>
5. <https://learn.microsoft.com/en-us/shows/copilot-learning-hub/>

CO-PO-PSO's Mapping:

Course Outcomes (CO's)	Program Outcomes (PO's)								Program Specific Outcomes (PSO's)		
	1	2	3	4	5	6	7	8	1	2	3
OPMBPC205_1	3	—	—	—	—	—	—	2	3	—	2
OPMBPC205_2	2	3	2	—	2	1	2	2	2	3	3
OPMBPC205_3	3	3	2	1	3	3	3	2	2	3	3
OPMBPC205_4	3	3	3	2	3	2	3	2	3	3	3
Average	2.75	3.00	2.33	1.50	2.67	2.00	2.67	2.00	2.50	3.00	2.75

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Course Structure:

Class	MBA - I Semester II
Course Code and Course Title	OPMBPC_206 Business Statistics
Prerequisite/s	Basic understanding of Mathematics, Statistics
Teaching Scheme: Lecture/Tutorial/Practical	04/00/00
Credits	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
OPMBPC206_1	Explain the concepts, scope, and applications of business statistics and organize business data using appropriate statistical techniques.	L2
OPMBPC206_2	Apply descriptive statistical tools, graphical methods, correlation, and regression analysis	L3
OPMBPC206_3	Analyze business forecasting techniques and statistical quality control methods for improving organizational performance.	L4
OPMBPC206_4	Evaluate alternative decision-making situations using statistical decision theory models such as EMV, EOL, EVPI, Bayesian analysis, and decision trees.	L5

Course Contents:		
Unit 1	Business Data Organization and Presentation Business Statistics: Definition, Meaning, Scope, Importance and Applications in Business and Other Disciplines Types of Data: Primary and Secondary Data. Organization and Classification of Data. Frequency Distribution and Tabulation of Data. Diagrammatic Presentation: Bar Diagram and Pie Chart. Graphical Presentation: Histogram, Frequency Polygon and Ogive. Interpretation of Tables, Diagrams and Graphs for Business Decision-Making. Simple Business Applications and Numerical Problems	10 Hrs.
Unit 2	Descriptive Statistics for Business Decision Making Measures of Central Tendency: Mean, Median, Mode Measures of Dispersion: Range, Quartile Deviation (Q.D.), Standard Deviation (S.D.), Variance, Coefficient of Variation (C.V.), Business Applications of Measures of Dispersion Karl Pearson's Correlation, Interpretation of Correlation Simple Linear Regression Analysis.	10 Hrs.

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	Business Applications and Numerical Problems	
Unit 3	Business Forecasting and Statistical Quality Control Time Series Analysis: Meaning, Components and Business Applications Measurement of Trend using Moving Average Method Index Numbers: Meaning, Uses, Types and Methods of Construction. Statistical Quality Control (SQC): Meaning, Objectives and Applications Process Control and Product Control. Control Charts for Variables-$\bar{X}$ Chart and R Chart Control Charts for Attributes-p Chart and c Chart Seven Basic Quality Control Tools (Introduction). Business Applications and Numerical Problems	10 Hrs.
Unit 4	Statistical Decision Theory Elements of Decision Problems: Acts, States of Nature, Payoff Table and Opportunity Loss Decision-Making under Certainty, Risk and Uncertainty Decision Criteria under Uncertainty: Maximax, Maximin, Minimax Regret, Laplace and Hurwicz Criteria Expected Monetary Value (EMV), Expected Opportunity Loss (EOL) and Expected Value of Perfect Information (EVPI) Bayesian Decision Rule and Decision Tree Analysis. Decision Tree and Roll Back Technique Business Applications and Numerical Problems	10 Hrs.
Practical's	1. Organize and classify raw business data; prepare frequency distribution, tables, bar diagrams, pie charts, histogram and ogive. 2. Create an SPSS data file by defining variables, coding responses, entering business survey data, and generating frequency tables and charts. 3. Solve numerical problems on Mean, Median, Mode, Q.D., S.D., C.V., Correlation and Simple Linear Regression. 4. Calculate and interpret Mean, Median, Mode, Standard Deviation, Variance, C.V. and Karl Pearson's Correlation using business data. 5. Solve numerical problems on Moving Average, Index Numbers and Control Charts for Variables and Attributes. 6. Analyse business sales data using Time Series/Moving Average techniques and interpret forecasting results. 7. Solve case-based problems using Payoff Table, Opportunity Loss, Maximax, Maximin, Minimax Regret, Laplace, Hurwicz, EMV, EOL, EVPI, Bayesian Rule and Decision Tree. 8. Use SPSS to analyse a business decision dataset and generate descriptive/analytical outputs to support managerial decision-making.	20 Hrs.

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Reference Books

1. Lussier, R. N. (2027). *IBM SPSS Statistics for the uninitiated* (1st ed.). Pearson Education.
2. Field, A. (2024). *Discovering statistics using IBM SPSS Statistics* (6th ed.). SAGE Publications.
3. Anderson, D. R., & Sweeney, D. J. (2024). *Statistics for business and economics* (15th ed.). Cengage Learning.
4. George, D., & Mallery, P. (2023). *IBM SPSS Statistics 29 step by step: A simple guide and reference* (17th ed.). Routledge.
5. Keller, G. (2014). *Statistics for management* (1st ed.). Cengage Learning.
6. Senthilkumar, S. (2014). *Business policy and strategic management* (1st ed.). S. Chand Publishing.
7. Gupta, S. C., & Gupta, I. (2012). *Business statistics* (1st ed.). Himalaya Publishing House.
8. Rao, P. S. (2011). *Business policy and strategic management: Text and cases* (2nd ed.). Himalaya Publishing House.
9. Bhardwaj, R. S. (2011). *Business statistics* (1st ed.). Excel Books.
10. Shrivastava, T. N., & Rego, S. (2008). *Statistics for management* (1st ed.). McGraw-Hill Education.
11. Hooda, R. P. (2003). *Statistics for business and economics* (1st ed.). Macmillan India.
12. Lomash, S., & Mishra, P. K. (2003). *Business policy and strategic management* (1st ed.). Vikas Publishing House.
13. Rubin, D. S., & Richard, I. L. (1987). *Statistics of management* (4th ed.). Pearson.

E- Learning Resources :

1. IBM Skills Network. *Data analysis with Python*. Coursera.
<https://www.coursera.org/learn/data-analysis-with-python>
2. Johns Hopkins University. *Business analytics with Excel: Elementary to advanced*. Coursera. <https://www.coursera.org/specializations/excel>
3. Stanford University. *Introduction to statistics*. Coursera.
<https://www.coursera.org/learn/stanford-statistics>
4. University of Colorado Boulder. *Data science for business*. Coursera.
<https://www.coursera.org/specializations/data-science-business>
5. 365 Careers. *Statistics for data science and business analysis*. Udemy.
<https://www.udemy.com/course/statistics-for-data-science-and-business-analysis/>
6. Indian Institute of Management Bangalore. *Business analytics*. Coursera.
<https://www.coursera.org/learn/business-analytics>
7. Poulson, B. (2025). *IBM SPSS statistics essential training*. LinkedIn Learning.
<https://www.linkedin.com/learning/ibm-spss-statistics-essential-training>
8. Dimitrov, S. (n.d.). *SPSS Statistics essential training*. LinkedIn Learning.
<https://www.linkedin.com/learning/search?keywords=SPSS+Statistics>
9. IBM. (n.d.). *Statistics with SPSS*. Coursera.
<https://www.coursera.org/search?query=SPSS>
10. Udemy. (n.d.). *SPSS for beginners*. <https://www.udemy.com/courses/search/?q=SPSS>
11. Çetinkaya-Rundel, M. (n.d.). *Statistics with R specialization*. Coursera.
<https://www.coursera.org/search?query=statistics+SPSS>

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Useful links :

1. <https://nptel.ac.in/courses/110107114>
2. <https://www.coursera.org/learn/business-statistics>
3. <https://www.khanacademy.org/math/statistics-probability>
4. <https://www.spss-tutorials.com> <https://www.datacamp.com>
5. IBM SPSS Statistics Essential Training – LinkedIn Learning
6. Corporate Social Responsibility – NPTEL/SWAYAM (IIT Kharagpur) [Course Preview](#)
7. IBM SPSS Statistics Fundamentals – Udemy
8. IBM SkillsBuild – Data Analytics Fundamentals – IBM SkillsBuild

Additional Reading :

1. Journal of Business & Economic Statistics
2. Journal of Applied Statistics
3. International Journal of Business Analytics
4. Journal of Business & Economic Statistics

CO-PO Mapping

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPMBPC206_1	3	2	2	-	-	-	1	1
OPMBPC206_2	3	3	3	1	1	-	1	1
OPMBPC206_3	3	3	3	-	2	1	2	2
OPMBPC206_4	3	3	3	1	2	2	2	2
Average	3	2.75	2.75	1.00	1.66	1.50	1.50	1.50

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Course Structure:

Class:	MBA I SEMESTER II
Course Code and Course Title:	OPMBPC207 Research Methodology
Prerequisite/s	-
Teaching Scheme: Lecture/Tutorial/Practical	4/0/0
Credits:	04
Evaluation Scheme: ISE / MSE / ESE	30/10/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
OPMBPC207_1	Explain the fundamentals of research, research process, research ethics, and qualitative & quantitative research methods in management.	L2
OPMBPC207_2	Apply appropriate research designs, sampling techniques, measurement scales, and hypothesis formulation for management research problems.	L3
OPMBPC207_3	Analyze primary and secondary data using descriptive and inferential statistical techniques with MS Excel and SPSS for hypothesis testing.	L4
OPMBPC207_4	Interpret research findings and prepare a structured research report following scientific report-writing standards.	L5

Course Contents:		
Unit 1	Research Fundamentals: (a) Meaning, objectives & Motivation in Research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, Statement of a research problem), Distinction between management problem and managerial research problems - relevance & scope of research in management. Ethics in Management Research. Qualitative and Quantitative Research Methods.	10 Hrs.
Unit 2	Research Design- (a) Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & non random sampling Design, determining size of sample. Statistical design. Measurement & scaling Techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hrs.


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Unit 3	Data Collection and Analysis: (a) Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics	10 Hrs.
Unit 4	Interpretation and Report Writing: (a) Interpretation of data, Techniques of Interpretation, report writing, layout of a project report.	10 Hrs.
	Practical: - 1. Research Classification Exercise – Provide 10 business situations and ask students to classify them as exploratory, descriptive, causal, applied, basic, qualitative, or quantitative research. 2. Problem Identification Workshop – Students visit nearby businesses or interview managers to identify real managerial issues. 3. Mini Research Project – Students complete a small research project from problem identification to report writing on a campus-related issue. 4. Case Study Analysis – Analyze business cases and distinguish between management problems and research problems. 5. Industry Case Presentation – Students present how research helped companies improve productivity, customer satisfaction, or profitability. 6. Google Scholar Search Activity – Students identify five recent research papers on a chosen topic and prepare summaries. Activity: - 1. Research Process Poster Competition- Each group prepares a poster illustrating the complete research process with examples from a business organization. 2. Field-Based Practical- Students conduct a mini-survey (30–50 respondents) from various field.	20 Hrs

Reference Books

1. Kothari, C. R. (2023). Research methodology (5th ed.). New Age International Publishers.
2. Kumar, R. (2024). Research methodology: A step by step guide for beginners (4th ed.). SAGE Publications Pvt. Ltd.
3. Singh, R. (2017). Research methodology: For Ph.D. course work (4th ed.). RT Publications.
4. Singh, U. P., Ahlawat, S., & Sharma, S. (2023). Research and publication ethics. Sultan Chand &

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E- Learning Resources

1. Singh, P. (n.d.). *Research methodology* [Video]. YouTube.
<https://www.youtube.com/watch?v=jyv9paQDYy0&list=PLk3poRqYftlhDGto5oSxeNeF WHzajbVuA>
2. Lak Academy. (n.d.). *Research methodology* [Video]. YouTube.
<https://www.youtube.com/watch?v=VN8W84kDxE>

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
OPMBPC207_1	3	2		3	2			
OPMBPC207_2	2	3	3	2	2			
OPMBPC207_3	2	3		1	2			
OPMBPC207_4	2	3		2	3			
Average	2.25	2.75	3	2	2.25			

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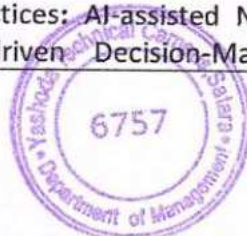
Course Structure:

Class	MBA Part – I Semester - I
Course Code and Course Title	OPMBOE_201_V Negotiation Skill
Prerequisite/s	Basic understanding of business management, communication, and interpersonal skills.
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE/ MSE/ESE	10/10/30

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
OPMBOE201_V_1	Apply negotiation concepts, strategies, communication skills, and digital/AI tools to effectively manage negotiation situations..	L3
OPMBOE201_V_2	Evaluate business negotiation strategies and contemporary practices for managing conflicts, cross-cultural interactions, digital negotiations, and stakeholder relationships effectively.	L5

Course Contents:		
Unit 1	Foundations of Negotiation and Communication Foundations of Negotiation: Meaning, Nature, Characteristics, Importance, Scope and Process, Negotiation vs. Bargaining, Types of Negotiation: Distributive and Integrative Negotiation, BATNA, Reservation Price, and ZOPA, Negotiation Planning and Preparation, Communication and Negotiation Skills: Verbal and Non-verbal Communication, Active Listening, Questioning, Persuasion, and Rapport Building Negotiation Strategies: Competitive, Collaborative, Compromising, Avoiding, and Accommodating, Strategies; Emotions in Negotiation; Emotional Intelligence; Ethics in Negotiation; Digital and Virtual Negotiation; AI-assisted Negotiation and Decision Support Tools.	10 Hrs.
Unit 2	Business Negotiation and Contemporary Practices Negotiation in Business: Conflict Management and Conflict Resolution Styles; Negotiation in Sales, Purchasing, Human Resource Management, Customer Relationship Management, and Workplace; Cross-cultural Negotiation; International Business Etiquette; Online and Virtual Negotiation. Contemporary Negotiation Practices: AI-assisted Negotiation and Digital Communication Tools; Data-driven Decision-Making in Negotiation.	10 Hrs.

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	Negotiation in Leadership and Stakeholder Management; Sustainability, ESG, and Responsible Negotiation; Business Negotiation Simulations, Role Plays, and Case Studies.	
Practical/ Activity/ Field Work	1. Prepare a personal negotiation profile by assessing individual negotiation style using a standard assessment tool. 2. Develop a BATNA and ZOPA worksheet and prepare a negotiation plan for a given business negotiation case. 3. Conduct a buyer-seller negotiation role play using distributive and integrative negotiation strategies. 4. Analyze a recorded or real-life business negotiation to identify communication, persuasion, emotional intelligence, strategies, outcomes, and lessons learned. 5. Conduct an ethical negotiation role play involving power dynamics and demonstrate appropriate ethical decision-making. 6. Conduct a virtual negotiation using email or video conferencing and prepare a reflection report. 7. Participate in a negotiation simulation and prepare a reflective report on negotiation performance and learning.	10 Hrs.
Reference Books 1. Jadhav, R. (2022). <i>Selling & negotiation skills</i> (1st ed.). Vishwakarma Publications. 2. Lewicki, R. J., Saunders, D. M., & Barry, B. (2021). <i>Negotiation</i> (8th ed.). McGraw-Hill Education. 3. Shell, G. R. (2019). <i>Bargaining for advantage: Negotiation strategies for reasonable people</i> (3rd ed.). Penguin Books. 4. Fisher, R., Ury, W., & Patton, B. (2011). <i>Getting to yes: Negotiating agreement without giving in</i> (3rd ed.). Penguin Books. 5. Stone, D., Patton, B., & Heen, S. (2010). <i>Difficult conversations: How to discuss what matters most</i> (2nd ed.). Penguin Books.		
Learning Resources 1. Siedel, G. <i>Successful negotiation: Essential strategies and skills</i>. Coursera. https://www.coursera.org/learn/negotiation-skills 2. Wheeler, M. <i>Negotiation mastery</i>. Harvard Business School Online. https://online.hbs.edu/courses/negotiation-mastery/ 3. Siedel, G. <i>Introduction to negotiation: A strategic playbook for becoming a principled and persuasive negotiator</i>. Coursera. https://www.coursera.org/learn/negotiation 4. National Programme on Technology Enhanced Learning. (n.d.). <i>Communication skills</i>. NPTEL. https://onlinecourses.nptel.ac.in/ 5. SWAYAM. <i>Business communication</i>. SWAYAM. https://swayam.gov.in/		
Useful links : 1. NPTEL – https://onlinecourses.nptel.ac.in/ 2. SWAYAM – https://swayam.gov.in/ 3. Coursera – Successful Negotiation: Essential Strategies and Skills – https://www.coursera.org/learn/negotiation-skills 4. Harvard Program on Negotiation – https://www.pon.harvard.edu/ 5. MIT Open Course Ware – https://ocw.mit.edu/		

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Additional Reading:

1. Shell, G. R. *Bargaining for Advantage: Negotiation Strategies for Reasonable People.*
2. Lewicki, R. J., Saunders, D. M., & Barry, B. *Negotiation.*
3. Malhotra, D., & Bazerman, M. H. *Negotiation Genius.*
4. Harvard Business Review. *Negotiation and Conflict Resolution Articles.*
5. Coursera – Successful Negotiation: Essential Strategies and Skills (University of Michigan).
6. NPTEL – Soft Skills and Personality Development / Management Courses (relevant modules on negotiation and communication).

CO-PO Mapping								
Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPMBOE201_V_1	3	2	2	3	-	-	2	-
OPMBOE201_V_2	3	2	2	3	-	-	2	-
Average	3.00	2.00	2.50	2.50	-	-	2.25	-

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Course Structure:

Class	MBA-I, SEM II
Course Code and Course Title	OPMBOE201VI_Business Model
Prerequisite/s	Basic understanding of commerce, management, or entrepreneurship concepts.
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
OPMBOE201VI_1	Understand and Apply the key components of business models	L2
OPMBOE201VI_2	Analyze and evaluate real- world companies, assess their strengths/weaknesses, and suggest improvements or innovations.	L4

Course Contents:		
Unit 1	Basics of Business Models Business- Concept, Evolution of business, Development of business Idea, Sources of business ideas, Factors affecting on business, Ethics in Business, Business Sickness & its remedies, Financial institutional support for business development. Business Model -History of business models, Types of business models, Business model cycle, Sustainable Business Model Innovation. Success stories of business models- Uber, Blinkit, Airbnb.	10 Hrs.
Unit 2	New Edge Business Models & Trends: AI-Driven SaaS & Embedded Intelligence; Immersive Commerce& AR-Enhanced Retail; Subscription & Membership Models; Micro-Niche Marketplaces & PaaS Platforms; Circular Economy & Product Reuse Models; Decentralized Autonomous Organizations (DAOs) & Blockchain Models; Open Manufacturing / Open-Source Physical Production; Open Innovation & Open Co-opetition; Data Monetization & Edge Computing; On- Demand & Gig Economy Models	10 Hrs.
Practical/Activity/Field Work---10 Hrs 1. Do the group visit to any business unit and conduct the group study – to know the sources of ideas and 2. From the same visit, Identify the most affecting factors to the business.		

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3. Using online sources, study the different types of new business models
4. Design PPT of adopted new edge of business models.

Reference Books

1. Bhide, A. V. (2000). *The origin and evolution of new businesses*. Oxford University Press.
2. Bock, A. J., & George, G. (2018). *The business model book: Design, build and adapt business ideas that drive growth*. Pearson Education Ltd.
3. Chaffey, D. (2022). *Digital business and e-commerce management* (8th ed.). Pearson Education.
4. Chesbrough, H. W. (2006). *Open business models: How to thrive in the new innovation landscape*. Harvard Business Review Press.
5. Drucker, P. F. (2007). *Innovation and entrepreneurship*. UBS Publishers & Distributors Ltd.
6. Evans, D. S., & Schmalensee, R. (2007). *Catalyst code: The strategies behind the world's most dynamic companies*. Harvard Business Review Press.
7. Mehta, J., & Mehta, S. (2019). *EDGE: Value-driven digital transformation*. Pearson Education.
8. Mishra, Anilkumar, & Saiprasad. (2022). *Business models for startups*. Himalaya Publishing House.
9. Prahalad, C. K., & Krishnan, M. S. (2008). *The new age of innovation: Driving co-created value through global networks*. McGraw-Hill.
10. Rose, D. (2020). *Artificial intelligence for business* (2nd ed.). Pearson Education.

E- Learning Resources

Sr. No.	Title	Course Instructor	Platform	Web link
1.	Digital Business Models	Andreas Constantinou	Coursera	Digital Business Models Coursera
2.	Business Model Innovation for Management Consultant	Asen Gyczew	Udemy	Business Model Innovation for Management Consultants


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CO-PO Mapping								
Cos	Programme Outcomes(PO)							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8
OPMBOE201VI_1	3	1	0	1	2	3	0	3
OPMBOE201VI_2	3	1	2	0	2	3	1	2
Average	3	1	2	1	2	3	1	2.5

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Course Structure:

Class	MBA I Sem II
Course Code and Course Title	OPGMBOE201_VII FinTech
Prerequisite/s	-
Teaching Scheme: Lecture/Tutorial/Practical	02/00/00
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
OPGMBOE201_VII_1	Explain the FinTech ecosystem and digital financial services.	L2
OPGMBOE201_VII_2	Analyze digital payment systems, digital banking and financial inclusion.	L4
OPGMBOE201_VII_3	Evaluate the role of emerging technologies such as Blockchain, AI and Data Analytics in finance.	L5
OPGMBOE201_VII_4	Apply FinTech concepts for solving business and customer problems.	L3

Course Contents:		
Unit 1	Foundations of Financial Technology and Digital Financial Services Introduction to Financial Technology (FinTech), Evolution of FinTech, Traditional Banking versus Digital Banking, FinTech Ecosystem in India and Globally, Digital Transformation in Financial Services, Digital Payment Systems, Unified Payments Interface (UPI), NEFT, RTGS, IMPS, QR Code Payments, Mobile Wallets, Payment Gateways, Internet Banking, Mobile Banking, Neo Banking, Digital Lending Platforms, Buy Now Pay Later (BNPL), Financial Inclusion, Aadhaar Enabled Payment System (AePS), Direct Benefit Transfer (DBT), Digital India Initiatives, RBI and NPCI initiatives, FinTech Business Models, PayTech, LendingTech, WealthTech, InsurTech, RegTech, Customer Experience in Digital Financial Services, Opportunities and Challenges in FinTech.	10 Hrs.

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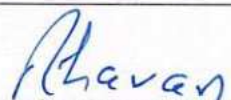


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Unit 2	Emerging Technologies and Applications in Financial Technology Blockchain Technology, Cryptocurrency and Digital Assets, Central Bank Digital Currency (CBDC), Smart Contracts, Artificial Intelligence in Financial Services, Machine Learning Applications in Banking, Chatbots and Virtual Assistants, Robo-Advisory Services, Data Analytics in Finance, Credit Scoring and Fraud Detection, Cyber Security in Digital Finance, Data Privacy and Information Security, Open Banking, Embedded Finance, Cloud Computing in Financial Services, Green Finance and Sustainable FinTech, Digital Financial Regulations, Regulatory Sandbox, Future Trends in Financial Technology, Career Opportunities in FinTech, Case Studies on Emerging FinTech Innovations in India and Global Markets.	10 Hrs.
Lab Work / Practical		10 Hrs.
1. Comparative study of digital payment applications (Google Pay, PhonePe, BHIM, Paytm). 2. Comparative analysis of digital banking services offered by two commercial banks. 3. Study the business model of any FinTech company operating in India. 4. Survey on digital payment adoption among consumers and preparation of an analytical report. 5. Prepare a case study on UPI and its impact on India's digital economy. 6. Analyze cyber security threats in digital banking and suggest preventive measures. 7. Study the digital financial initiatives undertaken by RBI and NPCI. 8. Prepare a presentation on the applications of Artificial Intelligence in banking and financial services. 9. Develop a business proposal for an innovative FinTech startup addressing a real-world financial problem. 10. Field visit to a bank, FinTech company, payment service provider, or startup incubator and submission of a field visit report.		
Reference Books 1. Susanne Chishti & Janos Barberis – <i>The FINTECH Book</i> 2. Arvind Narayanan et al. – <i>Bitcoin and Cryptocurrency Technologies</i> 3. Brett King – <i>Bank 4.0</i> 4. Theo Lynn – <i>Digital Banking and FinTech</i> 5. Pranay Gupta & T. Mandy Tham – <i>FinTech: The New DNA of Financial Services</i>		


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E-Learning Resources

1. RBI Annual Reports
2. RBI Digital Payments Vision
3. NPCI Publications
4. NITI Aayog Reports on Digital Economy
5. World Bank Digital Finance Reports
6. Deloitte Global FinTech Report
7. PwC Global FinTech Survey
8. EY Global FinTech Adoption Index

CO-PO Mapping:

Course Outcomes (CO's)	Program Outcomes (PO's)							
	1	2	3	4	5	6	7	8
OPGMBOE201_VII_1	3	2	1	—	1	2	2	2
OPGMBOE201_VII_2	3	3	2	1	1	2	2	2
OPGMBOE201_VII_3	2	3	3	—	2	2	3	3
OPGMBOE201_VII_4	3	3	3	2	3	2	2	3
Average	2.75	2.75	2.25	1.5	1.75	2	2.25	2.5

Phavan
Member Secretary-BoS



Phavan
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