## Master of Business Administration (MBA) - Revised Curriculum
### 2024 Pattern
**2-year, 4 Semester Full time Programme**
**Choice Based Credit System (CBCS) and Grading System**
**Outcome Based Education Pattern**
**Aligned with NEP**

**MBA I effective from AY 2024 - 25**
**MBA II effective from AY 2025 - 26**

**1.0 Preamble:** The revised MBA Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Choice Based Credit System (CBCS) and Grading System and Outcomes Based Education (OBE)

**2.0 Credit:** *In terms of credits, for a period of one semester of 15 weeks:*
- a) *every ONE-hour session per week of L amounts to 1 credit per semester*
- b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester.*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

**2.1 Session:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning & comply with the credit structure of the respective courses

**2.2 Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

**2.3 Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

## 3.0 MBA Programme Focus:

### 3.1 Programme Educational Objectives (PEOs):
1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real-world practices* and the *sector specific nuances to provide solutions to real world business, policy and social issues* in a *dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills,* excel in *cross-functional, multi-disciplinary, multi-cultural teams,* and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and exhibit *value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning.*

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5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

**3.2 Programme Outcomes (POs):** At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.

3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions

4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large

5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.

10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

**3.3 Programme Specific Outcomes (PSOs):**

**A| MARKETING MANAGEMENT**

**PSO MKT1: Strategic Marketing Analysis and Decision Making:** *Graduates specializing in Marketing Management for the MBA programme will be able to* Analyze market opportunities and challenges using advanced marketing research tools and techniques. They will develop strategic marketing plans that align with organizational objectives and respond effectively to dynamic market conditions.

**PSO MKT2: Digital and Social Media Marketing Proficiency:** *Graduates specializing in Marketing Management for the MBA programme will be able to demonstrate* proficiency in leveraging digital and social media platforms to enhance brand visibility and customer engagement. They will design and execute integrated digital marketing campaigns that drive business growth.

**PSO MKT3: Customer Relationship Management and Service Excellence:** *Graduates specializing in Marketing Management for the MBA programme will be able to* excel in building and maintaining strong customer relationships through effective communication, personalized marketing, and superior customer service. They will implement CRM systems to enhance customer loyalty and satisfaction.

**PSO MKT4: Innovative Product and Brand Management:** *Graduates specializing in Marketing Management for the MBA programme will be able to* develop innovative product and brand management strategies that address

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consumer needs and preferences. They will manage product lifecycles, brand portfolios, and execute branding initiatives that strengthen brand equity.

## B] FINANCIAL MANAGEMENT

**PSO FIN1: Financial Analysis and Reporting:** *Graduates specializing in Financial Management for the MBA programme will be able to* demonstrate the ability to analyze and interpret financial statements, conduct financial ratio analysis, and prepare comprehensive financial reports to support decision-making processes.

**PSO FIN2: Investment and Portfolio Management:** *Graduates specializing in Financial Management for the MBA programme will be able to* Apply knowledge of investment theories, financial instruments, and portfolio management techniques to construct and manage investment portfolios aimed at achieving specific financial goals.

**PSO FIN3: Corporate Finance and Risk Management:** *Graduates specializing in Financial Management for the MBA programme will be able to* Develop expertise in corporate finance principles, including capital structure, cost of capital, and capital budgeting, while effectively managing financial risks using various risk management tools and techniques.

**PSO FIN4: Financial Technology and Innovation:** *Graduates specializing in Financial Management for the MBA programme will be able to* Leverage emerging financial technologies (FinTech) and innovative financial solutions to improve financial services delivery, enhance operational efficiency, and support strategic financial planning.

## C] HUMAN RESOURCE MANAGEMENT

**PSO HRM1: Strategic HR Planning and Implementation:** *Graduates specializing in Human Resource Management for the MBA programme will be able to* Demonstrate the ability to develop and implement strategic human resource plans that align with organizational goals, ensuring optimal utilization of human capital.

**PSO HRM2: Talent Acquisition and Development:** *Graduates specializing in Human Resource Management for the MBA programme will be able to* Apply advanced techniques and methodologies for effective talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.

**PSO HRM3: Employee Relations and Legal Compliances:** *Graduates specializing in Human Resource Management for the MBA programme will be able to* Ensure compliance with labor laws and ethical standards while managing employee relations, promoting a positive and legally compliant work environment.

**PSO HRM4: HR Analytics and Performance Management:** *Graduates specializing in Human Resource Management for the MBA programme will be able to* Utilize HR analytics and performance management systems to drive data-driven decisions, enhance employee performance, and achieve organizational excellence.

## D] OPERATIONS & SUPPLY CHAIN MANAGEMENT

**PSO OSCM1: Operations Strategy and Process Improvement:** *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to* Develop and implement effective operations strategies to enhance process efficiency, reduce waste, and improve overall productivity within organizations.

**PSO OSCM2: Supply Chain Design and Management:** *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to* Design, analyze, and manage end-to-end supply chains to ensure the seamless flow of goods, services, and information, while minimizing costs and meeting customer demands.

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**PSO OSCM3: Data-Driven Decision Making in Operations:** *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to* Utilize quantitative and qualitative data analysis techniques to make informed decisions in operations and supply chain management, ensuring alignment with business goals and customer requirements.

**PSO OSCM4: Sustainable and Ethical Supply Chain Practices:** *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to* Promote and implement sustainable and ethical practices within operations and supply chain management to support environmental sustainability, social responsibility, and ethical governance.

## E] BUSINESS ANALYTICS

**PSO BA1: Data-Driven Decision Making:** *Graduates specializing in Business Analytics for the MBA programme will be able to* apply advanced analytical techniques and tools to collect, process, and interpret large datasets, enabling data-driven decision making in various business functions such as marketing, finance, operations, and human resources.

**PSO BA2: Business Intelligence and Reporting:** *Graduates specializing in Business Analytics for the MBA programme will be able to* Demonstrate proficiency in using business intelligence tools and software to create comprehensive reports and dashboards that effectively communicate insights and support business strategies.

**PSO BA3: Application of Business Analytics:** *Graduates specializing in Business Analytics for the MBA programme will be able to* Apply business analytics methodologies to various functional areas such as marketing, finance, operations, and human resources.

**PSO BA4: Integration of Analytics in Business Strategy:** *Graduates specializing in Business Analytics for the MBA programme will be able to* Integrate business analytics methodologies with strategic management practices to drive organizational growth and competitive advantage.

## F] AGRI-BUSINESS MANAGEMENT

**PSO ABM1: Agribusiness Management Expertise:** *Graduates specializing in Agri-Business Management for the MBA programme will be able to* Demonstrate comprehensive knowledge and understanding of the principles, practices, and challenges in agribusiness management, including supply chain management, agricultural marketing, and financial management

**PSO ABM2: Sustainable Agricultural Practices:** *Graduates specializing in Agri-Business Management for the MBA programme will be able to* Apply sustainable agricultural practices and strategies to enhance productivity and profitability while ensuring environmental sustainability and social responsibility in agribusiness operations.

**PSO ABM3: Innovative Solutions and Technology Integration:** *Graduates specializing in Agri-Business Management for the MBA programme will be able to* Utilize modern technologies and innovative solutions to optimize agribusiness processes, data analytics, and digital marketing, to improve efficiency and competitiveness.

**PSO ABM4: Leadership and Entrepreneurial Skills:** *Graduates specializing in Agri-Business Management for the MBA programme will be able to* Exhibit strong leadership and entrepreneurial skills to effectively lead teams, manage projects, and launch and grow agribusiness ventures, fostering innovation and driving economic development in the agricultural sector.

## G] PHARMA & HEALTHCARE MANAGEMENT

**PSO PHCM1: Pharma & Healthcare Strategy Development:** *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able*

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to Develop and implement strategic plans for pharmaceutical and healthcare organizations that align with industry regulations, market trends, and organizational goals.

**PSO PHCM2: Operational Excellence in Pharma & Healthcare:** *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to* Apply best practices in operations management to optimize processes, enhance efficiency, and ensure quality in pharmaceutical manufacturing and healthcare delivery systems.

**PSO PHCM3: Regulatory and Compliance Expertise:** *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to* Understand and navigate the regulatory environment of the pharmaceutical and healthcare industries to ensure compliance with national and international standards.

**PSO PHCM4: Healthcare Innovation and Technology Integration:** *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to* Assess and leverage emerging technologies and innovations to drive advancements in healthcare delivery and pharmaceutical research, enhancing patient care and operational efficiency.

**3.4 Graduate Attributes (GAs):** At the end of the MBA programme the learner shall exhibit:
GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
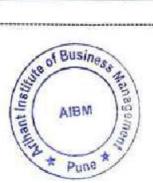GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

**4.0 PG Diploma and PG Degree (MBA) Programme Structure as per NEP**

| Year | Level | Semester (2 Year) | Major | | RM | OJT /FP | RP | Cumulative | Degree |
|---|---|---|---|---|---|---|---|---|---|
| | | | Mandatory | Electives | | | | | |
| I | 6.0 | Semester I | 22 credits | 4 | - | - | - | 26 | |
| | | Semester II | 14 credits | 4 | 4 | 4 FP | - | 26 | |
| Cumulativen Credits for PG Diploma | | | 36 | 8 | 4 | 4 | - | 52 | PG Diploma (after 3 Year Degree) |
| Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT) | | | | | | | | | |
| II | 6.5 | Semester III | 6 | 12 | - | 8 OJT | - | 26 | |
| | | Semester IV | 8 | 12 | - | - | 6RP | 26 | |
| | | | 14 | 24 | - | 08 | 06 | 52 | PG Degree (after 4-Years UG) |
| Cum. Cr. for 2 Year PG Degree | | | 50 | 32 | 4 | 12 | 6 | 104 | PG Degree (after 3-Years UG) |

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| Semester I | 101 | | GC 01 – Managerial Accounting |
| 3 Credits | LTP: 2:1:1 | | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 101.1 | REMEMBERING | DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing |
| CO 101.2 | UNDERSTANDING | EXPLAIN in detail, all the theoretical concepts taught through the syllabus. |
| CO 101.3 | APPLYING | PERFORM all the necessary calculations through the relevant numerical problems. |
| CO 101.4 | ANALYSING | ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation. |
| CO 101.5 | EVALUATING | EVALUATE the financial impact of the decision. |
| CO 101.6 | CREATING | CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets |

| Semester I | 102 | | GC 02 – Organizational Behaviour |
| 3 Credits | LTP: 2:1:1 | | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 102.1 | REMEMBERING | Describe complexities of individual and group behavior in the organizations |
| CO 102.2 | UNDERSTANDING | Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization. |
| CO 102.3 | APPLYING | APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings |
| CO 102.4 | ANALYSING | ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems. |
| CO 102.5 | EVALUATING | FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals. |
| CO 102.6 | CREATING | DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change. |

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| Semester I | 103 | GC 03 – Economic Analysis For Business Decisions |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 103.1 | REMEMBERING | DEFINE the key terms in micro-economics. |
| CO 103.2 | UNDERSTANDING | EXPLAIN the key terms in micro-economics, from a managerial perspective. |
| CO 103.3 | APPLYING | IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making. |
| CO 103.4 | ANALYSING | EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles. |
| CO 103.5 | EVALUATING | DEVELOP critical thinking based on principles of micro-economics for informed business decision making. |
| CO 103.6 | CREATING | ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions. |

| Semester I | 104 | GC 04 – Basics Of Marketing |
|---|---|---|
| 3 Credits | LTP: 2:0:2 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO104.1 | REMEMBERING | RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing. |
| CO104.2 | UNDERSTANDING | DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager. |
| CO104.3 | APPLYING | APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios. |
| CO104.4 | ANALYSING | EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services). |
| CO104.5 | EVALUATING | EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples. |

| Semester I | 105 | GC 05 - Business Analytics |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 105.1 | REMEMBERING | Recall the fundamental concepts and terminologies in business analytics |
| CO 105.2 | UNDERSTANDING | Explain the differences between business analytics and related fields (e.g. business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics. |
| CO 105.3 | APPLYING | Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks. |
| CO 105.4 | ANALYSING | Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agri-business |
| CO 105.5 | EVALUATING | Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies |
| CO 105.6 | CREATING | Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics. |

| Semester I | 106 | GC 06 – Decision Science |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 106.1 | REMEMBERING | DESCRIBE the concepts and models associated with Decision Science. |
| CO 106.2 | UNDERSTANDING | UNDERSTAND the different decision-making tools required to achieve optimization in business processes. |
| CO 106.3 | APPLYING | APPLY appropriate decision-making approach and tools to be used in business environment. |
| CO 106.4 | ANALYSING | ANALYSE real life situation with constraints and examine the problems using different decision-making tools |
| CO 106.5 | EVALUATING | EVALUATE the various facets of a business problem and develop problem solving ability |
| CO 106.6 | CREATING | DISCUSS & propose the various applications of decision tools in the present business scenario. |

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| Semester I | 107 | GC 07 – Management Fundamentals |
|---|---|---|
| 2 Credits | LTP: 1:1:1 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 107.1 | REMEMBERING | ENUMERATE various managerial competencies and approaches to management. |
| CO 107.2 | UNDERSTANDING | EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling. |
| CO 107.3 | APPLYING | MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects. |
| CO 107.4 | ANALYSING | COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real-world context. |
| CO 107.5 | EVALUATING | BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same. |
| CO 107.6 | CREATING | FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context. |

| Semester I | 108 | GC 08 – Indian Knowledge Systems |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 108.1 | REMEMBERING | RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj. |
| CO 108.2 | UNDERSTANDING | EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities. |
| CO 108.3 | APPLYING | APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios. |
| CO 108.4 | ANALYSING | COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations |
| CO 108.5 | EVALUATING | EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices |
| CO 108.6 | CREATING | DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges |

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| Semester I | 109 | GE 01 – Business Communication -I |
| --- | --- | --- |
| 2 Credits | LTP: 0:2:2 | Generic Elective |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
| --- | --- | --- |
| CO 109.1 | REMEMBERING | RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication. |
| CO 109.2 | UNDERSTANDING | EXPRESS themselves effectively in routine and special real world business interactions. |
| CO 109.3 | APPLYING | DEMONSTRATE appropriate use of body language. |
| CO 109.4 | ANALYSING | TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities. |
| CO 109.5 | EVALUATING | APPRAISE the pros and cons of sample recorded verbal communications in a business context. |
| CO 109.6 | CREATING | CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations. |

| Semester I | 110 | GE 02 – Technology Tools in Business Management-I |
| --- | --- | --- |
| 2 Credits | LTP: 0:0:4 | Generic Elective |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
| --- | --- | --- |
| CO 110.1 | REMEMBERING | Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel. |
| CO 110.2 | UNDERSTANDING | Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel. |
| CO 110.3 | APPLYING | Utilize the basic features of these tools to create business documents, presentations, and spreadsheets. |
| CO 110.4 | ANALYSING | Examine the interrelationships between different tools and their applications in business scenarios |
| CO 110.5 | EVALUATING | Assess the effectiveness of various formatting and data management techniques in real-world tasks. |
| CO 110.6 | CREATING | Develop comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel. |

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| Semester II | 201 | GC 09– Marketing Management |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 201.1 | REMEMBERING | DESCRIBE the key terms associated with the 4 Ps of marketing and Marketing Planning & Control for a real world marketing offering(commodities, goods, services, e-products/ e-services.) |
| CO 201.2 | UNDERSTANDING | DEMONSTRATE the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services.) |
| CO 201.3 | APPLYING | APPLY marketing Mix and Planning & Control decisions for a real world marketing offering (commodities, goods, services, e-products/ e-Services.) |
| CO 201.4 | ANALYSING | EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services |
| CO 201.5 | EVALUATING | EXPLAIN the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services) |
| CO 201.6 | CREATING | DESIGN a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.) |

| Semester II | 202 | GC 10– Financial Management |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

Course Outcomes: On successful completion of the course the learner will be able to

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 202.1 | REMEMBERING | DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting. |
| CO 202.2 | UNDERSTANDING | EXPLAIN in detail all theoretical concepts throughout the syllabus |
| CO 202.3 | APPLYING | PERFORM all the required calculations through relevant numerical problems |
| CO 202.4 | ANALYSING | ANALYZE the situation and<br>• comment on financial position of the firm<br>• estimate working capital required<br>• decide ideal capital structure<br>• evaluate various project proposals |
| CO 202.5 | EVALUATING | EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm |
| CO 202.6 | CREATING | CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry - wise), Comparative Proposals using Capital Budgeting Techniques |

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| Semester II | 203 | GC 11 – Human Resource Management |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 203.1 | REMEMBERING | DEFINE the role of Human Resource Functions in an Organization |
| CO 203.2 | UNDERSTANDING | UNDERSTAND the emerging trends and practices in HRM. |
| CO 203.3 | APPLYING | UTILIZE the different methods of HRM in an organization |
| CO 203.4 | ANALYSING | EXAMINE the use of different HRM Practices in an organization. |
| CO 203.5 | EVALUATING | ASSESS the outcome of different HRM functions in an organization. |
| CO 203.6 | CREATING | DESIGN the HR manual and compensation policy of the organization |

| Semester II | 204 | GC 12 – Operations & Supply Chain Management |
|---|---|---|
| 3 Credits | LTP: 2:1:1 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 204.1 | REMEMBERING | DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management. |
| CO 204.2 | UNDERSTANDING | EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context. |
| CO 204.3 | APPLYING | DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting. |
| CO 204.4 | ANALYSING | CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods. |
| CO 204.5 | EVALUATING | OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context. |
| CO 204.6 | CREATING | ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized. |

| Semester II | 205 | GC 13- Legal Aspects Of Business |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 205.1 | REMEMBERING | DESCRIBE the key terms involved in each Act. |
| CO 205.2 | UNDERSTANDING | SUMMARIZE the key legal provisions of each Act. |
| CO 205.3 | APPLYING | ILLUSTRATE the use of the Acts in common business situations. |
| CO 205.4 | ANALYSING | OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective. |
| CO 205.5 | EVALUATING | DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations |

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| Semester II | 206 | | RM 01- Business Research Methods |
| --- | --- | --- | --- |
| 2 Credits | LTP: 1:1:1 | | Compulsory Generic Core Course |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
| --- | --- | --- |
| CO 206.1 | REMEMBERING | DEFINE various concepts & terms associated with scientific business research. |
| CO 206.2 | UNDERSTANDING | EXPLAIN the terms and concepts used in all aspects of scientific business research. |
| CO 206.3 | APPLYING | MAKE USE OF scientific principles of research to SOLVE contemporary business research problems. |
| CO 206.4 | ANALYSING | EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective. |
| CO 206.5 | EVALUATING | JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective. |
| CO 206.6 | CREATING | FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems. |

| Semester II | 207 | | RM 02- Desk Research (DR) |
| --- | --- | --- | --- |
| 2 Credits | LTP: 0:1:3 | | Subject Core Course – Research (Specialization Specific) |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
| --- | --- | --- |
| CO207.1 | REMEMBERING | DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry |
| CO207.2 | UNDERSTANDING | SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry |
| CO207.3 | APPLYING | DEMONSTRATE an understanding of the regulatory forces acting on a real-world business organization and the relevant industry |
| CO207.4 | ANALYSING | COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry |
| CO207.5 | EVALUATING | COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain. |
| CO207.6 | CREATING | IMAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years). |

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| Semester II | 208 | RM 03 - Field Project (FP) |
|---|---|---|
| 4 Credits | LTP: 0:0:4 | Subject Core Course – Research (Specialization Specific) |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 208.1 | REMEMBERING | Recall and list key management concepts and frameworks relevant to their specialization specific field project. |
| CO 208.2 | UNDERSTANDING | Demonstrate an understanding of the specific management theories and frameworks to real-world business issues. |
| CO 208.3 | APPLYING | Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach. |
| CO 208.4 | ANALYSING | Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization. |
| CO 208.5 | EVALUATING | Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain. |
| CO 208.6 | CREATING | Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach. |

| Semester II | 209 | GE 08 - Business Communication |
|---|---|---|
| 2 Credits | LTP: 0:2:2 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 209.1 | REMEMBERING | DESCRIBE stages in a typical communication cycle and the barriers to effective communication. |
| CO 209.2 | UNDERSTANDING | SUMMARIZE long essays and reports into precis and executive summaries. |
| CO 209.3 | APPLYING | USE Dictionary and Thesaurus to draft and edit a variety of business written communication. |
| CO 209.4 | ANALYSING | EXAMINE sample internal communications in a business environment for potential refinements. |
| CO 209.5 | EVALUATING | COMPOSE variety of letters, notices, memos and circulars. |

| Semester II | 210 | GE 09 – Technology Tools in Business Management-II |
|---|---|---|
| 2 Credits | LTP: 0:0:4 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 210.1 | REMEMBERING | Recall advanced functions and features of Excel, Power BI, Tableau, Chat GPT, and other emerging tools. |
| CO 210.2 | UNDERSTANDING | Explain the advanced functionalities and applications of these tools in business contexts. |
| CO 210.3 | APPLYING | Utilize advanced features to perform complex data analysis, create interactive dashboards, and develop AI-driven solutions. |
| CO 210.4 | ANALYSING | Examine the integration and application of advanced tools in real-world business scenarios |
| CO 210.5 | EVALUATING | Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making. |
| CO 210.6 | CREATING | Develop sophisticated business intelligence projects, interactive dashboards, and AI-driven solutions using advanced tools. |

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| Semester -II | 211 | GE 10 - Sustainable Development Goals (SDG) |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 211.1 | REMEMBERING | Recall the 17 Sustainable Development Goals (SDGs) set by the United Nations. |
| CO 211.2 | UNDERSTANDING | Explain the significance and objectives of each SDG. |
| CO 211.3 | APPLYING | Apply the concepts of sustainable development to real-world scenarios. |
| CO 211.4 | ANALYSING | Analyse the interconnections and interdependencies among different SDGs. |
| CO 211.5 | EVALUATING | Evaluate the progress and challenges in achieving the SDGs at local, national, and global levels. |
| CO 211.6 | CREATING | Develop strategies and action plans to contribute to the achievement of the SDGs. |

| Semester -II | 212 | GE 11 - Selling & Negotiations Skills Lab |
|---|---|---|
| 2 Credits | LTP: 1:1:1 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 212.1 | REMEMBERING | DESCRIBE the various selling situations and selling types. |
| CO 212.2 | UNDERSTANDING | OUTLINE the pre-sales work to be carried out by a professional salesperson. |
| CO 212.3 | APPLYING | IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service. |
| CO 212.4 | ANALYSING | FORMULATE a sales script for a real-world sales call for a product/ service / e-product / e-service. |
| CO 212.5 | EVALUATING | DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service. |
| CO 212.6 | CREATING | DEVELOP a sales proposal for a real-world product/ service / e-product / e-service and for a real-world selling situation. |

| Semester II | 213 | GE 12 - Indian Economy |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 213.1 | REMEMBERING | DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context. |
| CO 213.2 | UNDERSTANDING | EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context. |
| CO 213.3 | APPLYING | ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context. |
| CO 213.4 | ANALYSING | EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India. |
| CO 213.5 | EVALUATING | DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment. |
| CO 213.6 | CREATING | BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy. |

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| Semester II | 214 | GE 13 – International Business Environment |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Generic Elective |

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO 214 .1 | Remembering | Recall and Describe the key concepts of international Business Environment |
| CO 214.2 | Understanding | Understand the relevance of Multinational Corporations (MNCs) in global trade |
| CO 214.3 | Applying | Demonstrate the significance of FDI and FPI in respect of developing economy |
| CO 214.4 | Analysing | Analyze the issues related to Labor, Environmental and Global Value chain |
| CO 214.5 | Evaluating | Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment. |

| Semester II | 215 | GE 14 – Business Ethics |
|---|---|---|
| 2 Credits | LTP: 2:0:0 | Generic Elective |

**On successful completion of the course the learner will be able to**

| CO# | COGNITIVE ABILITIES | COURSE OUTCOMES |
|---|---|---|
| CO.215.1 | REMEMBERING | Recall the fundamental concepts and principles of business ethics. |
| CO 215.2 | UNDERSTANDING | Explain the importance of ethical behavior in business and its impact on stakeholders. |
| CO 215.3 | APPLYING | Apply ethical theories and frameworks to real-world business situations. |
| CO 215.4 | ANALYSING | Analyse ethical dilemmas and conflicts of interest in business practices. |
| CO 215.5 | EVALUATING | Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices. |
| CO 215.6 | CREATING | Develop strategies to foster an ethical culture within an organization. |

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