



Dr. Rammanohar Lohia Avadh University, Ayodhya

National Education Policy-2020

Syllabus for

COURSE- B.B.A., B.B.A. (FYUP), B.B.A. + M.B.A.

W.E.F : Session 2026-27

- | | | |
|------|---|---------------|
| i) | Certificate in Business Administration | (First Year) |
| ii) | Diploma in Business Administration | (Second Year) |
| iii) | Bachelor's of Business Administration | (Third Year) |
| iv) | B.B.A. (Apprenticeship/Internship embedded) | (Fourth Year) |
| OR | | |
| iv) | Honours in B.B.A. | (Fourth Year) |

OR

For Student who secure 75% or above aggregate marks in first six semester of B.B.A.

- | | | |
|-----|-----------------------------------|---------------|
| iv) | Honours with Research in B.B.A. | (Fourth Year) |
| v) | Master of Business Administration | (Fifth Year) |

(Dr. Rammanohar Lohia Avadh University, Ayodhya)

16-01-26

15/01/26

16/01/2026

16/01/26

ORDINANCE

1. This Certificate/ Diploma/ Degree shall be under the Faculty of Commerce & Management, Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) and it shall be known as Certificate in Business Administration / Diploma in Business Administration /B.B.A. (Bachelor of Business Administration)/ B.B.A. (Apprenticeship/Internship embedded)/ Honours in Business Administration/ Honours with Research in Business Administration/ Master of Business Administration and run under the umbrella of NEP 2020.
2. The course will be conducted on full time basis. The duration of full-time course shall extend over its years/ semesters according to course structure as per university norms.
3. The Certificate in Business Administration at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than two semesters extending over one academic year and have passed examinations as prescribed under the relevant scheme. So on Diploma in Business Administration at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than four semesters extending over two academic year and have passed examinations as prescribed under the relevant scheme and Degree of the B.B.A. (Bachelor of Business Administration) at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than six semesters extending over three academic year and have passed examinations as prescribed under the relevant scheme. B.B.A. (Apprenticeship/Internship embedded) at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study extending over four academic year and have passed examinations as prescribed under the relevant scheme. Honours in Business Administration at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than eight semesters extending over four academic years and have passed examinations as prescribed under the relevant scheme. Student who secure 75% or above aggregate marks in first six semester of B.B.A. Honours with Research in Business Administration at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than eight semesters extending over four academic years and have passed examinations as prescribed under the relevant scheme. For Master of Business Administration at the Dr. Rammanohar Lohia Avadh University, Ayodhya (UP) shall be conferred on the candidate who have pursued the prescribed course of study for not less than ten semesters extending over five academic years and have passed examinations as prescribed under the relevant scheme for student who secure 75% or above aggregate marks in first six semester of B.B.A.
4. The total number of students to the B.B.A. (Bachelor of Business Administration) course shall be restricted to 120 seats (or as per University norms).
5. Qualification for admission in B.B.A. (Bachelor of Business Administration) course is Intermediate/ Higher Secondary (ie.10+2) or its equivalent examination conducted by the any Board or University incorporated by law and recognize by this University shall constitute the minimum requirements for admission.



6. The method of teaching adopted shall be a combination of Lectures, Tutorials, Practical which includes seminars, case discussion, student presentation, use of audio-visual aids, computers etc and credit shall be visualized as a component of Lecture(L), Tutorial(T) and Practical(P) shall be the duty of particular teacher- teaching in a particular course.
7. The classes of BBA/BBA (FYUP)/ BBA + MBA course shall be run in the faculty of Commerce and Management under the control of the Head of Department.
8. There shall be examination in each semester as per the scheme of Examination and the students shall be required to appear in every subject as specified in the course structure of each semester.
9. Each compulsory / elective paper shall be of one hours duration for Internal examination and two hours for external examination and will be as per Choice Based Credit System CBCS system , the maximum marks allotted for each paper shall be following

- I. Semester examination -75 marks
- II. Internal Assessment - 25 marks

It shall be the duty of particular teacher- teaching in a particular course to conduct continuous internal assessment shall be consist of sessional examination of 15 marks, assignment of 5 marks and presentation/quiz/social activity/group discussion carrying 5 marks.

10. The permission to appear in semester examination shall be granted to such students only who have fulfilled the attendance requirement of 75% in each subject as per University rules.
11. Passing marks in each paper is 40% and aggregate is 50%. Back paper is allowed only in two papers in each semester.
12. There shall be summer training project report proposal and viva voce in BBA Part II (IVth Semester) . This shall be Compulsory for all the students. Viva Voce will be conducted by one Internal Examiner and maximum of 100 Marks.
13. Internship (Summer training Project) of 6-8 week will be mandatory for each student at the end of B.B.A. IV semester and summer training project report will be submitted by the students in the final year (Vth semester) to his supervisor allotted in previous semester.
14. There shall be mandatory minor project report based on summer internship viva voce in BBA Part III (Vth Semester) .This shall be Compulsory for all the students. Viva Voce will be conducted by one Internal Examiner one External examiner and maximum of 100 Marks and comprehensive Viva-Voce in BBA Part III (VIth Sem) maximum of 100 Marks compulsory for all the students. Viva Voce will be conducted by one Internal Examiner one External examiner.
15. Students who completed his/her three years BBA degree program can further pursue Apprenticeship/Internship embedded fourth year degree through NATS or from equivalent organisation/industry /institute within 12 months of 1200 hours and after completion the student will be awarded B.B.A. (Apprenticeship/Internship embedded) degree or the student can pursue Honours in Business Administration in fourth year as per course

- structure or the student can pursue Honours with Research in Business Administration in fourth year as per course structure.
16. Student who pursue Master of Business Administration in fourth and fifth year as per course structure in the Department of Business Management and Entrepreneurship (Dr. Rammanohar Lohia Avadh University) or in the colleges where the M.B.A. programme is approved by the Dr. Rammanohar Lohia Avadh University but the student should fulfill the selection process of admission in M.B.A. programme as per Dr. Rammanohar Lohia Avadh University norms.
 17. For Master of Business Administration programme , course ordinance of Master of Business Administration of Department of Business Management and Entrepreneurship (Dr. Rammanohar Lohia Avadh University) and its amendments will be applicable partially.
 18. The permission to appear in semester examination shall be granted to such candidates only who have fulfilled the attendance requirement of 75% in each paper.
 19. Rest of the rules/instructions whichever is not mentioned in this ordinance will be followed as per MEME policy (Annexure 1) and UG/FYUP and PG Programmes, National Education Policy-2020: Admission/ Examination Related Guideline for Graduate/ Post Graduate Courses adopted by Dr. Rammanohar Lohia Avadh University, Ayodhya. (Dated: 29-03-2025)



DEPARTMENT OF BUSINESS MANAGEMENT & ENTREPRENEURSHIP

**DR. RAMMANOHAR LOHIA AVADH UNIVERSITY AYODHYA
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

Vision:

To shape future-ready and socially responsible business leaders and IT Professionals through excellence in management education and research.

Mission:

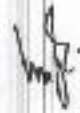
To empower learners with knowledge, values, and innovation-driven management and leadership skills, fostering global competence and sustainable business solutions.

Department Objectives-

1. To promote ethical values and responsible behavior in all aspects of business education.
2. To encourage creativity, innovation, and teamwork for building entrepreneurial skills.
3. To provide practical and industry focused learning that builds smart skills
4. To develop confidence through communication training, leadership activities and real-world exposure.
5. To develop an inquisitive mindset which would strengthen a culture of research and innovation that inspires new ideas and solutions to real business challenges.

Program Objectives:

The B.B.A program imparts comprehensive foundational knowledge in business and management disciplines required for understanding organizational functioning and business environments. Develop analytical, critical thinking, and decision-making skills for addressing managerial problems in dynamic and competitive contexts. Enhance communication, leadership, and teamwork capabilities essential for professional effectiveness and organizational success. It inculcate ethical values, social responsibility, and sustainable business practices with due regard for integrity, governance, and responsible citizenship. Also nurture entrepreneurial orientation, innovation, and employability through skill-based learning, industry exposure, and practical application and promote lifelong learning and holistic personality development enabling adaptability, continuous professional growth, and higher education pursuits.



PROGRAMME OUTCOME (POs)

PO1: Management Knowledge- Apply fundamental concepts of management, accounting, economics, marketing, and finance to solve business problems and to excel in **competitive exams**.

PO2: Problem Analysis- Identify, analyze, and interpret business data to arrive at evidence-based decisions.

PO3: Business Environment & Domain Understanding- Demonstrate understanding of legal, economic, social, and global business environments and their impact on managerial decisions for up gradation in **higher education and research**.

PO4: Modern Tools & Digital Competence- Use digital tools, analytical software, and contemporary technologies to enhance business processes and decision-making.

PO5: Ethics & Professional Conduct- Apply ethical principles and exhibit integrity, fairness, and responsibility in business and professional settings for **employability**.

PO6: Communication Skills- Communicate effectively using oral, written, and digital platforms in business contexts.

PO7: Teamwork & Leadership- Function effectively as an individual, team member, or leader in multidisciplinary and multicultural teams.

PO8: Entrepreneurship & Innovation- Demonstrate **entrepreneurial** mindset and innovative thinking for creating and managing new ventures and **start-ups**.

PO9: Critical Thinking & Strategic Decision Making- Use logical reasoning, analytical skills, and strategic thinking for organizational problem-solving.

PO10: Social Responsibility & Sustainability- Recognize the need for sustainable development and understand the social, environmental, and ethical implications of business decisions.

PO11: Lifelong Learning- Engage in continuous learning to adapt to emerging trends, technologies, and professional demands.

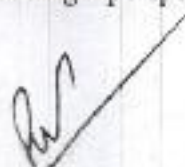
PROGRAMME SPECIFIC OUTCOME (PSOs):

PSO1: Business Operations Ability- Apply management principles to real-world business operations in areas such as marketing, HR, finance, and operations.

PSO2: Financial & Analytical Skills- Analyze financial statements, budgets, and business data to support managerial decisions.

PSO3: Marketing & Customer Relationship Skills- Design and implement marketing strategies, conduct market research, and manage customer relationships effectively.

PSO4: Entrepreneurial & Managerial Competence- Identify business opportunities, prepare business plans, and manage small or medium enterprises with innovation and strategic perspective.



Year	Sem	Subject	Paper Code	Paper Name	Marks (I+E)*	Credit
		Choose Any Two Major Groups				
1.	I	Group-1 (A)	F0160601T	Principles of Management	100(25+75)	3+3=6
		(B)	F0160602T	Basic Accounting	100(25+75)	
	I	Group-2 (A)	F0160603T	Business Statistics	100(25+75)	3+3=6
		(B)	F0160604T	Business Economics	100(25+75)	
	I	Group-3 (A)	F0160605T	Business Ethics & Governance	100(25+75)	3+3=6
		(B)	F0160606T	Computer Applications	100(25+75)	
	I	Co-curricular		First Aid and Health <i>Basic</i>	100(25+75)	2
	I	Vocational(SEC)	As per University list		100	3
	I	Own/Other Faculty(Minor Multidisciplinary)	As per University list		100(25+75)	6
		Choose Any Two Major Groups		Total	700	23
1.	II	Group-1 (A)	F0260601T	Organizational Behaviour	100(25+75)	3+3=6
		(B)	F0260602T	Business Finance	100(25+75)	
	II	Group -2 (A)	F0260603T	Human Resource Development	100(25+75)	3+3=6
		(B)	F0260604T	Marketing Theory & Practices	100(25+75)	
	II	Group -3 (A)	F0260605T	Business Mathematics	100(25+75)	3+3=6
		(B)	F0260606T	Advertising Management	100(25+75)	
	II	Co-curricular		Human Values and Environmental Studies	100(25+75)	2
	II	Vocational(SEC)	As per University list		100	3
				Total	600	17
				AFTER SUCCESSFULLY COMPLETING 1 st YEAR, CERTIFICATE IN BUSINESS ADMINISTRATION (23+17=40 CREDITS)WILL BE AWARDED		

Year	Sem	Subject		Paper Code	Paper Name	Marks (I+E)*	Credit
		Choose Any Two Major Groups					
2	III	Group-1	(A)	F0360601T	Management & Cost Accounting	100(25+75)	3+3=6
			(B)	F0360602T	Business Law	100(25+75)	
	III	Group -2	(A)	F0360603T	Production Management	100(25+75)	3+3=6
			(B)	F0360604T	Business Policy	100(25+75)	
	III	Group -3	(A)	F0360605T	Business Communication	100(25+75)	3+3=6
			(B)	F0360606T	Business Environment	100(25+75)	
	III	Co-curricular			Physical Education and Yoga	100(25+75)	2
	III	Vocational(SEC)		As per University list		100	3
	III	Own/Other Faculty(Minor Multidisciplinary)		As per University list		100(25+75)	6
		Choose Any Two Major Groups			Total	700	23
2	IV	Group-1	(A)	F0460601T	Supply Chain Management	100(25+75)	3+3=6
			(B)	F0460602T	Research Methodolgy	100(25+75)	
	IV	Group-2	(A)	F0460603T	Specialised Accounting	100(25+75)	3+3=6
			(B)	F0460604T	Consumer Behaviour	100(25+75)	
	IV	Group -3	(A)	F0460605T	Investment Analysis & Portfolio Management	100(25+75)	3+3=6
			(B)	F0460606T	Company Law	100(25+75)	
	IV	Co-curricular			Social Responsibility and Community Engagement	100(25+75)	2
	IV	Summer Internship		F0460607R	Summer Training Proposal & Viva-Voce	100	3
					Total	600	17
AFTER SUCCESSFULLY COMPLETING 2 nd YEAR , DIPLOMA IN BUSINESS ADMINISTRATION (40+40=80 CREDITS)WILL BE AWARDED							

Year	Sem	Subject	Paper Code	Paper Name	Marks (I+E)*	Credit
		Choose Any Two Major Groups				
3	V	Group-1 (A)	F0560601T	Income Tax	100(25+75)	5+5=
		(B)	F0560602T	Marketing Communication	100(25+75)	10
	V	Group-2 (A)	F0560603T	Entrepreneurship & Small Business Management	100(25+75)	5+5=
		(B)	F0560604T	Sales Management	100(25+75)	10
	V	Group-3 (A)	F0560605T	Industrial Relations & Labour Laws	100(25+75)	5+5=
		(B)	F0560606T	Company Accounts	100(25+75)	10
	V	Minor Project Report	F0560607R	Minor Project Report Evaluation Viva-Voce	100	3
		Choose Any Two Major Groups		Total	500	23
3	VI	Group-1 (A)	F0660601T	Project Management	100(25+75)	5+5=
		(B)	F0660602T	Goods & Services Tax	100(25+75)	10
	VI	Group-2 (A)	F0660603T	Auditing	100(25+75)	5+5=
		(B)	F0660604T	International Trade	100(25+75)	10
	VI	Group -3 (A)	F0660605T	Strategic Management	100(25+75)	5+5=
		(B)	F0660606T	Training & Development	100(25+75)	10
	VI	Viva-Voce	F0660607P	Comprehensive Viva-Voce	100	3
				Total	500	23
AFTER SUCCESSFULLY COMPLETING 3 rd YEAR, STUDENT HAS TO EARN MIN 40 CREDITS, BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION (80+40= 120 CREDITS)WILL BE AWARDED						

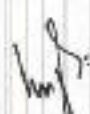
Fourth Year

	Year	Duration/Affiliation	Vocational - Skill Enhancement courses (SEC)			Credit
Apprenticeship/ Internship embedded UG Degree programme	4	12 Months Apprenticeship/ Internship through NATS or from equivalent organisation/ industry /institute	1200 hours			40
AFTER SUCCESSFULLY COMPLETING 4 th YEAR, BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION WITH APPERENTICESHIP/INTERNSHIP(120+40=160 CREDITS)WILL BE AWARDED						

OR

Year	Sem	Subject	Paper Code	Paper Name	Marks (I+E)*	Credit
4	VII	Course/Paper-1	F0160101T	Principle and Practices of Management	100(25+75)	4
	VII	Course/Paper-2	F0160102T	Financial and Management Accounting	100(25+75)	4
	VII	Course/Paper-3	F0160103T	Organization Behaviour	100(25+75)	4
	VII	Course/Paper-4	F0160104T	Managerial Economics and Environment	100(25+75)	4
	VII	Course/Paper-5	F0160105T	Quantitative Techniques	100(25+75)	4
				Total	500	20
4	VIII	Course/ Paper-1	F0260101T	Financial Management	100(25+75)	4
	VIII	Course/Paper-2	F0260102T	Fundamentals of Marketing	100(25+75)	4
	VIII	Course/Paper-3	F0260103T	Management of Human Resources	100(25+75)	4
	VIII	Course/Paper-4	F0260104T	Operations Management and Business Analytics	100(25+75)	4
	VIII	Course/Paper-5	F0260105T	Business Research Methods	100(25+75)	4
				Total	500	20
AFTER SUCCESSFULLY COMPLETING 4th YEAR , HONOURS DEGREE IN B.B.A. (120+40=160 CREDITS)WILL BE AWARDED						

OR

Only For Students Who Secured 75% or Above Marks in First Six Semesters

Year	Sem	Subject	Paper Code	Paper Name	Marks (I+E)*	Credit
Choose Any Four Major Courses/Papers						
4	VII	Course/Paper-1	F0160101T	Principle and Practices of Management	100(25+75)	4
	VII	Course/Paper-2	F0160102T	Financial and Management Accounting	100(25+75)	4
	VII	Course/Paper-3	F0160103T	Organization Behaviour	100(25+75)	4
	VII	Course/Paper-4	F0160104T	Managerial Economics and Environment	100(25+75)	4
	VII	Course/Paper-5	F0160105T	Quantitative Techniques	100(25+75)	4
	VII	Research work	F0160107R	Research Survey	100	4
Choose Any Four Major Courses/Papers				Total	500	20
4	VIII	Course/ Paper-1	F0260101T	Financial Management	100(25+75)	4
	VIII	Course/Paper-2	F0260102T	Fundamentals of Marketing	100(25+75)	4
	VIII	Course/Paper-3	F0260103T	Management of Human Resources	100(25+75)	4
	VIII	Course/Paper-4	F0260104T	Operations Management and Business Analytics	100(25+75)	4
	VIII	Course/Paper-5	F0260105T	Business Research Methods	100(25+75)	4
	VIII	Research work	F0260106R	Survey Research Project Viva Voce	100	4
				Total	500	20

AFTER SUCCESSFULLY COMPLETING 4th YEAR , HONOURS WITH RESEARCH DEGREE IN B.B.A. (120+40=160 CREDITS)WILL BE AWARDED

Year	Sem	Subject	Paper Code	Paper Name	Marks (I+E)*	Credit
Choose Any Two Specialization Groups						
5	IX	Group -1 (Finance) (A)	F0360102T	Corporate Financial Decisions	100(25+75)	4
	IX	(B)	F0360103T	Security Analysis and Portfolio Management	100(25+75)	4
	IX	Group -2 (Marketing) (A)	F0360104T	Customer Relationship Management	100(25+75)	4
	IX	(B)	F0360105T	Consumer Behaviour	100(25+75)	4
	IX	Group -3	F0360106T	Leadership ,Teamwork And ChangeManagement	100(25+75)	4

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	IX	(Human Resource)	(A) (B)	F0360107T	Industrial Relations Management	100(25+75)	4
	IX	Group -4 (Information Technology)	(A) (B)	F0360108T	Enterprise Resource Planning	100(25+75)	4
	IX			F0360109T	Web Technology & E-commerce	100(25+75)	4
	IX	Research Project		F0360110R	Summer Training Project Viva	100	4
	Choose Any Two Specialization Groups				Total	500	20
5	X	Group -1 (Finance)	(A) (B)	F0460102T	Corporate Restructuring And Valuation	100(25+75)	4
	X			F0460103T	International Financial Management	100(25+75)	4
	X	Group -2 (Marketing)	(A) (B)	F0460104T	Advertising & Brand Management	100(25+75)	4
	X			F0460105T	International and Rural Marketing	100(25+75)	4
	X	Group -3 (Human Resource)	(A) (B)	F0460106T	Strategic HRM and International HRM	100(25+75)	4
	X			F0460107T	Human Resource Development	100(25+75)	4
	X	Group -4 (Information Technology)	(A) (B)	F0460108T	Relational Data Base Management System	100(25+75)	4
	X			F0460109T	System Analysis & Design	100(25+75)	4
	X	Research work		F0460110R	Business Plan/ Dissertation Evaluation & Viva	100	4
					Total	500	20
AFTER SUCCESSFULLY COMPLETING 5 th YEAR , MASTER DEGREE IN BUSINESS ADMINISTRATION (160+40=200 CREDITS)WILL BE AWARDED							

*I= Internal Marks E= External Marks

BBA: First Year -First Semester

Programme/Class: BBA	Year: First	Semester: First
Group -I(A)		
Course Code: F0160601T	Course Title: Principles of Management	
Course outcomes:		
CO1: Understand the concept, nature, scope, and evolution of management and the role of managers in organizations.		
CO2: Explain and apply the principles and functions of management such as planning, organizing, staffing, directing, and controlling.		
CO3: Analyze managerial decision-making processes, leadership styles, motivation theories, and communication systems.		
CO4: Examine organizational structures, authority-responsibility relationships, and coordination mechanisms in business organizations.		
CO5: Evaluate contemporary management practices, ethics, social responsibility, and corporate governance.		
CO6: Develop managerial skills, teamwork, leadership qualities, and problem-solving abilities required for effective management.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Concepts, objectives, nature, scope and significance of management, Saptanga Theory (Seven Pillars of Management) Contribution of Taylor, Weber and Fayol in management, Management Vs. administration.	6
II	Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.	8
III	Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.	6
IV	Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication. Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling	10
Suggested Readings:		
1. Pagare Dinkar, Principles of Management		
2. Prasad L.M., Principles and Practice of Management		
3. Satya Narayan and Raw VSP, Principles and Practice of Management		
4. Srivastava and Chunawalla, Management Principles and Practice		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		

CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.7
CO2	3	3	3	2	1	1	1	0	3	1	2	1.9
CO3	3	3	2	2	1	1	1	0	3	2	2	2
CO4	3	3	2	2	1	1	1	0	3	2	2	2
CO5	3	2	2	1	2	2	1	1	2	3	2	2.1
CO6	2	2	1	3	3	2	2	1	2	3	3	2.2
Average	2.83	2.50	2.17	2.00	1.50	1.33	1.00	0.33	2.50	2.17	2.17	2.0

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Principles of Management shows strong alignment with PO1 (Management Knowledge), PO2 (Problem Analysis), PO3 (Business Environment Understanding), and PO9 (Critical Thinking & Decision-Making). CO5 and CO6 exhibit the highest attainment due to emphasis on ethics, leadership, teamwork, and managerial skills. Moderate alignment with PO4 and PO11 reflects the application of managerial tools and lifelong learning. The course demonstrates better linkage with PO7 (Teamwork) compared to theory-oriented subjects.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2
CO3	2	3	1	2	2
CO4	2	3	1	2	2
CO5	2	2	1	3	2
CO6	2	2	1	3	2
Average	2	2.5	1	2.33	2.00

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Principles of Management indicates strong alignment with PSO2 (2.50) and PSO4 (2.33), highlighting the course's contribution to managerial competence, leadership development, and decision-making skills. CO5 and CO6 record the highest attainment due to their focus on ethics, social responsibility, teamwork, and leadership. Overall CO averages range from 1.75 to 2.20, indicating moderate to strong attainment of program-specific outcomes.

Programme/Class: BBA		Year: First	Semester: First
Group -1 (B)			
Course Code: F0160602T		Course Title: Basic Accounting	
Course outcomes:			
CO1: Explain and interpret fundamental accounting concepts, conventions, and principles, and relate them to ethical and sustainable business decision-making.			
CO2: Apply the accounting equation, rules of debit and credit, and digital accounting tools to accurately record business transactions through journals, cash books, subsidiary books, and ledgers			
CO3: Prepare trial balances, rectify errors, and construct bank reconciliation statements using analytical and problem-solving approaches.			
CO4: Analyse and evaluate stock valuation methods, depreciation techniques, reserves, and provisions, and prepare complete final accounts with adjustment entries using modern accounting tools.			
CO5: Record, present, and communicate transactions related to bills of exchange and promissory notes, demonstrating their relevance in financial decision-making and business operations.			
CO6: Apply procedures for issue, forfeiture, and redemption of shares and debentures, and assess their strategic and financial implications on corporate reporting.			
Credits: 3		Compulsory	
Max. Marks: 25-75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & book keeping, Importance & limitations of accounting, Various users of accounting information, Accounting Principles: Conventions & Concepts.		6
II	Accounting equation, Dual aspect of accounting, Types of accounts, Rules of debit & credit, Preparation of Journal and Cash book including banking transactions, Ledger and Trial balance, Subsidiary books of accounts. Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes.		10
III	Valuation of stocks, Accounting treatment of depreciation, Reserves and provisions, Preparation of final accounts along with adjustment entries.		8
IV	Issue of shares and debentures, Issue of bonus shares and right issue, Redemption of preference shares and debentures.		6
Suggested Readings:			
1. Agarwal B.D., Advanced Accounting			
2. Chawla & Jain, Financial Accounting			
3. Chakrawarti K.S., Advanced Accounts.			
4. Gupta R.L. & Radhaswamy, Fundamentals of Accounting			
5. Jain & Narang, Advanced Accounts			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

CO-PO Mapping Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	1	1	1	2	2	2	1.82
CO2	3	3	2	3	1	1	1	1	2	1	2	1.82
CO3	3	3	2	2	1	1	1	1	2	1	2	1.73
CO4	3	3	2	3	1	1	1	1	2	1	2	1.82
CO5	2	2	2	1	1	2	1	1	2	1	2	1.55
CO6	3	2	2	2	1	1	1	1	2	1	2	1.64
Average	2.83	2.5	2.0	2.0	1.17	1.17	1.0	0.33	2.0	1.17	2.0	1.75

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The CO-PO attainment analysis shows a strong alignment between the course outcomes of Basic Accounting and the programme outcomes of the BBA curriculum. Students have demonstrated solid conceptual understanding and practical ability, particularly in areas such as management knowledge, analytical skills, digital competence, and strategic decision-making. The mapping reflects that each CO significantly contributes to multiple POs, leading to consistently high attainment levels across key domains. Overall, the course effectively supports the development of foundational accounting competencies while simultaneously strengthening broader managerial, analytical, and professional skills expected at the programme level.

CO-PSO Mapping Matrix

CO / PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	1	1	1.75
CO2	3	3	1	2	2.25
CO3	3	3	1	2	2.25
CO4	3	3	1	2	2.25
CO5	2	2	2	2	2.00
CO6	3	3	1	3	2.50
Average	2.83	2.67	1.17	2.00	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The CO-PSO mapping demonstrates a strong alignment between the course outcomes of Basic Accounting and the programme-specific outcomes of the BBA curriculum. Each CO contributes meaningfully to multiple PSOs, ensuring that students not only acquire foundational accounting knowledge but also develop practical business operations, financial and analytical skills, and entrepreneurial competence. The attainment levels indicate that students are able to effectively apply management principles, analyze financial data, and integrate accounting practices with real-world business decision-making, thereby achieving the intended PSO targets at a high level.



Programme/Class: BBA		Year: First	Semester: First
Group -2(A)			
Course Code: F0160603T		Course Title: Business Statistics	
Course outcomes:			
CO1: Apply appropriate statistical tools for classification, tabulation, graphical representation, and summarization of business data.			
CO2: Compute and interpret measures of central tendency, dispersion, skewness, and kurtosis to analyze business datasets.			
CO3: Analyze and interpret relationships between variables using correlation and regression techniques for business problem-solving.			
CO4: Apply probability concepts and probability distributions to evaluate uncertainties in business scenario.			
CO5: Demonstrate the ability to design samples, identify sampling errors, and conduct hypothesis testing for evidence-based managerial decisions.			
CO6: Communicate statistical findings effectively using digital tools and charts, and collaborate in teams to solve analytical problems.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Concept, features, significance & limitations of statistics, Types of data, Classification & Tabulation, Frequency distribution & graphical representation.		6
II	Measures of Central Tendency (Mean, Median, Mode), Measures of Variation (Range, Quartile Deviation, Mean Deviation and Standard Deviation), Significance & properties of a good measure of variation, Measures of Skewness & Kurtosis.		8
III	Correlation and Regression: Meaning and types of correlation, Simple correlation, Scatter diagram method, Karl Pearson's Coefficient of correlation, Significance of correlation, Regression concept, Regression lines, Regression equations and Regression coefficient.		8
IV	Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's theorem [Simple numerical]. Probability Distribution: Binomial, Poisson and Normal. Sampling: Method of sampling, Sampling and non-sampling errors, Test of hypothesis, Type-I and Type-II Errors, Large sample tests.		8
Suggested Readings:			
1. Gupta, S.P. & Gupta, M.P., Business Statistics			
2. Levin, R.L., Statistics for Management			
3. Feud, J.E., Modern Elementary Statistics			
4. Elhance, D.N., Fundamentals of Statistics			
5. Gupta, C.B., Introduction of Statistical Methods			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			

CO-PO Mapping Matrix

COs\ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	1	3	0	2	0	0	2	0	2	1.50
CO2	3	3	1	3	0	1	0	0	3	0	2	1.50
CO3	2	3	2	3	0	2	0	0	3	0	2	1.75
CO4	3	3	2	3	0	1	0	0	3	0	3	1.75
CO5	2	3	2	3	2	1	0	0	3	1	3	2.00
CO6	1	2	1	3	1	3	3	1	2	1	3	2.00
Average	2.50	2.75	1.50	3.00	0.50	1.70	0.50	0.50	2.75	0.50	2.50	1.75

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO Attainment analysis shows that the course strongly contributes to key Program Outcomes such as PO1 (Management Knowledge), PO2 (Problem Analysis), PO4 (Modern Tools), PO9 (Critical Thinking), and PO11 (Lifelong Learning). Moderate contributions are seen for PO3 and PO6, reflecting domain understanding and communication competencies. As expected for a technical, quantitative course, the attainment levels for PO5, PO7, PO8, and PO10 remain low because the content does not directly impact ethics, leadership, entrepreneurship, or sustainability domains. Overall, the mapping demonstrates a balanced and justifiable alignment between COs and POs.

CO-PSO Attainment Summary

CO\ PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	1	1.75
CO2	1	3	1	1	1.50
CO3	1	3	2	2	2.00
CO4	1	3	1	2	1.75
CO5	2	3	1	2	2.00
CO6	2	2	2	2	2.00
Average	1.50	3.00	1.50	2.00	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping demonstrates a strong alignment between course outcomes and program-specific outcomes. The average CO contribution values range from 1.50 to 2.00, indicating that each course outcome has a meaningful impact on the program's specific skills. Highest alignment is observed for PSO2 (Financial & Analytical Skills) with an average contribution of 2.83, showing that the course strongly enhances students' analytical and quantitative decision-making abilities. CO3, CO5, and CO6 show the highest average contribution (2.00), reflecting their strong relevance to correlation & regression analysis, hypothesis testing, and digital communication of statistical findings. PSO1 and PSO4 show moderate alignment (1.50-1.67), indicating that the course supports managerial understanding and decision-making. PSO3 displays limited alignment (1.33), as the course indirectly contributes to marketing and customer insights through data interpretation. Overall, the mapping confirms that the course significantly strengthens the analytical, quantitative, and decision-support capabilities required for business and managerial roles, strongly supporting PSO2 and providing balanced contributions to PSO1 and PSO4.

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Programme/Class: BBA		Year: First	Semester: First
Group -2 (B)			
Course Code: F0160604T		Course Title: Business Economics	
Courseoutcomes:			
CO1- To Understand and explain the nature, scope, and fundamental tools of Business Economics, and describe its relationship with other managerial and social science disciplines.			
CO2- To Analyze the demand and its determinants, interpret elasticity concepts, and apply demand forecasting methods in basic managerial decision-making situations.			
CO3- To Interpret the production function, laws of variable proportions, returns to scale, and compare various cost concepts to analyze cost-output relationships in different time periods.			
CO4- To Evaluate different market structures, compare pricing strategies, and analyze the implications of price discrimination under different market conditions.			
CO5- To Assess profit concepts, profit maximization strategies, and perform break-even analysis for managerial decisions.			
CO6- To Examine the concept, causes, and effects of inflation, and evaluate its impact on business decisions.			
Credits: 3		Compulsory	
Max. Marks: 25 + 75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction to Business Economics: Nature and Scope of Business Economics, its relationship with other subjects, Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle.		6
II	Demand Analysis: Concept of Demand & its determinants, Price, Income & Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Revenue concepts, Concept of demand forecasting and methods of demand forecasting.		8
III	Production and Cost Analysis: Meaning, Production function, Law of variable proportion and laws of return to scale, Various cost concepts and classification, Cost output relationship in short run & long run, Cost curves, Economics and diseconomies of scale.		7
IV	Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures-Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition. Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Break even analysis. Elementary idea of Inflation		9
Suggested Readings:			
1. Varsney & Maheshwari, Managerial Economics			
2. Mote Paul & Gupta, Managerial Economics: Concepts & cases			
3. D.N.Dwivedi, Managerial Economics			
4. D.C.Huge, Managerial Economics			
5. S. Peterson & Lewis, Managerial Economics			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	1	2	1.5
CO2	3	3	2	2	1	1	0	1	3	1	2	1.75
CO3	3	3	2	2	0	0	0	0	3	1	2	1.5
CO4	3	3	3	2	1	1	0	1	3	2	2	2.00
CO5	3	3	2	2	1	1	0	1	3	1	2	1.75
CO6	2	2	3	1	1	1	0	0	2	3	2	1.75
Average	3	2.75	2.5	1.75	1.00	1.00	0.00	0.50	2.75	1.50	2.00	1.75

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO ATTAINMENT SUMMARY

The CO-PO mapping for the Business Economics course shows a strong and balanced alignment between Course Outcomes (COs) and Program Outcomes (POs). CO averages range from 1.50 to 2.00, while PO averages vary from 0.00 to 3.00, indicating significant contributions to program objectives. Highest contributions are seen in PO1, PO2, PO3, and PO9, highlighting the course's focus on management knowledge, analytical ability, domain understanding, and strategic reasoning. Moderate alignment occurs in PO4, PO10, and PO11, reflecting relevance to digital competence, sustainability, and lifelong learning, while lower contributions in PO7 and PO8 are expected given the course's analytical focus. CO4, CO5, and CO6 show the strongest alignment, emphasizing topics that develop economic analysis and decision-making skills. Overall, the course effectively supports core program outcomes in economic understanding, analytical skills, and strategic thinking.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	2	2	2.25
CO3	2	3	1	2	2.00
CO4	2	2	2	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	2	1.75
Average	2.00	2.50	1.33	2.33	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO matrix for Business Economics indicates strong alignment with PSO2 (2.50) and PSO4 (2.33), reflecting the subject's analytical, decision-making, and economic evaluation components. The highest CO averages (2.25) appear in CO2, CO4, and CO5, highlighting strong linkage with demand forecasting, market structure analysis, pricing, and profit maximization. Overall CO averages range from 1.75 to 2.25, signifying moderate to strong alignment. Attainment levels suggest that CO2, CO4, and CO5 achieve Level 3, due to analytical requirements in forecasting, cost-output relations, and pricing strategies, while CO1, CO3, and CO6 achieve Level 2, indicating solid foundational understanding and application skills.

Programme/Class: BBA		Year: First	Semester: First
Group -3(A)			
Course Code: F0160605T		Course Title: Business Ethics and Governance	
Course outcomes:			
CO1: Define ethics, values, behavior, and arguments related to business ethics.			
CO2: Explain Indian ethos, values, and work-life philosophy.			
CO3: Apply ethical and philosophical principles to corporate systems.			
CO4: Analyze the ethics–corporate excellence relationship and organizational culture.			
CO5: Evaluate CSR, stakeholder responsibilities, and social audit.			
CO6: Create ethical frameworks and CSR models for organizations.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Concept and nature of ethics; ethics, values and behaviour; development of ethics, relevance of ethics and values in business, Arguments against business ethics.		6
II	Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance, Ethos of Vedanta in management, Hierarchism as an organizational value.		8
III	Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins, Concept of knowledge management and wisdom management.		8
IV	Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.		8
Suggested Readings:			
1. Kaur Tripat, Values & Ethics in Management, Galgotia Publishers.			
2. Chakraborty S.K., Human values for Managers			
3. McCarthy, F.J., Basic Marketing			
4. Chakraborty S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
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Further Suggestions:			
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CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	1	1	1	3	2	1	1	1	2	1.75
CO2	2	2	1	1	1	2	2	1	1	1	2	1.50
CO3	2	2	3	1	1	3	2	1	1	1	2	1.75
CO4	2	3	2	2	1	3	1	1	1	1	2	1.75
CO5	2	2	2	1	1	3	2	1	1	1	3	1.92
CO6	2	2	2	2	1	3	3	2	2	2	3	2.25
Average	2.17	2.17	1.83	1.33	1.00	2.83	2.00	1.16	1.16	1.16	2.33	1.82

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping shows a clear and meaningful alignment between course outcomes and programme outcomes, with PO averages ranging from 1.00 to 2.83 and CO averages from 1.50 to 2.25, indicating that each Course Outcome contributes effectively to the overall programme goals. The strongest PO contributions are observed in PO6 (2.83), followed by PO1 (2.17), PO2 (2.17), and PO11 (2.33), demonstrating that the course significantly enhances communication skills, foundational management knowledge, analytical ability, and lifelong learning. Among the course outcomes, CO6 (2.25) shows the highest alignment, followed by CO5 (1.92) and CO1/CO3/CO4 (1.75), reflecting the course's emphasis on ethical framework creation, CSR evaluation, and analysis of ethics in organizational excellence. Lower but relevant contributions appear in PO5 (1.00) and PO8-PO10 (1.16), indicating modest linkage with professional ethics, innovation, and social responsibility. Overall, the mapping confirms that the course strongly supports key programme outcomes, ensuring balanced development of ethical understanding, analytical skills, communication competencies, and responsible managerial behaviour.

CO-PSO Mapping Matrix

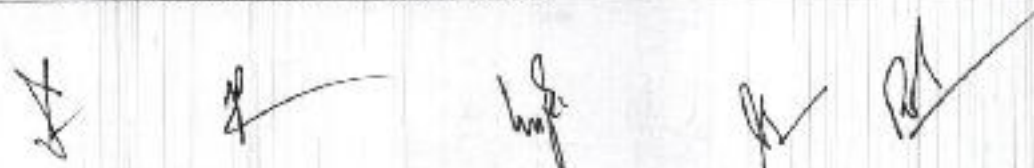
CO \ PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	1	1	2	1.50
CO2	2	1	1	2	1.50
CO3	2	2	1	3	2.00
CO4	2	2	1	3	2.00
CO5	2	3	1	3	2.25
CO6	2	2	1	3	2.00
Average	2.00	1.83	1.00	2.67	1.88

CO-PSO Attainment Summary

The CO-PSO mapping for Business Ethics and Governance shows strong alignment with PSO4, where most COs score between 2 and 3, reflecting the subject's focus on ethical decision-making, corporate responsibility, and managerial integrity. PSO1 also receives steady support with consistent scores of 2, showing that ethical principles contribute directly to effective business operations and organizational behaviour. Analytical skills under PSO2 show moderate alignment, particularly in CO5, where evaluating CSR and social audits requires deeper analysis. PSO3 has the lowest contribution because the subject emphasizes values and governance more than marketing or customer relations. CO5 has the highest row average (2.25), highlighting its strong link with CSR, stakeholder analysis, and governance frameworks. Column averages show that PSO4 (2.67) is the most strongly supported outcome overall. In summary, the course significantly strengthens ethical reasoning, governance capability, responsible management, and corporate citizenship.

[Handwritten signatures and marks]

Programme/Class: BBA		Year: First	Semester: First
Group -3(B)			
Course Code: F0160606T		Course Title: Computer Applications	
Course outcomes:			
CO1: Explain foundational concepts of computers, components of computer systems, the program-development cycle, flowcharting, and software development processes — including professional and ethical considerations in business computing.			
CO2: Demonstrate understanding of computer generations, operating systems (including GUI environments), and commonly used PC software packages for business operations and entrepreneurial applications.			
CO3: Create, format, and collaborate on professional business documents using word-processing tools; demonstrate ethical, team-based workflows and version control for business reporting.			
CO4: Develop and manage spreadsheets using formulas, functions, charts, and database tools to support financial and analytical decision-making for business and startup scenarios.			
CO5: Design and deliver effective presentation graphics and collaborative presentations using presentation software to communicate business information clearly and persuasively.			
CO6: Apply file-structure concepts, database management system principles, data hierarchy, data communication, and networking (LAN/WAN, real-time, online/offline) to manage and secure business information systems with social responsibility.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Computer: An Introduction, Computers in Business, Elements of Computer system, Indian computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.		8
II	Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, An Introduction to Disk, Operating system and windows, GUI, Other system softwares.		7
III	Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function data base functions in spreadsheet, Graphics on spreadsheet, modes of data processing, Report generation, Presentation graphics, Creating a presentation.		7
IV	Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file, Data Hierarchy & data file structure, Use of files in Programming. Relevance of Data base management system, data base manager, data communication, networking, LAN & WAN, Real Time Sharing, On line & off line processing.		8
Suggested Readings:			
1. P. K. Sinha & P. Sinha, Computer Fundamentals, BPB Publication			
2. V. Rajaraman, Computer Fundamentals, PHI			
3. Tannenbaum, Computer Applications and Networks			
4. 'O' Brien, Management Information Systems			



CO-PO Mapping Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	3	2	1	1	1	2	2	2	1.90
CO2	3	2	2	3	1	1	1	2	2	1	2	1.81
CO3	1	2	2	3	2	3	3	1	2	1	1	1.90
CO4	2	3	2	3	1	1	1	2	3	2	2	2.00
CO5	1	2	2	3	2	3	2	1	2	1	1	1.81
CO6	2	2	3	3	1	1	1	2	3	2	2	2.00
Average	2.0	2.16	2.16	3.0	1.50	1.66	1.5	1.5	2.33	1.5	1.66	1.90

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO ATTAINMENT SUMMARY

The CO-PO attainment analysis indicates strong alignment between the course outcomes and the broader program outcomes, with students demonstrating solid proficiency in computer fundamentals, software applications, digital tools, data management, and analytical processes. The course effectively supports key POs such as management knowledge, problem analysis, digital competence, communication skills, and strategic thinking. Overall, students achieved balanced and meaningful attainment across all mapped POs, reflecting successful integration of technological skills with managerial and professional competencies essential for business environments.

CO-PSO Mapping Matrix

CO/PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	1	2	2.00
CO2	3	1	1	2	1.75
CO3	2	1	2	1	1.50
CO4	2	3	1	2	2.00
CO5	1	1	3	2	1.75
CO6	3	2	1	3	2.25
Average	2.33	1.67	1.5	2.0	1.85

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

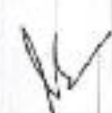
CO-PSO Attainment Summary

The CO-PSO attainment analysis demonstrates that the course outcomes effectively support the development of program-specific skills in BBA students. Learners have shown strong competence in applying management principles to real-world operations (PSO1), analyzing financial and business data for decision-making (PSO2), designing and implementing marketing strategies (PSO3), and identifying business opportunities with entrepreneurial and managerial competence (PSO4). Overall, the attainment reflects a balanced integration of computing knowledge with practical business applications, enabling students to effectively translate digital and analytical skills into operational and strategic business contexts.

BBA: First Year-Second Semester

Programme/Class: BBA		Year: First	Semester: Second
Group -1(A)			
Course Code: F0260601T		Course Title: Organisational Behavior	
Course outcomes:			
CO1: Understand the concept, nature, scope, and importance of Organizational Behavior in managing people at work.			
CO2: Analyze individual behavior in organizations including personality, perception, attitudes, learning, and motivation.			
CO3: Examine group behavior, team dynamics, leadership styles, power, politics, and conflict management in organizations.			
CO4: Evaluate organizational culture, structure, communication, and change management processes.			
CO5: Assess the role of Organizational Behavior in improving employee performance, job satisfaction, and organizational effectiveness.			
CO6: Develop interpersonal skills, teamwork, leadership qualities, and ethical behavior for effective organizational functioning.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=32
I	Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.		7
II	Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation- Hygiene theory, Vroom's expectancy theory.		8
III	Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organisations, Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.		8
IV	Management of Change: Change and Organisational development, Resistance to change, Approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics in Organisation, Quality of work life, Recent advances in OB.		7
Suggested Readings:			
1. Bennis, W.G., Organisation Development			
2. Breech Ishwar, Oragniaistion-The Framework of Management			
3. Dayal, Keith, Organisational Development			
4. Sharma, R.A., Organisational Theory and Behavior			
5. Prasad, L.M., Organisational Behavior			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			




CO-PO Mapping Matrix

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.7
CO2	3	3	2	2	1	1	1	0	3	1	2	1.9
CO3	3	3	2	2	1	1	2	0	3	2	2	2.1
CO4	3	3	2	2	1	1	1	0	3	2	2	2
CO5	3	2	2	1	2	2	1	1	2	3	2	2.1
CO6	2	2	1	3	3	2	2	1	2	3	3	2.2
Average	2.83	2.5	2	2	1.5	1.33	1.17	0.33	2.5	2.17	2.17	

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Organizational Behavior shows strong alignment with PO1 (Management Knowledge), PO2 (Problem Analysis), PO3 (Business Environment Understanding), and PO9 (Critical Thinking & Decision-Making). CO3, CO5, and CO6 record the highest attainment due to their focus on leadership, teamwork, motivation, and interpersonal effectiveness. Compared to other theory-oriented subjects, Organizational Behavior demonstrates stronger linkage with PO7 (Teamwork) and PO10 (Ethics & Social Responsibility).

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2
CO3	2	3	1	2	2
CO4	2	3	1	3	2.25
CO5	2	2	1	3	2
CO6	2	2	1	3	2
Average	2	2.5	1	2.33	2.00

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Organizational Behavior indicates strong alignment with PSO2 (2.50) and PSO4 (2.33), highlighting the subject's contribution to managerial competence, leadership development, teamwork, and organizational effectiveness. CO3 and CO6 show the highest attainment due to emphasis on group dynamics, leadership, interpersonal skills, and ethical behavior. Overall CO averages range from 1.75 to 2.25, reflecting moderate to strong attainment of program-specific outcomes.

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Programme/Class: BBA		Year: Second	Semester: Second
Group -I(B)			
Course Code: F0260602T		Course Title: Business Finance	
Course outcomes:			
CO1: Define the fundamental concepts of business finance, financial management, finance functions, and the objectives of financial decision-making.			
CO2: Explain the principles of Time Value of Money and interpret compounding and discounting techniques used in financial decisions.			
CO3: Apply capital budgeting techniques such as Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), and Accounting Rate of Return (ARR) to evaluate investment decisions.			
CO4: Analyze financing decisions related to capitalization, cost of capital, Weighted Average Cost of Capital (WACC), and capital structure theories.			
CO5: Evaluate dividend decisions using Walter's Model, Gordon's Model, and Modigliani-Miller (MM) approach, and assess the determinants of dividend policy.			
CO6: Develop effective working capital management strategies and design suitable approaches for financing current assets.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction to Business Finance: Concept of Business Finance and Financial management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money - Compounding & Discounting. Investment Decisions: Capital Budgeting-Payback, NPV, IRR and ARR methods and their practical applications.		10
II	Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.		7
III	Dividend Decision: Concept & relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy..		7
IV	Management of Working Capital: Concepts of working capital, Approaches to the financing of current Assets, Management of different components of working capital.		6
Suggested Readings:			
1. Maheshwari S.N., Financial Management			
2. Khan and Jain, Financial Management			
3. Singh H.K., Business Finance			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
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Further Suggestions:			
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CO-PO Mapping Matrix

CO\ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	1	1	1	1	1	2	1.45
CO2	2	2	1	2	1	1	1	1	2	1	2	1.45
CO3	2	2	2	3	1	1	1	2	3	1	2	1.82
CO4	2	3	2	3	1	1	1	2	3	1	2	1.91
CO5	2	2	2	2	1	1	1	1	3	1	2	1.64
CO6	2	2	2	2	1	1	2	2	3	1	2	1.82
Average	2.20	2.20	1.80	2.20	1.00	1.00	1.20	1.50	2.20	1.00	2.00	1.68

Indicator: 3 – High correlation 2 – Moderate correlation 1 – Low correlation 0 – No correlation

CO-PO Attainment Summary

The CO-PO mapping shows a clear and meaningful alignment between course outcomes and programme outcomes, with PO averages ranging from 1.00 to 2.17 and CO averages from 1.45 to 1.91, indicating that each Course Outcome contributes effectively to the intended programme goals. The strongest PO contributions appear in PO1 (2.17), PO2 (2.17), PO4 (2.17), and PO9 (2.17), demonstrating that the course significantly strengthens financial knowledge, analytical skills, tool-based competence, and strategic decision-making abilities. CO4 (1.91) shows the highest alignment, followed by CO3 and CO6 (1.82), highlighting the course's emphasis on financial analysis, investment evaluation, and working capital planning. Overall, the mapping confirms that the Business Finance course supports balanced academic and professional competency development across key financial domains.

CO-PSO Mapping Matrix

CO/ PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	1	3	1	2	1.75
CO3	2	3	1	2	2.00
CO4	2	3	1	3	2.25
CO5	2	3	1	2	2.00
CO6	3	3	1	3	2.50
Average	2.00	2.83	1.00	2.33	2.04

CO-PSO Attainment Summary

The CO-PSO mapping for Business Finance shows very strong alignment with PSO2, where all COs consistently score 2 or 3, reflecting the subject's analytical nature and emphasis on financial decision-making. PSO4 also receives strong support, especially in CO4 and CO6, highlighting the role of finance in strategic and managerial decisions such as cost of capital, capital structure, and working capital management. PSO1 shows steady contributions because financial planning and decision-making are essential parts of business operations. PSO3 has minimal alignment, as the subject focuses more on financial management than marketing or customer relations. CO6 shows the highest contribution with a row average of 2.50, demonstrating strong integration of analytical, operational, and managerial financial skills. Column averages show PSO2 (2.83) as the strongest supported outcome overall. In summary, the subject significantly builds students' financial analysis capabilities, strengthens strategic financial decision-making, and enhances managerial competence in business finance.



Programme/Class: BBA		Year: Year: First	Semester: Second
Group -2(A)			
Course Code: F0260603T		Course Title: Human Resource Development	
Course outcomes:			
CO1: Understand and explain the concepts, importance, benefits, and distinctions of Human Resource Development (HRD) from Human Resource Management (HRM), including the structure and role of HRD systems.			
CO2: Analyze and apply potential appraisal methods, assess training needs, and design effective training programs using various training methodologies and evaluation techniques.			
CO3: Evaluate job enrichment principles, implement job redesign strategies, and manage quality circles to improve employee satisfaction and organizational productivity.			
CO4: Apply human resource accounting methods, manage career development pathways, and implement stress management interventions for organizational effectiveness.			
CO5: Develop comprehensive HRD strategies that integrate management development, training, potential appraisal, and career management for long-term organizational success.			
CO6: Demonstrate critical thinking and ethical decision-making in HRD practices, recognizing the social and psychological implications of human resource development initiatives on employee well-being and organizational culture.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics		No. of Lectures Total=30
I	HRD: Concept, importance, benefits and its distinction from HRM, focus of HRD System, Structure of HRD System, Role of HRD manpower. Management Development: Concept, need, management development methods.		7
II	Potential Appraisal: Concept, need, objectives, methods and Obstacles. Training: Meaning, role, assessing needs for training, organizing training programmes, training methods, evaluation of Training.		7
III	Job Enrichment: Concept, Principles, steps for job enrichment, hurdles in job enrichment, making job enrichment effective, job and work redesign. Quality Circles: Concept, structure, training in quality circle, problem solving techniques, role of management, trade union and workers, quality circles in India.		10
IV	HRA: Introduction, scope, limitations, methods. Management of careers. Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.		6
Suggested Readings:			
1. Dipak Kumar Bhattacharya, Human Resource Management			
2. Arun Monappa, Managing Human Resource			
3. P. Subba Rao, Essential of HRM and Industrial Relations			
4. C.B. Memoria, Personnel Management			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	1	2	1	2	2	3	1.91
CO2	3	3	1	2	2	2	2	2	3	1	3	2.27
CO3	2	2	1	1	2	2	3	2	2	2	2	1.91
CO4	3	3	1	2	3	1	2	1	2	3	3	2.27
CO5	3	3	2	2	2	2	3	2	3	2	3	2.55
CO6	2	2	2	1	3	3	2	1	2	3	3	2.27
Average	2.67	2.50	1.50	1.50	2.33	1.83	2.33	1.50	2.33	2.17	2.83	2.13

CO-PO Mapping Matrix

CO-PO Attainment Summary

The CO-PO mapping for Human Resource Development demonstrates a strong and well-balanced alignment with core program outcomes. The course significantly contributes to management knowledge, problem analysis, lifelong learning, ethics, leadership development, and critical decision-making skills. CO5 shows the strongest alignment due to its comprehensive focus on integrating all HRD functions for organizational effectiveness. Moderate alignment with ethics, teamwork, and strategic thinking reflects HRD's people-centric approach. Lower linkage with business environment, digital tools, and entrepreneurship is expected due to the behavioral and developmental orientation of the subject.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	1	1	2	1.75
CO2	3	2	2	2	2.25
CO3	2	1	2	2	1.75
CO4	3	2	1	3	2.25
CO5	3	2	1	3	2.25
CO6	2	1	2	3	2.00
Average	2.67	1.50	1.50	2.50	2.04

CO-PSO Attainment Summary

The CO-PSO mapping for Human Resource Development indicates strong alignment with PSO1 (Business Operations Ability - 2.67) and PSO4 (Entrepreneurial & Managerial Competence - 2.50), reflecting the subject's emphasis on practical HRD operations and managerial competencies in managing human resources effectively. CO5 records the highest attainment due to its focus on comprehensive HRD strategy development. Overall CO averages range from 1.75 to 2.25, indicating moderate to strong attainment. The course effectively strengthens students' HRD awareness, analytical thinking, and professional competence required for business administration roles.

Programme/Class: BBA		Year: Year: First		Semester: Second	
Group -2(B)					
Course Code: F0260604T		Course Title: Marketing Theory and Practices			
Course outcomes:					
CO1: Understand and explain core marketing concepts, principles, consumer behavior theories, and the evolution of marketing management philosophies.					
CO2: Analyze market segmentation strategies, target market selection, and positioning techniques to develop effective marketing plans.					
CO3: Apply the marketing mix framework (4Ps: Product, Price, Place, Promotion) to design integrated marketing strategies for different market situations.					
CO4: Evaluate distribution channel structures, retail strategies, and logistics systems to optimize product availability and customer convenience.					
CO5: Develop promotional strategies using advertising, sales promotion, personal selling, and digital marketing tools for brand communication and customer engagement.					
CO6: Demonstrate strategic marketing decision-making, ethical considerations, and customer-centric approaches for sustainable competitive advantage.					
Credits: 3			Compulsory		
Max. Marks: 25+75			Min. Passing Marks:		
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0					
Unit	Topics				No. of Lectures Total=30
I	Introduction to Marketing: Definition, nature, scope & importance of Marketing Management, Core concepts of marketing: selling concept, production concept, modern marketing concept, societal marketing.				7
II	Market segmentation: Concept, basis of segmentation, its Importance in marketing; Targeting: Concept, Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.				7
III	Marketing Mix: Product – Product Mix, New Product development, types of product, Product life cycle, Branding and packaging. Distribution – Concept, importance, different types of distribution Channels. Marketing Mix: Price – Meaning, objective, factors influencing pricing, methods of pricing Promotion – Promotional mix, tools, objectives, media selection & management				9
IV	Marketing Research: Importance, Process & Scope. Marketing Information System: Meaning, Importance and Scope. Consumer Behaviour: Concept, Importance and factors influencing consumer Behaviour.				7
Suggested Readings:					
1. Philip Kotlar, Marketing Mgt. (PHI)					
2. Etzet, Walker, Stanton, Marketing					
3. Rajan Saxena, Marketing Management					
Suggested Continuous Evaluation Methods:					
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.					
Suggested equivalent online courses:					

CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	2	1	1	2	2	2	3	2.00
CO2	3	3	3	2	1	2	2	2	3	2	3	2.45
CO3	3	3	2	2	2	2	2	3	3	2	2	2.45
CO4	3	3	3	3	1	2	2	2	2	1	2	2.27
CO5	3	2	2	3	2	3	2	3	3	2	3	2.55
CO6	2	3	3	2	3	3	2	3	3	3	3	2.73
Average	2.83	2.67	2.67	2.17	1.83	2.17	1.83	2.50	2.67	2.00	2.67	2.41

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Marketing Theory & Practices demonstrates a strong and well-balanced alignment with core program outcomes. The course significantly contributes to management knowledge, problem analysis, business environment understanding, critical decision-making skills, and lifelong learning. CO6 shows the strongest alignment due to its emphasis on strategic marketing, ethics, and customer-centric approaches. CO5 demonstrates excellent integration of promotional strategies with digital tools and innovation. Moderate alignment with modern tools and communication reflects the evolving digital marketing landscape. Lower linkage with ethics and teamwork is expected due to the strategic and analytical orientation of the subject.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	1	3	2	2.00
CO2	3	1	3	3	2.50
CO3	3	1	3	2	2.25
CO4	3	2	2	2	2.25
CO5	2	1	3	3	2.25
CO6	2	2	3	3	2.50
Average	2.50	1.33	2.83	2.50	2.29

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Marketing Theory & Practices indicates strong alignment with PSO3 (Marketing & Customer Relationship Skills - 2.83), PSO1 (Business Operations Ability - 2.50), and PSO4 (Entrepreneurial & Managerial Competence - 2.50), reflecting the subject's core emphasis on marketing strategies and customer engagement. CO6 and CO2 record the highest attainment due to their focus on strategic decision-making and market segmentation excellence. Overall CO averages range from 2.00 to 2.50, indicating strong attainment. The course effectively strengthens students' marketing awareness, strategic thinking, and professional competence required for business administration roles.

Programme/Class: BBA		Year: Year: First	Semester: Second
Group -3(A)			
Course Code: F0260605T		Course Title: Business Mathematics	
Course outcomes:			
CO1: Understand basic matrix concepts and apply matrix operations in solving business-related mathematical problems.			
CO2: Apply matrix inverse, rank, and Gaussian elimination techniques to solve systems of linear equations used in business applications.			
CO3: Apply mathematical tools such as percentage, ratio-proportion, averages, and mathematical series for business computations.			
CO4: Use set theory, permutation, and combination techniques to analyze business situations involving classification, counting, and decision-making.			
CO5: Apply differentiation and integration concepts, including maxima and minima, to solve business optimization and growth-related problems.			
CO6: Communicate mathematical results effectively using digital tools and collaborate in teams for solving analytical business problems.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit	Topics	No. of Lectures Total=30	
I	Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business, Mathematical Induction. Inverse of Matrix, Rank of Matrix, Solution to a system of equation by the ad-joint matrix methods & Gaussian Elimination Method.	9	
II	Percentage, Ratio and Proportion, Average, Mathematical Series- Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest	8	
III	Set theory: Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Intersection of Sets, Use of set theory in business, Permutation & Combination.	7	
IV	Concept of Differentiation and Integration, Maxima and Minima in Differentiation, Application of Differentiation & Integration in Business (No proof of theorems, etc.)	6	
Suggested Readings:			
1. Mehta & Madnani, Mathematics for Economics 2. Mongia, Mathematics for Economics 3. Zamiruddin, Business Mathematics 4. Raghavachari, Mathematics for Management			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			

CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	1	3	0	2	0	0	2	0	2	1.50
CO2	3	3	1	3	0	1	0	0	3	0	2	1.50
CO3	2	3	2	3	0	2	0	0	3	0	2	1.75
CO4	3	3	2	3	0	1	0	0	3	0	3	1.75
CO5	2	3	2	3	2	1	0	0	3	1	3	2.00
CO6	1	2	1	3	1	3	3	1	2	1	3	2.00
Average	2.5	2.75	1.50	3.00	0.50	1.70	0.50	0.50	2.75	0.50	2.50	1.75

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO attainment analysis for Business Mathematics demonstrates strong alignment with analytical, quantitative, and problem-solving competencies. The course significantly contributes to key Program Outcomes such as PO1 (Management Knowledge), PO2 (Problem Analysis), PO4 (Modern Tools & Digital Competence), PO9 (Critical Thinking), and PO11 (Lifelong Learning). Moderate contributions are observed in PO3 and PO6, reflecting adequate connections to business domain understanding and communication skills. As expected for a technical and skill-based course, minimal linkage is observed with PO5, PO7, PO8, and PO10, which correspond to ethical concerns, teamwork, entrepreneurship, and sustainability—areas not directly influenced by the mathematical content. Overall, the Business Mathematics course exhibits a balanced and well-justified alignment with the program's expected outcomes.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	1	1.5
CO2	2	3	1	2	2.00
CO3	2	3	2	2	2.25
CO4	2	2	2	2	2.00
CO5	1	3	1	2	1.75
CO6	2	2	2	2	2.00
Average	2.00	2.50	1.50	2.00	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

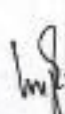
CO-PSO Summary

The CO-PSO matrix demonstrates strong alignment between mathematical competencies and program-specific outcomes. High contributions are visible in PSO2 (2.50) due to the analytical nature of matrices, equations, and calculus. Overall CO averages range from 1.50 to 2.25, indicating moderate to strong alignment. Attainment levels show that CO2, CO3 strongly support program outcomes, achieving Level 3, while others maintain solid Level 2 performance. The PSO attainment levels confirm balanced development across analytical, managerial, and operational competencies.



Programme/Class: BBA		Year: Year: First		Semester: Second	
Group -3(B)					
Course Code: F0260606T		Course Title: Advertising Management			
Course outcomes:					
CO1 Define the basic concepts of advertising, its scope, importance, and its role in the social and economic development of India.					
CO2 Explain the concept of Integrated Marketing Communication (IMC), the communication process, the communication mix, and the importance of branding in advertising.					
CO3 Apply promotional objective-setting methods such as DAGMAR and advertising budget allocation techniques.					
CO4 Analyze different types of advertising copy, components, creativity, and media planning strategies used in advertising.					
CO5 Evaluate advertising effectiveness through research methods, testing techniques, and market evaluation tools.					
CO6 Develop advertising strategies suitable for both national and international markets, integrating creativity, media mix, and ethical considerations.					
Credits: 3			Compulsory		
Max. Marks: 25+75			Min. Passing Marks:		
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0					
Unit	Topics				No. of Lectures Total=30
I	Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.				9
II	Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing, Branding-meaning, importance in advertising.				8
III	Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget- approaches allocation of budget.				7
IV	Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix. Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising.				6
Suggested Readings:					
• Advertising and Promotion George E. Beich & Michael A. Belch. T.M.H. • Advertising Management, Concept and Cases Manendra Mohan, TMH • Advertising Management Rajceev Batra, PHI					
Suggested Continuous Evaluation Methods:					
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.					
Suggested equivalent online courses:					







CO-PO Mapping Matrix

CO\ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	2	1	1	1	2	2	1.72
CO2	2	2	2	2	1	3	1	1	1	1	2	1.63
CO3	2	3	2	3	1	1	1	2	3	1	2	1.91
CO4	2	3	2	3	1	2	1	2	3	1	2	2.00
CO5	2	3	2	3	1	2	1	1	3	1	2	1.91
CO6	2	2	3	2	3	3	2	3	3	2	3	2.36
Average	2.20	2.50	2.20	2.30	1.50	2.20	1.20	1.70	2.30	1.33	2.17	1.92

CO-PO Attainment Summary

The CO-PO mapping shows a meaningful and well-structured alignment between course outcomes and programme outcomes, with PO averages ranging from 1.17 to 2.50 and CO averages from 1.63 to 2.36, indicating strong contribution of each Course Outcome to programme objectives. The highest PO contributions appear in PO2 (2.50), PO4 (2.33), PO9 (2.33), and PO1/PO3/PO6/PO11 (2.17), demonstrating that the course significantly strengthens analytical ability, digital/media tool competence, strategic decision-making, foundational management knowledge, communication skills, and continuous learning. Among the COs, CO6 (2.36) shows the strongest alignment, followed by CO4 (2.00) and CO3/CO5 (1.91), highlighting the course's emphasis on creativity, media strategy, advertising research, and promotional planning. Overall, the mapping confirms that the Advertising course effectively supports comprehensive academic, professional, and creative competency development in alignment with programme outcomes.

CO-PSO Mapping Matrix

CO\ PSO	PO	PSO2	PSO3	PSO4	Average
CO1	2	1	3	2	2.00
CO2	2	1	3	2	2.00
CO3	2	3	2	2	2.25
CO4	2	2	3	2	2.25
CO5	1	3	2	2	2.00
CO6	2	2	3	3	2.50
Average	1.83	2.00	2.67	2.17	2.17

CO-PSO Attainment Summary

The CO-PSO mapping for Advertising Management shows that the course strongly supports marketing and customer relationship skills (PSO3), as most outcomes score high in this area. The subject also contributes well to entrepreneurial and managerial competence (PSO4), especially in CO6, which integrates creativity, global markets, and ethical considerations. Analytical and financial skills (PSO2) are moderately supported through budgeting, research, and effectiveness evaluation in CO3 and CO5. Business operations ability (PSO1) shows consistent yet moderate alignment because advertising plays an important role in organizational communication and branding. CO6 has the highest contribution, reflecting advanced mastery of strategic advertising. Column averages show PSO3 as the strongest area overall. Together, the mapping indicates that the subject develops marketing expertise, analytical thinking, creativity, and strategic decision-making abilities in students.

BBA: Second Year-Third Semester

Programme/Class: BBA		Year: Second	Semester: Third
Group -1(A)			
Course Code: F0360601T		Course Title: Management & Cost Accounting	
Course outcomes:			
CO1: Understand the meaning, nature, scope and functions of Management Accounting and its relationship with Financial and Cost Accounting.			
CO2: Apply cost accounting concepts, classifications, and techniques in material, labour, and overhead costing.			
CO3: Prepare cost sheets, process costing statements, and contract costing accounts for product costing.			
CO4: Apply marginal costing and absorption costing techniques for managerial decision-making.			
CO5: Analyze cost-volume-profit relationships and conduct break-even analysis for business planning.			
CO6: Communicate costing information effectively using digital tools and collaborate in teams for solving managerial accounting problems.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Meaning, Nature and Scope of Management Accounting, Functions Relationship of Management Accounting, Financial Accounting and Cost Accounting		8
II	Cost Accounting: Nature and Scope of Cost Accounting, Cost concepts and classifications, Methods and Techniques, Installation of a Costing System; Accounting for Material, Labour and Overheads		7
III	Product Costing: Single unit costing-preparation of cost sheet, Process costing, Contract costing (Elementary numerical problems)		8
IV	Marginal Costing and Absorption Costing, Break-even analysis,		7
Suggested Readings:			
1. Maheshwari S.N., Advanced Problem and Solutions in Cost Accounting			
2. Khan & Jain, Management Accounting			
3. Gupta, S.P., Management Accounting			
Suggested Continuous Evaluation Methods:			
.....			
Suggested equivalent online courses:			
.....			
Further Suggestions:			
.....			

CO-PO MAPPING MATRIX

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	2	0	0	2	1	2	1.70
CO2	3	3	2	2	1	1	0	0	3	1	2	1.80
CO3	3	3	2	2	0	1	0	0	3	0	2	1.60
CO4	3	3	1	2	1	1	0	1	3	1	2	1.70
CO5	3	3	2	2	1	1	0	0	3	1	2	1.80
CO6	2	2	1	3	1	3	3	1	2	1	3	2.00
Average	2.83	2.67	1.83	2.00	0.83	1.50	0.50	0.33	2.67	0.83	2.17	1.75

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Management and Cost Accounting demonstrates strong alignment with critical managerial competencies. The course significantly contributes to PO1 (Management Knowledge), PO2 (Problem Analysis), PO4 (Modern Tools), PO9 (Critical Thinking), and PO11 (Lifelong Learning), reflecting the analytical and decision-oriented nature of the subject. Moderate contributions to PO3 and PO6 indicate integration of domain knowledge and communication skills through preparation of cost sheets, process accounts, and analytical reports. As expected in an accounting-oriented course, minimal linkage is observed with PO5, PO7, PO8, and PO10, which are not directly addressed in the syllabus. Overall, the course exhibits a well-balanced and justifiable alignment with essential program outcomes.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	1	1.50
CO2	2	3	1	2	2.00
CO3	2	3	1	2	2.00
CO4	2	3	1	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	2	1.75
Average	2.00	2.67	1.00	2.17	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO matrix shows strong alignment between Management Accounting skills and program-specific outcomes, especially with PSO2 (2.67) due to the analytical and financial nature of costing, CVP analysis, and decision-making tools. CO4 and CO5 demonstrate the highest alignment (2.25), reflecting their importance in managerial decision-making. CO averages range from 1.50 to 2.25, indicating moderate to strong alignment across outcomes.

Programme/Class: BBA	Year: Second	Semester: Third
Group - I(B)		
Course Code: F0360602T	Course Title: Business Law	
Course outcomes:		
CO1: Understand and explain the nature, scope, and objectives of Business Law and its role in regulating business transactions in India.		
CO2: Interpret the provisions of the Indian Contract Act, 1872, and analyze the formation, performance, breach of contracts, and remedies available under law.		
CO3: Apply the provisions of the Sale of Goods Act, 1930, in determining rights and obligations of buyers and sellers in commercial transactions.		
CO4: Analyze negotiable instruments under the Negotiable Instruments Act, 1881, including endorsement, negotiation, dishonour, and discharge of instruments.		
CO5: Evaluate the legal framework governing companies under the Companies Act, including formation, management, share capital, meetings, and winding up.		
CO6: Develop legal reasoning, compliance awareness, and ethical understanding for effective managerial decision-making in business situations.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1		
Unit	Topics	No. of Lectures Total-30
I	The Indian Contract Act 1872: Scope of the Act, Essential of A Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts	8
II	The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale	7
III	The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of Negotiable Instrument; Arbitration	8
IV	The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up	7
Suggested Readings:		
1. Avatar Singh, Company Law		
2. Khergamwalla, JS, The Negotiable Instrument Act		
3. Ramaya A, A Guide to Companies Act		
4. Tuteja SK, Business Law for Managers		
Suggested Continuous Evaluation Methods:		
.....		
Suggested equivalent online courses:		
.....		

CO-PO Mapping Matrix

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.7
CO2	3	3	2	2	1	1	0	0	3	1	2	1.8
CO3	3	3	2	2	1	1	0	0	3	1	2	1.8
CO4	3	3	2	2	1	1	0	0	3	1	2	1.8
CO5	3	3	3	2	1	1	0	1	3	1	2	2.00
CO6	2	2	1	3	3	2	1	0	2	3	3	2.00
Average	2.83	2.67	2.17	2.00	1.33	1.17	0.17	0.17	2.67	1.5	2.17	1.85

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Business Law demonstrates a strong and well-balanced alignment with core program outcomes. The course significantly contributes to management knowledge, legal problem analysis, understanding of business environment, and critical decision-making skills. CO5 and CO6 show the strongest alignment due to their emphasis on corporate law, compliance, and ethical responsibility. Moderate alignment with modern tools and lifelong learning reflects the evolving nature of business regulations. Lower linkage with teamwork and entrepreneurship is expected due to the theoretical and statutory orientation of the subject.

CO-PSO Mapping Matrix

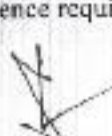
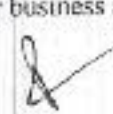
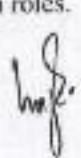
COs/ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2.00
CO3	2	3	1	2	2.00
CO4	2	3	1	2	2.00
CO5	2	3	1	3	2.25
CO6	2	2	1	3	2.00
Average	2.00	2.67	1.00	2.33	2.00

Scale:

3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

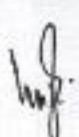
CO-PSO Attainment Summary

The CO-PSO mapping for Business Law indicates strong alignment with PSO2 (2.67) and PSO4 (2.33), reflecting the subject's emphasis on legal analysis, regulatory compliance, and managerial decision-making. CO5 records the highest attainment due to its focus on company law and governance. Overall CO averages range from 1.75 to 2.25, indicating moderate to strong attainment. The course effectively strengthens students' legal awareness, analytical thinking, and professional competence required for business administration roles.

Programme/Class: BBA		Year: Second	Semester: Third
Group -2(A)			
Course Code: F0360603T		Course Title: Production Management	
Course Outcomes:			
CO1: Understand the meaning, scope, objectives, and historical evolution of Production Management and the role of technology in production systems.			
CO2: Apply forecasting concepts, techniques, and classification methods to support production and sales planning decisions.			
CO3: Analyze product selection, product design, and development processes for business competitiveness and innovation.			
CO4: Evaluate production planning and control (PPC) functions, strategies, and aggregate planning methods used in operations management.			
CO5: Apply qualitative and quantitative forecasting methods and PPC tools to solve operational problems and improve organizational efficiency.			
CO6: Communicate production-related information effectively using digital tools and collaborate in teams for production-related decision making.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction to Production Management; History of Production Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production		8
II	Concept of Forecasting; Purpose of Sales Forecasting, Basic Elements of Forecasting, Importance of Forecasting, Objectives of Forecasting, Classification of Forecasting ; Qualitative and Quantitative Techniques of Forecasting		7
III	Product Selection; Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product		8
IV	Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC)		7
Suggested Readings:			
1. Production Management by Telsang Martand S Chand Publication			
Suggested Continuous Evaluation Methods:			
.....			
Suggested equivalent online courses:			
.....			
Further Suggestions:			
.....			







CO-PO MAPPING MATRIX

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	2	0	0	2	1	2	1.70
CO2	3	3	2	2	0	1	0	0	3	0	2	1.60
CO3	3	3	2	2	1	1	0	2	3	1	2	1.80
CO4	3	3	3	2	1	2	0	1	3	1	2	2.00
CO5	3	3	2	2	1	1	0	1	3	1	2	1.80
CO6	2	2	1	3	1	3	3	1	2	1	3	2.00
Average	2.83	2.67	2.17	2.00	0.83	1.67	0.50	0.83	2.67	0.83	2.17	1.80

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO ATTAINMENT SUMMARY

The CO-PO attainment analysis for Production Management demonstrates a strong alignment with the program's core outcomes. The subject contributes significantly to PO1 (Management Knowledge), PO2 (Problem Analysis), PO3 (Business Environment & Domain Understanding), PO9 (Critical Thinking), and PO11 (Lifelong Learning), reflecting the analytical and operational nature of production systems. Moderate alignment with PO4 and PO6 highlights the use of digital tools and effective communication in forecasting, PPC, and product design activities. Minimal contributions to PO5, PO7, PO8, and PO10 are expected since the syllabus primarily focuses on production processes, forecasting, planning, and control rather than ethics, leadership, innovation, or sustainability. Overall, the Production Management course demonstrates a balanced and well-justified alignment with essential program outcomes, supporting the development of analytical, operational, and managerial competencies.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2.00
CO3	2	2	1	3	2.00
CO4	2	3	1	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	2	1.75
Average	2.00	2.50	1.00	2.33	2.00

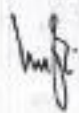
Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping demonstrates strong alignment between Production & Operations Management competencies and program-specific outcomes, particularly with PSO2 (2.50) and PSO4 (2.33) due to the analytical, forecasting, planning, and decision-making nature of the subject. The highest CO averages (2.25) are observed for CO4 and CO5, indicating strong relevance to production planning, control, forecasting, and operational efficiency. Overall CO averages range from 1.75 to 2.25, reflecting moderate to strong alignment across the outcomes. Attainment levels suggest that CO2, CO3, CO4, and CO5 achieve Level 3, demonstrating high student performance in forecasting, product design, and production planning skills, while CO1 and CO6 reach Level 2, indicating satisfactory understanding and communication skills in the production domain.

Programme/Class: BBA	Year: Second	Semester: Third
Group -2(B)		
Course Code: F0360604T	Course Title: Business Policy	
Course Outcomes:		
CO1: Understand the concept, nature, scope, and importance of Business Policy and strategic management in organizations.		
CO2: Analyze internal and external environmental factors using strategic tools for policy formulation.		
CO3: Examine various corporate, business, and functional level strategies adopted by organizations.		
CO4: Evaluate the process of strategy implementation, control, and strategic evaluation in business enterprises.		
CO5: Assess the role of leadership, ethics, corporate governance, and social responsibility in business policy decisions.		
CO6: Develop strategic thinking, analytical ability, and decision-making skills required for effective policy formulation and execution.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Nature & importance of Business Policy, Development & Classification of Business Policy; Mechanism of policy making	8
II	Responsibilities & Tasks of Top Management: Objectives of Business, Characteristics, Classification, Types of objectives and their overall Hierarchy, Setting of objectives, Key areas involved; Corporate Planning: Concept of long term planning, Strategic Planning, Nature, Process & Importance	7
III	Corporate Strategy Concept, Components, Importance, and Strategy Formulation: Concept, Process & Affecting Factors. Strategy Evaluation: Process, Criteria, Environmental Analysis, Resource Analysis	8
IV	Concept of Synergy: Types, Evaluation of Synergy, Capability Profiles, Synergy as a Component of Strategy & its relevance	7
Suggested Readings:		
1. Gluek & Jauch, Corporate Strategy		
2. Hatton & Hatton, Strategic Management		
3. Christian, Anderson, Bower Business Policy		
4. McCarthy, IninChiello, Curran Business Policy & Strategy		
5. Azhar Kazmi, Business Policy		
Suggested Continuous Evaluation Methods:		
Suggested equivalent online courses:		
Further Suggestions:		







CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.7
CO2	3	3	3	2	1	1	0	0	3	1	2	1.9
CO3	3	3	2	2	1	1	0	1	3	1	2	1.9
CO4	3	3	2	2	1	1	1	0	3	2	2	2
CO5	3	2	2	1	2	2	1	1	2	3	2	2.1
CO6	2	2	1	3	3	2	1	0	2	3	3	2
Average	2.83	2.5	2.17	2	1.5	1.33	0.5	0.5	2.5	2	2.17	

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Business Policy demonstrates strong alignment with PO1 (Management Knowledge), PO2 (Problem Analysis), PO3 (Business Environment Understanding), and PO9 (Critical Thinking & Strategic Decision-Making). CO4, CO5, and CO6 show the highest attainment due to their emphasis on strategy implementation, governance, ethics, and leadership. Moderate linkage with PO4 and PO11 reflects application of strategic tools and continuous learning. Lower linkage with PO7 and PO8 is expected due to the strategic and conceptual orientation of the course.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2
CO3	2	3	1	2	2
CO4	2	3	1	3	2.25
CO5	2	2	1	3	2
CO6	2	2	1	3	2
Average	2	2.5	1	2.5	

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Business Policy indicates strong alignment with PSO2 (2.50) and PSO4 (2.50), highlighting the course's contribution to strategic analysis, policy formulation, and managerial decision-making. CO4 and CO5 record the highest attainment due to their focus on strategy implementation, governance, ethics, and leadership. Overall CO averages range from 1.75 to 2.25, demonstrating moderate to strong attainment of program-specific outcomes.



Programme/Class: BBA		Year: Second	Semester: Third
Group -3(A)			
Course Code: F0360605T		Course Title: Business Communication	
Course outcomes:			
CO1: Understand fundamental principles of business communication, its types, barriers, and role in organizational effectiveness and professional relationships.			
CO2: Apply effective written communication techniques including business letters, reports, memos, emails, and digital correspondence for professional contexts.			
CO3: Demonstrate oral communication skills through presentations, meetings, interviews, and public speaking using appropriate verbal and non-verbal techniques.			
CO4: Utilize modern digital communication tools, platforms, and technologies for business networking, collaboration, and information exchange.			
CO5: Develop cross-cultural communication competence, negotiation skills, and conflict resolution strategies for diverse business environments.			
CO6: Exhibit ethical communication practices, professional etiquette, and strategic decision-making to enhance organizational reputation and stakeholder relationships.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Meaning and objective of Business communication, Forms of Communication, Communication model and process, Principles of Effective Communication		8
II	Corporate Communication: Formal and Informal Communication, Networks, Grapevine, Barriers in Communication, Groups discussion, Mock Interviews, Seminars, Individual and Group Presentations		7
III	Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies; Oral & Non-verbal communication: Principles of Oral Presentation, Factors affecting Presentation, effective Presentation skills, conducting Surveys; Body Language, Para Language, Effective Listening, Interviewing skill, Writing Resume, Letter and Application;		8
IV	Modern forms of communication, International communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations		7
Suggested Readings:			
1. Bapat & Davar, A Text book of Business Correspondence			
2. Bhende D.S., Business Communication			
3. David Berio, The Process of Communication			
4. Gowd & Dixit, Advance Commercial Correspondence			
5. Gurky J.M., A Reader in Human Communication			

CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	2	1	1	2	2	3	1.91
CO2	3	2	1	2	1	3	2	1	2	1	3	1.91
CO3	2	2	1	1	2	3	3	2	2	2	2	2.00
CO4	2	2	2	3	1	3	2	3	2	1	3	2.18
CO5	3	3	3	2	3	2	3	2	3	3	3	2.73
CO6	2	2	3	2	3	3	2	2	3	3	3	2.55
Average	2.50	2.17	2.00	1.83	2.00	2.67	2.17	1.83	2.33	2.00	2.83	2.21

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Business Communication demonstrates a strong and well-balanced alignment with core program outcomes. The course significantly contributes to lifelong learning, communication skills, critical decision-making, and professional development through effective business interactions. CO5 and CO6 show the strongest alignment due to their emphasis on cross-cultural competence, negotiation, ethical practices, and strategic communication. Moderate alignment with management knowledge, problem analysis, and teamwork reflects communication's role across business functions. Lower linkage with digital tools and entrepreneurship is expected due to the interpersonal and behavioral orientation of the subject.

CO-PSO Mapping Matrix

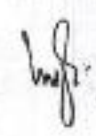
COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	1	2	2	2.00
CO2	2	1	3	2	2.00
CO3	2	1	3	3	2.25
CO4	2	1	2	3	2.00
CO5	3	1	3	3	2.50
CO6	2	2	3	3	2.50
Average	2.33	1.17	2.67	2.67	2.21

CO-PSO Attainment Summary

The CO-PSO mapping for Business Communication indicates strong alignment with PSO3 (Marketing & Customer Relationship Skills - 2.67) and PSO4 (Entrepreneurial & Managerial Competence - 2.67), reflecting the subject's emphasis on customer engagement and leadership communication capabilities. CO5 and CO6 record the highest attainment due to their focus on cross-cultural negotiation and ethical professional practices. Overall CO averages range from 2.00 to 2.50, indicating strong attainment. The course effectively strengthens students' communication expertise, relationship-building capabilities, and managerial competence required for professional business administration roles.

Programme/Class: BBA		Year: Second	Semester: Third
Group -3(B)			
Course Code: P0360606T		Course Title: Business Environment	
Course outcomes:			
CO1: Understand the concept, nature, scope, and significance of Business Environment and its relevance to business decision-making.			
CO2: Analyze micro and macro environmental factors affecting business organizations at national and global levels.			
CO3: Examine different economic systems and assess the impact of economic policies on business operations.			
CO4: Evaluate the role of government, industrial policy, and regulatory framework in shaping the Indian business environment.			
CO5: Assess the impact of globalization, liberalization, and privatization on business growth, competitiveness, and sustainability.			
CO6: Develop environmental scanning and analytical skills for strategic and managerial decision-making			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Concept, Significance and Components of Business environment, Factor affecting Business Environment, Micro and Macro environment.		8
II	Economic Systems: Capitalism, Socialism, Communism, Mixed Economy- Public Sector & Private Sector		7
III	Industrial Policy-Brief historical perspective; New industrial policy of India, Socio-economic implications of Liberalization, Privatization and Globalization		8
IV	Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; EXIM Policy, FEMA; Overview of International Business Environment, Trends in World Trade: WTO-Objectives and role in international trade.		7
Suggested Readings:			
1. Francis Cherunilum, Business Environment			
2. K. Aswathapa, Business Environment			
Suggested Continuous Evaluation Methods:			
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Suggested equivalent online courses:			
.....			
Further Suggestions:			
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CO-PO Mapping Matrix

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.7
CO2	3	3	3	2	1	1	0	0	3	1	2	1.9
CO3	3	3	3	2	1	1	0	0	3	2	2	2
CO4	3	3	3	2	1	1	0	0	3	2	2	2
CO5	3	3	2	2	1	1	0	1	3	2	2	2
CO6	2	2	2	3	2	2	1	0	2	3	3	2.2
Average	2.83	2.67	2.67	2	1.17	1.17	0.17	0.17	2.67	2	2.17	

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping shows that all six Course Outcomes moderately to strongly support the Programme Outcomes, with average CO scores ranging from 1.7 to 2.2. CO4, CO5 and especially CO6 make the highest contributions, indicating strong development of analytical, environmental scanning and managerial decision-making skills aligned with the programme objectives.

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2
CO3	2	3	1	2	2
CO4	2	3	1	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	3	2
Average	2	2.67	1	2.5	

CO-PSO Attainment Summary

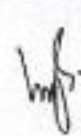
The CO-PSO mapping indicates strong alignment with PSO2 (2.67) and PSO4 (2.50), highlighting the course's contribution to analytical ability, policy evaluation, and strategic decision-making. CO4 and CO5 show the highest attainment due to their focus on regulatory environment and globalization. Overall CO averages range from 1.75 to 2.25, reflecting moderate to strong alignment with program-specific outcomes.

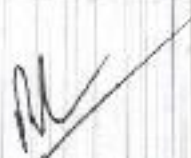
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BBA: Second Year –Fourth Semester

Programme/Class: BBA	Year: Second	Semester: Fourth
Group - I(A)		
Course Code: F0460601T	Course Title: Supply Chain Management	
Course outcomes:		
CO1: Understand and explain fundamental concepts, evolution, key drivers, and typologies of supply chain management to apply knowledge in business decision-making.		
CO2: Analyse supply chain processes using the cycle view, identify key problems, and recommend solutions for operational efficiency		
CO3: Apply demand management techniques and forecasting methods to support planning, inventory, and operational decisions.		
CO4: Evaluate supply management practices, ERP systems, and response mechanisms (QR/AR) to optimize supply chain performance		
CO5: Conduct benchmarking exercises to measure performance and implement improvements in supply chain operations.		
CO6: Examine emerging trends in supply chain management, including outsourcing, co-maker ship, e-commerce, green SCM, and distribution resource planning, to enhance competitiveness and sustainability		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1		
Unit	Topics	No. of Lectures Total-30
I	Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions	8
II	Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies	7
III	Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure	8
IV	Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management	7
Suggested Readings:		
1. Supply Chain Management by Michel H Hungo		
2. Supply Chain Management by Sunil Chopra		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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CO-PO Mapping Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	2	1	1	1	1	2	1	2	1.73
CO2	2	3	2	2	1	1	2	1	3	2	2	2.00
CO3	2	3	2	3	1	1	1	1	2	2	2	2.00
CO4	2	2	1	3	1	1	1	2	2	2	2	1.91
CO5	2	2	2	2	1	1	1	1	2	2	2	1.73
CO6	3	2	2	2	2	1	1	2	2	3	2	2.09
Average	2.33	2.33	1.83	2.33	1.17	1.0	1.17	1.33	2.17	2.0	2.0	1.85

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

Students have achieved a strong understanding of supply chain management concepts, processes, and emerging trends, reflected in high attainment levels for key COs. The CO-PO mapping indicates that learners effectively apply management knowledge, analytical skills, and digital tools (PO1, PO2, PO4), while also demonstrating strategic decision-making and sustainability awareness (PO9, PO10). Moderate attainment in areas like business environment understanding, entrepreneurship, and lifelong learning (PO3, PO8, PO11), along with satisfactory performance in ethics, communication, and teamwork (PO5, PO6, PO7), reflects a well-rounded competence, preparing students to address practical SCM challenges efficiently.

CO-PSO Mapping Matrix

CO / PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	1	2.00
CO2	3	2	2	2	2.25
CO3	3	3	2	1	2.25
CO4	3	2	1	2	2.00
CO5	2	2	2	1	1.75
CO6	3	2	2	3	2.25
Average	2.83	2.17	1.83	1.67	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

Students demonstrate strong alignment of course outcomes with program-specific skills, showing high attainment in applying management principles to business operations (PSO1) and using analytical skills for decision-making (PSO2). Competence in marketing and customer relationship management (PSO3) is satisfactorily developed, while entrepreneurial and managerial capabilities (PSO4) are effectively enhanced through exposure to emerging SCM practices such as e-commerce, green supply chains, and co-maker ship. Overall, the CO-PSO mapping reflects that learners are well-prepared to integrate SCM knowledge with practical business operations and strategic decision-making.

Programme/Class: BBA		Year: Second	Semester: Fourth
Group - I(B)			
Course Code: F0460602T		Course Title: Research Methodology	
Course outcome:			
CO1: Understand fundamental research concepts, types, processes, and ethical considerations in business research methodology.			
CO2: Formulate research problems, develop objectives, hypotheses, and design appropriate research frameworks for business studies.			
CO3: Apply sampling techniques, data collection methods, and measurement scales for reliable and valid business research.			
CO4: Analyze quantitative and qualitative data using statistical tools, software applications, and interpretation techniques.			
CO5: Design research instruments, conduct pilot studies, and execute comprehensive research projects with practical business applications.			
CO6: Interpret research findings, draw evidence-based conclusions, and communicate results effectively for managerial decision-making.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0			
Unit	Topics		No. of Lectures Total=30
I	Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error		8
II	Sampling Design: Census & Sample Surveys; Steps in Sampling Design;Types of Sample designs-Probability & Non Probability sampling.		7
III	Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.		8
IV	Presentation: Diagrams; graphs; chars. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report.		7
Suggested Readings:			
1. C.R. Kothari, Research Methodology			
2. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology			
Suggested Continuous Evaluation Methods:			
Suggested equivalent online courses:			
Further Suggestions:			







CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	1	1	1	2	2	3	1.82
CO2	3	3	2	1	2	2	2	2	3	2	3	2.27
CO3	3	3	2	2	1	2	2	1	3	1	2	1.91
CO4	3	3	1	3	2	2	1	2	3	1	3	2.18
CO5	3	3	2	3	2	2	3	3	3	2	3	2.64
CO6	3	3	2	2	3	3	2	2	3	3	3	2.64
Average	3.00	2.83	1.83	2.00	2.00	2.00	1.83	1.83	2.83	1.83	2.83	2.24

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Research Methodology demonstrates a strong and well-balanced alignment with core program outcomes. The course significantly contributes to management knowledge, problem analysis, critical thinking, and lifelong learning through systematic research processes. CO5 and CO6 show the strongest alignment due to their emphasis on practical research execution, data interpretation, and evidence-based managerial decision-making. Moderate alignment with modern analytical tools, ethics, and communication reflects the comprehensive research skillset. Lower linkage with teamwork, entrepreneurship, and business environment is expected due to the analytical and methodological orientation of the subject.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	1	1	2	1.75
CO2	3	2	2	3	2.50
CO3	3	3	1	2	2.25
CO4	3	3	1	3	2.50
CO5	3	2	2	3	2.50
CO6	3	3	2	3	2.75
Average	3.00	2.33	1.50	2.75	2.38

CO-PSO Attainment Summary

The CO-PSO mapping for Research Methodology indicates strong alignment with PSO1 (Business Operations Ability - 3.00) and PSO4 (Entrepreneurial & Managerial Competence - 2.75), reflecting the subject's emphasis on operations research design and evidence-based decision-making capabilities. CO6 records the highest attainment due to its focus on findings interpretation and managerial communication. Overall CO averages range from 1.75 to 2.75, indicating moderate to strong attainment. The course effectively strengthens students' research expertise, analytical capabilities, and professional competence required for evidence-based business administration roles.

Programme/Class: BBA	Year: Second	Semester: Fourth
Group - 2(A)		
Course Code: F0460603T	Course Title: Specialised Accounting	
Course Outcomes:		
CO1: Explain and apply accounting procedures of non-trading institutions, joint ventures, and consignment transactions.		
CO2: Prepare financial statements of banking and general insurance companies in accordance with regulatory requirements.		
CO3: Prepare departmental and branch accounts along with hire purchase, installment, and royalty accounts in business contexts.		
CO4: Apply partnership accounting principles to create final accounts and handle reconstitution, dissolution, and settlement procedures.		
CO5: Analyze specialized accounting adjustments and prepare complex financial reports for decision-making.		
CO6: Use digital accounting tools and communicate accounting information effectively while collaborating in teams.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0		
Unit	Topics	No. of Lectures Total-30
I	Accounting of Non-trading Institutions, Joint Venture and Consignment	8
II	Accounts of Banking companies and General Insurance companies	7
III	Department account and Branch account.Accounts related to Hire Purchaseand Installment payment transactions, Royalty Accounts	8
IV	Partnership Accounts: Final Account, Reconstitution of Partnership firms: admission, retirement and death of a partner, Dissolution of Partnership (Excluding insolvency of Partner)	7
Suggested Readings:		
1. Agarwal, B.D., Advanced Accounting		
2. Chawla & Jain, Financial Accounting		
3. Chakrawarti, K.S., Advanced Accounts		
4. Shukla, M.B., Financial Analysis and Business Forecasting		
5. Jain & Naranag, Advanced Accounts		
Suggested Continuous Evaluation Methods:		
.....		
Suggested equivalent online courses:		
.....		
Further Suggestions:		
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CO-PO MAPPING MATRIX

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	1	0	0	2	1	2	1.45
CO2	3	3	2	2	1	1	0	0	3	1	2	1.8
CO3	3	3	2	2	1	1	0	0	3	1	2	1.8
CO4	3	3	2	1	1	2	0	1	3	1	2	1.8
CO5	3	3	2	2	1	1	0	0	3	1	2	1.8
CO6	2	2	1	3	1	3	3	1	2	1	3	2.0
Average	2.83	2.67	1.83	1.83	1.0	1.5	0.5	0.33	2.67	1.0	2.17	1.80

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO ATTAINMENT SUMMARY

The attainment analysis for Specialised Accounting reflects a strong and meaningful connection between the course outcomes and the program outcomes. As the course deals with diverse, sector-specific accounting situations—such as banking, insurance, branch operations, non-trading entities, joint ventures, hire purchase, royalties, and partnership restructuring—it naturally promotes advanced accounting competence and structured problem-solving abilities. This is clearly demonstrated through high achievement levels in PO1, PO2, PO9, and PO11, which benefit directly from the subject's emphasis on meticulous calculation, regulatory formatting, and conceptual interpretation. Moderate contributions are visible for PO3, PO4, and PO6, as learners interact with accounting standards, use digital tools for ledger creation, and organize financial information in professionally acceptable formats. Meanwhile, the lower scores associated with PO5, PO7, PO8, and PO10 are consistent with the technical orientation of the syllabus, where ethical, social, entrepreneurial, or leadership-based dimensions are not explicitly addressed. Overall, the course equips students with the analytical depth and technical accuracy required in professional accounting environments, while encouraging continuous learning and adaptability through exposure to multiple accounting systems.

CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	2	2.00
CO2	2	3	1	2	2.00
CO3	2	3	1	2	2.00
CO4	2	3	1	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	2	1.75
Average	2.00	2.67	1.00	2.17	2.00

Summary

The CO-PSO mapping for Specialised Accounting reflects strong alignment with PSO2 (2.67), highlighting the subject's deep contribution to financial and analytical skills through complex accounting procedures, financial statements, and regulatory compliance. High CO averages (2.25) for CO4 and CO5 indicate strong relevance to partnership accounting, dissolution, adjustments, and advanced reporting. Overall CO averages range from 1.75 to 2.25, showing moderate to strong alignment across program outcomes. Attainment levels indicate that CO2, CO3, CO4, and CO5 achieve Level 3 performance due to strong analytical and reporting components, whereas CO1 and CO6 maintain Level 2, demonstrating satisfactory understanding and digital communication skills.

Programme/Class: BBA		Year: Second	Semester: Fourth
Group -2(B)			
Course Code: F0460604T		Course Title: Consumer Behaviour	
Course Outcomes:			
CO1: Define the basic concepts of consumer behaviour, the consumer research process, and major consumer behaviour models such as Economic, Psychoanalytic, Sociological, Howard–Sheth, Nicosia, and EKB.			
CO2: Explain the individual determinants of consumer behaviour, including perception, learning, attitude formation, personality, and self-concept.			
CO3: Apply consumer behaviour concepts to understand the influence of family, reference groups, and personal, social, and cultural factors on consumer decision-making.			
CO4: Analyze consumer decision-making and marketing communication processes to understand consumer satisfaction and behavioural outcomes.			
CO5: Evaluate industrial buying behaviour by assessing buying participants, market characteristics, influencing factors, and the stages of the industrial buying process.			
CO6: Develop consumer-oriented marketing strategies for both consumer and industrial markets by integrating behavioural insights and service marketing principles.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-3-0			
Unit	Topics		No. of Lectures Total=30
I	CB, Consumer research process.CB models: Economic model, Psycho-analytic model, Sociological model, Howard & Seth model, Nicosia model, Engel-Kollat-Blackwell model.		8
II	Individual determinants: Perceptual process, consumer learning process Introduction: Concept, importance and scope of CB, need for studying, consumer attitude formation, attitude measurement, meaning and nature of personality, self concept.		7
III	Influences & Consumer Decision making: Family, reference group, personal, social and cultural influence on CB, Consumer Decision making process, Consumer Communication process, consumer satisfaction.		8
IV	Industrial Buying Behaviour: Participants, characteristics of industrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.		7
Suggested Readings:			
1. Suja. R. Nair, Consumer Behaviour in Indian Perspective			
2. Schiffman & Kanak, Consumer Behaviour			
3. Louden & Bitta, Consumer Behaviour			
4. Bennet & Kasarji, Consumer Behaviour			
Suggested Continuous Evaluation Methods:			
.....			
Suggested equivalent online courses:			
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CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	2	1	1	2	1	2	1.72
CO2	2	2	2	1	1	2	1	1	2	1	2	1.54
CO3	2	3	3	1	1	2	2	2	3	2	2	2.09
CO4	2	3	2	2	1	2	1	2	3	2	2	2.00
CO5	2	3	3	2	1	2	1	2	3	2	2	2.09
CO6	2	2	3	2	2	3	2	3	3	2	3	2.45
Average	2.20	2.50	2.70	1.50	1.20	2.20	1.30	1.80	2.70	1.670	2.10	1.98

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation

CO-PO ATTAINMENT SUMMARY

The CO-PO mapping shows a well-structured and meaningful alignment between course outcomes and programme outcomes, with PO averages ranging from 1.17 to 2.67 and CO averages from 1.54 to 2.45, indicating strong contribution of each Course Outcome to programme objectives. The highest PO contributions appear in PO3 (2.67) and PO9 (2.67), followed by PO2 (2.50) and PO1/PO6/PO11 (2.17), demonstrating that the course significantly strengthens behavioural understanding, analytical ability, communication skills, strategic thinking, and continuous learning. Among the COs, CO6 (2.45) shows the strongest alignment, followed by CO3 and CO5 (2.09) and CO4 (2.00), highlighting the course's emphasis on marketing strategy development, consumer analysis, and industrial buying behaviour. Overall, the mapping confirms that the Consumer Behaviour course effectively supports comprehensive academic, analytical, and strategic competency development aligned with programme outcomes.

CO-PSO Mapping Matrix

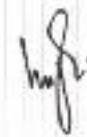
CO / PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	1	3	2	2.00
CO2	2	1	3	2	2.00
CO3	2	2	3	2	2.25
CO4	2	2	3	2	2.25
CO5	2	2	2	2	2.00
CO6	2	2	3	3	2.50
Average	2.00	1.67	2.83	2.17	2.17

The CO-PSO mapping for Consumer Behaviour shows very strong alignment with PSO3, where all COs consistently score 3 or close to 3, highlighting the subject's direct focus on understanding customers, markets, and communication processes. PSO1 also receives steady support with consistent scores of 2, as consumer insights help in making better business and operational decisions. PSO4 shows strong contributions, especially in CO6, where behavioural understanding supports strategic and entrepreneurial decision-making. Analytical skills under PSO2 show moderate alignment, mainly due to the research, evaluation, and decision-making aspects of CO3, CO4, and CO5. CO6 has the highest row average (2.50), showing its comprehensive integration of behavioural knowledge into marketing strategy design. The highest column average belongs to PSO3 (2.83), confirming that the subject primarily strengthens marketing and customer-related competencies. Overall, the subject builds a strong foundation in understanding consumer psychology, market influences, decision-making patterns, and strategy development.

Programme/Class: BBA	Year: Second	Semester: Fourth
Group -3(A)		
Course Code: F0460605T	Course Title: Investment Analysis & Portfolio Management	
Course outcomes:		
CO1: Explain the nature, scope, objectives, and systematic process of investment analysis, and analyse the concepts, measurement, and implications of risk and return, including systematic and unsystematic risk, using appropriate analytical tools.		
CO2: Analyse and compare various investment alternatives in capital and money markets, and evaluate fixed-income securities, equity shares, and non-security investment avenues such as mutual funds, real estate, gold, and government securities for informed investment decisions.		
CO3: Apply fundamental analysis techniques by evaluating economic conditions, industry trends, and company financial statements to estimate the intrinsic value of securities and communicate investment recommendations effectively.		
CO4: Apply technical analysis tools such as trends, indicators, indices, and moving averages for predicting market price movements, and demonstrate understanding of Efficient Market Hypothesis (EMH).		
CO5: Apply technical analysis tools such as trends, indicators, indices, and moving averages, and assess market behavior using the concepts and testing techniques of the Efficient Market Hypothesis to support data-driven investment decisions.		
CO6: Perform portfolio analysis by estimating portfolio return and risk using statistical measures, working collaboratively to construct and justify an optimal investment portfolio for real-world business scenarios		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-2-1		
Unit	Topics	No. of Lectures Total=30
I	Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk.	8
II	Investment Alternatives: Investment instrument of Capital Market and Money Market, Valuation of Fixed and Variable securities Non Security forms of Investment, Government Securities, Mutual Fund, Real Estate and Gold.	7
III	Fundamental Analysis: Economic analysis industry analysis and company analysis Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis. Efficient Market Hypothesis: weak, semi-strong and strong market and its testing techniques	8
IV	Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management, Risk and Return- Definition types and importance.Portfolio Analysis: Risk Measurement; Estimating rate of return and standard deviation of portfolio returns; Effects of Combining securities;	7
Suggested Readings:		
1. Security analysis and Portfolio Management by Punithavathy Pandian		
Suggested Continuous Evaluation Methods:		







CO-PO Mapping Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	1	1	2	1	1	1.64
CO2	3	3	3	2	1	1	1	1	3	1	1	1.91
CO3	2	3	3	1	1	1	1	1	3	1	1	1.73
CO4	1	2	1	3	1	1	1	1	3	1	2	1.55
CO5	3	2	3	1	1	1	1	1	2	1	1	1.55
CO6	2	3	2	3	1	1	1	1	3	1	2	1.82
Average	2.33	2.5	2.5	1.83	1.00	1.00	1.00	1.00	2.67	1.00	1.33	1.70

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

Overall CO-PO Attainment Summary

The course Investment Analysis and Portfolio Management demonstrate effective attainment of course outcomes in alignment with program outcomes. Students show strong performance in CO2, CO3, and CO6, reflecting high competency in analytical skills, investment evaluation, and portfolio management, thereby supporting PO1, PO2, PO3, PO4, and PO9. CO1, CO4, and CO5 reinforce foundational understanding of investment principles, technical analysis, and risk-return concepts, contributing to strategic decision-making, digital competence, and lifelong learning. Overall, the CO-PO attainment indicates that students achieve a balanced development of conceptual knowledge, analytical abilities, and applied portfolio management skills.

CO-PSO Mapping Matrix

CO / PSO	PSO1	PSO2	PSO3	PSO4	CO Avg
CO1	3	3	1	1	2
CO2	3	3	2	1	2.25
CO3	3	3	1	1	2
CO4	2	3	1	1	1.75
CO5	3	2	1	1	1.75
CO6	3	3	1	3	2.5
PSO Avg	2.83	2.83	1.17	1.33	2.00

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Summary

The CO-PSO mapping for Investment Analysis and Portfolio Management shows strong alignment with PSO1 (Business Operations Ability) and PSO2 (Financial & Analytical Skills), as CO1, CO2, CO3, and CO6 enable students to analyze investment instruments, perform portfolio computations, and apply financial decision-making skills. CO6 further supports PSO4 (Entrepreneurial & Managerial Competence) through practical portfolio construction and optimization exercises. CO4 contributes to analytical and technical proficiency, while CO5 reinforces managerial understanding of portfolio strategies. Overall, the CO-PSO matrix indicates that students develop robust operational, analytical, and managerial competencies in line with program-specific outcomes.

Programme/Class: BBA	Year: Second	Semester: Fourth
Group - 3(B)		
Course Code: F0460606T	Course Title: Company Law	
Course outcomes:		
CO1: Understand the nature, scope, and evolution of Company Law and the regulatory framework governing companies in India.		
CO2: Analyze the process of incorporation, types of companies, and legal requirements relating to memorandum and articles of association.		
CO3: Examine the rules governing share capital, membership, dividends, and debentures under the Companies Act.		
CO4: Analyze the structure, powers, duties, and liabilities of directors and key managerial personnel in companies.		
CO5: Evaluate provisions relating to company meetings, corporate governance, prevention of oppression and mismanagement, and winding up.		
CO6: Develop legal reasoning, compliance awareness, and ethical responsibility required for effective corporate management and decision-making.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): 1.-T-P: 3-2-1		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Definition and Kinds of Company, Promotion and Incorporation of Companies; Memorandum of Association, Articles of Association, Prospectus.	8
II	Shares, Share Capital, Members, Transfer and Transmission of shares, Directors- Managing Director, Whole Time Director	7
III	Capital Management; Borrowing powers, mortgages and charges, debentures, Company Meetings-kinds, quorum, voting, resolutions, minutes	8
IV	Majority Powers and minority rights, Prevention of oppression and mismanagement, winding up of companies, its Kinds and Conductor	7
Suggested Readings:		
1. Grower L.C.B., Principles of Modern Company Law		
2. Ramaiya A., Guide to the Companies Act		
3. Singh, Avtar, Company Law		
4. Kuchhal, S.C., Modern Indian Company Law		
5. Kapoor, N.D., Company Law		
Suggested Continuous Evaluation Methods:		
Suggested equivalent online courses:		

CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	2	2	1.70
CO2	3	3	3	2	1	1	0	0	3	1	2	1.90
CO3	3	3	2	2	1	1	0	0	3	1	2	1.80
CO4	3	3	2	2	1	1	0	0	3	1	2	1.80
CO5	3	3	3	2	1	1	0	1	3	2	2	2.00
CO6	2	2	1	3	3	2	1	0	2	3	3	2.00
Average	2.83	2.67	2.33	2	1.33	1.17	0.17	0.17	2.67	1.67	2.17	1.80

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PO Attainment Summary

The CO-PO mapping for Company Law demonstrates strong alignment with PO1 (Management Knowledge), PO2 (Problem Analysis), and PO9 (Critical Thinking & Strategic Decision-Making). CO5 and CO6 exhibit the highest attainment due to their emphasis on corporate governance, compliance, and ethical responsibility. Moderate alignment with PO4 and PO11 reflects the use of legal interpretation tools and continuous learning. Limited linkage with PO7 and PO8 is expected due to the statutory and theory-oriented nature of the course.

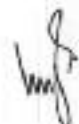
CO-PSO Mapping Matrix

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2
CO3	2	3	1	2	2
CO4	2	3	1	2	2
CO5	2	3	1	3	2.25
CO6	2	2	1	3	2
Average	2	2.67	1	2.33	2.00

Scale: 3 = High | 2 = Moderate | 1 = Low | 0 = No correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Company Law indicates strong alignment with PSO2 (2.67) and PSO4 (2.33), reflecting the subject's emphasis on corporate compliance, governance, and managerial decision-making. CO5 records the highest attainment due to its focus on corporate governance, prevention of oppression and mismanagement, and winding up provisions. Overall CO averages range from 1.75 to 2.25, demonstrating moderate to strong contribution to program-specific outcomes.

Summer Internship	F0460607R	Summer Training Proposal & Viva-Voce	MM.100	3(Cr.)
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Course Outcomes: Summer Training Proposal & Viva-Voce

- CO1: Identify and define a relevant organizational or managerial problem based on industry exposure and literature review.
CO2: Formulate clear objectives, scope, and research methodology for the proposed summer training project.
CO3: Review and synthesize relevant academic and industry literature to support the proposed study.
CO4: Design an appropriate data collection plan and analytical framework aligned with the project objectives.
CO5: Communicate the proposal effectively through structured written reports and oral presentations during viva-voce.
CO6: Demonstrate professional attitude, ethical awareness, and confidence while defending the proposal before the evaluation panel.

CO-PO Mapping Matrix

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	3	2	1	1	1	1	2	3	1	1	1.73
CO2	3	3	2	2	1	2	1	2	3	1	2	2.00
CO3	2	3	2	1	1	1	0	1	2	1	3	1.55
CO4	2	3	1	3	1	1	0	1	3	1	2	1.64
CO5	1	2	1	2	2	3	2	1	2	1	2	1.73
CO6	1	1	1	1	3	2	2	1	2	2	2	1.64
Average	2.00	2.50	1.50	1.67	1.50	1.67	1.00	1.33	2.50	1.17	2.00	1.71

CO-PO Attainment Summary

The CO-PO mapping indicates a strong alignment of the course with PO2 (Problem Analysis) and PO9 (Critical Thinking & Strategic Decision Making), reflecting the analytical and evaluative nature of summer training proposals. Moderate attainment is observed in PO1 (Management Knowledge), PO4 (Modern Tools), and PO6 (Communication Skills) due to proposal formulation and viva-voce presentation. The course also contributes meaningfully to ethical awareness, lifelong learning, and professionalism, ensuring holistic managerial skill development.

CO-PSO Mapping Matrix

CO\PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	3	2.50
CO2	3	2	1	3	2.25
CO3	2	2	2	2	2.00
CO4	2	3	1	2	2.00
CO5	2	1	3	2	2.00
CO6	2	1	2	2	1.75
Average	2.33	1.83	1.83	2.33	2.08

CO-PSO Attainment Summary

The CO-PSO mapping demonstrates strong alignment of the course with PSO1 (Business Operations Ability) and PSO4 (Entrepreneurial & Managerial Competence), highlighting the application-oriented and problem-solving nature of the summer training proposal. Moderate attainment is observed for PSO2 (Financial & Analytical Skills) and PSO3 (Marketing & Customer Relationship Skills) through data analysis, literature review, and proposal presentation. Overall, the course effectively supports the development of managerial competence, analytical thinking, and professional readiness among BBA students.

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BBA: Third Year -Fifth Semester

Programme/Class: Degree		Year: Third	Semester: Fifth
Group -I(A)			
Course Code: F0560601T		Course Title: Income Tax	
Course outcomes:			
CO1: Understand fundamental concepts of Income Tax under the Income Tax Act, 1961 including income classification, assessment year, previous year, gross total income, tax avoidance vs evasion, and recent tax slabs applicable to individuals, HUF, firms, and companies.			
CO2: Explain residential status concepts and apply provisions related to scope of total income, tax-free incomes, and tax liability determination based on residential classification for individuals, HUF, firms, and companies.			
CO3: Compute taxable income under five major heads of income: Salaries (allowances, perquisites, deductions u/s 16), House Property, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources, with practical problem-solving.			
CO4: Apply provisions on aggregation of income, set-off and carry forward of losses, deductions from gross total income u/s 80, and compute total taxable income and tax liability with relevant computation skills.			
CO5: Evaluate various income tax calculation scenarios, assess impact of deductions and exemptions, and make evidence-based recommendations for tax planning within legal framework.			
CO6: Create comprehensive tax computation statements using digital tools (Excel/SPSS) and present tax computations professionally, demonstrating collaborative problem-solving in tax scenario-based assignments.			
Credits: 5		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total = 50
I	Indian Income Tax Act, 1961: Basic Concepts - Income, Agriculture Income, Casual Income, Assessment Year, Previous Year, Gross Total Income, Total Income, Person, Tax Evasion, Tax Avoidance, Recent tax slabs		10
II	Basis of Charge: Scope of Total Income, Residence and Tax Liability, Income which does not form part of Total Income, Residential Status: Meaning of Residential Status, Residential Status of: Individual, Hindu Undivided Family (HUF), Firm and Company. Incidence of tax based on residential status		10
III	Heads of Income: Income from Salaries, Income from House Property, Profit and Gains of Business or Profession, Capital Gains, Income from other sources.		10
IV	Aggregation of Income, Set off and Carry forward of losses, deductions from gross total Income, Computation of total Income and Tax liability.		7
V	Income from Salary: Meaning, Basis of Charge, Arrears of Salary, Allowances, Perquisites, Provident Fund, Profits in Lieu of Salary, Gratuity, Computation of Pension, Compensation for Voluntary Retirement, Deductions from Salary u/s 16		13
Suggested Readings:			
1. Mehrotra, H.C., Income Tax Law and Account			
2. Prasad, Bhagwati, Income Tax Law and Practice			
3. Chandra Mahesh and Shukla D.C., Income Tax Law and Practice			
4. Agarwal, B.K., Income Tax			
5. Jain, R.K., Income Tax			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

CO-PO MAPPING MATRIX

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	2	1	0	0	2	1	2	1.73
CO2	3	3	2	1	1	1	0	0	3	1	2	1.73
CO3	3	3	2	2	1	1	0	0	3	1	2	1.82
CO4	3	3	2	2	1	1	0	0	3	1	2	1.82
CO5	3	3	2	2	1	1	0	0	3	1	2	1.82
CO6	2	2	1	3	1	3	3	1	2	1	3	2.09
Average	2.83	2.67	2.00	1.83	1.17	1.33	0.50	0.17	2.67	1.00	2.17	1.81

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The CO-PO mapping of Income Tax shows strong attainment of PO1 (Management Knowledge), PO2 (Problem Analysis), PO3 (Business Environment & Domain Understanding) and PO9 (Critical Thinking & Strategic Decision Making), reflecting the subject's emphasis on tax laws, income computation, and analytical decision-making. Moderate alignment with PO4 (Modern Tools & Digital Competence) and PO11 (Lifelong Learning) highlights the use of digital tools and the need to adapt to frequent tax law amendments. Limited contribution to PO7 (Teamwork) and PO8 (Entrepreneurship) is justified due to the statutory and computation-oriented nature of the course.

CO-PSO MAPPING MATRIX

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	1	1.75
CO2	2	3	1	1	1.75
CO3	2	3	1	1	1.75
CO4	2	3	1	2	2.00
CO5	2	3	1	2	2.00
CO6	2	3	1	3	2.25
Average	2.00	3.00	1.00	1.67	1.92

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The course demonstrates strong alignment with PSO2 (Financial & Analytical Skills) owing to extensive tax computation, analysis, and interpretation of provisions. PSO1 (Business Operations Ability) is moderately attained through application of tax knowledge in business decision-making, while PSO4 (Entrepreneurial & Managerial Competence) is addressed moderately through tax planning and compliance awareness.



Programme / Class: Degree		Year: Third	Semester: Fifth
		Group -1(B)	
Course Code: F0560602T		Course Title: Marketing Communication	
Course outcomes:			
CO1: Explain fundamental concepts, objectives, and components of Marketing Communication and Integrated Marketing Communication (IMC), including its role in overall promotional strategies of organizations.			
CO2: Analyze consumer behavior patterns and communication models to design effective advertising strategies and promotional campaigns for target audiences.			
CO3: Evaluate various advertising budget methods (percentage of sales, objective-task, competitive parity) and justify optimal selection based on organizational objectives and market conditions.			
CO4: Develop creative advertising strategies and apply copywriting techniques (headlines, body copy, slogans) across multiple media platforms for maximum impact.			
CO5: Design comprehensive media plans using media types (print, electronic, digital), scheduling strategies (continuous, flighting, pulsing), and evaluation techniques for optimal reach and frequency.			
CO6: Assess advertising effectiveness using research techniques (pre-testing, post-testing, tracking studies) and make data-driven decisions for continuous campaign improvement.			
Credits: 5		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total=50
I	Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix, Advertising - Meaning, objectives its role and functions, Classification of advertising, economic, social and ethical issues in advertising, DAGMAR approach, STP strategies in advertising, Advertising Agencies		10
II	Process in Advertising: Consumer and mental process in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget – Top down and Build up approach, methods of advertising – Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.		9
III	Advertising Creativity: Meaning of creativity, Creative strategy, Creative tactics, Advertising Appeals, USP theory of creativity, Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content		8
IV	Media Planning and Strategy: Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, evaluation of media, media scheduling strategy		10
V	Public Relations and Corporate Communication: Meaning and role of public relations, PR tools and techniques, Corporate image and identity Internal and external communication, Crisis communication, Digital and Social Media Communication: Digital marketing communication overview, Social media marketing (Facebook, Instagram, YouTube, etc.), Content marketing and influencer marketing, Email and mobile marketing, Online branding and engagement,		13

Suggested Readings:

1. George E Belch & Michael A Belch: Advertising and promotion- An Integrated Marketing Communication Perspective-McGraw Hill Education
2. Chawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
3. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication.
4. Aaker, David A. et al., Advertising Management, PHI.

CO-PO MAPPING MATRIX

COs POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	2	1	1	2	1	2	1.73
CO2	2	3	2	2	1	2	1	2	3	1	2	1.91
CO3	2	3	2	2	1	1	1	1	3	1	2	1.82
CO4	2	2	2	3	2	3	2	3	2	1	2	2.18
CO5	2	3	2	3	1	2	1	2	3	1	2	2.00
CO6	2	3	2	2	2	2	1	1	3	2	3	2.09
Average	2.17	2.67	2.17	2.17	1.33	2.00	1.17	1.67	2.67	1.17	2.17	1.95

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The CO-PO mapping indicates strong attainment of **PO1, PO2, PO3, PO6 (Communication Skills)** and **PO9**, emphasizing marketing knowledge, consumer analysis, communication effectiveness, and strategic thinking. Moderate attainment of **PO4** and **PO11** reflects the application of digital media tools and continuous learning in evolving marketing practices. Ethical and sustainability aspects (**PO5, PO10**) show moderate alignment, as promotional focus dominates the course content.

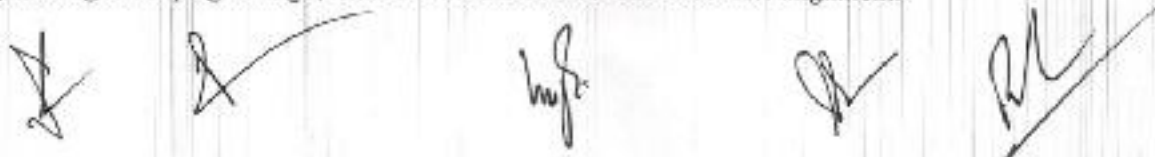
CO-PSO MAPPING MATRIX

COs PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	1	3	2	2.00
CO2	2	2	3	2	2.25
CO3	2	2	3	2	2.25
CO4	2	2	3	3	2.50
CO5	2	2	3	2	2.25
CO6	2	2	3	3	2.50
Average	2.00	1.83	3.00	2.33	2.29

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The course strongly supports **PSO3 (Marketing & Customer Relationship Skills)** through advertising strategy, media planning, and IMC campaign development. **PSO4 (Entrepreneurial & Managerial Competence)** is also well addressed through strategic campaign design, while **PSO1** and **PSO2** show moderate alignment.



Programme / Class: Degree		Year: Third	Semester: Fifth
Group -2(A)			
Course Code: F0560603T		Course Title: Entrepreneurship and small business management	
Course outcomes:			
CO1: Define fundamental concepts of entrepreneurship, explain types of entrepreneurs (innovative, imitative, Fabian), traits, characteristics, and challenges faced in entrepreneurial ventures.			
CO2: Explain theories of entrepreneurship (economic, sociological, psychological), distinction between entrepreneurs, managers, and intrapreneurs, and factors influencing entrepreneurial emergence.			
CO3: Apply knowledge of Entrepreneurial Development Programmes (EDPs), institutional support systems (SFCs, SIDBI, MSMED), and government schemes to support entrepreneurial initiatives and venture creation.			
CO4: Analyze business opportunities through environmental scanning, idea generation techniques, feasibility assessment, and market potential evaluation for new ventures.			
CO5: Evaluate project formulation processes, prepare detailed project reports (DPRs), assess financial viability, and conduct risk analysis for small business ventures.			
CO6: Develop comprehensive strategic business plans for small enterprises integrating MSMED Act provisions, financing strategies, and growth management frameworks.			
Credits: 5		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total=50
I	Entrepreneurship: Concept, Role & Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurs – Evolution of concept, Types of entrepreneurs, traits of entrepreneur, entrepreneurs Vs managers, Entrepreneurs, problems faced by entrepreneurs, Women Entrepreneurs, Rural Entrepreneurs		9
II	Entrepreneurial Development and Institutional Support System: Entrepreneurship development, Concept and Significance, Entrepreneurial Development Programmes (EDP), problems of EDP, Institutional support to entrepreneurs, Arrangement of finance andsupport from financial institutions		10
III	Business Idea: Environmental analysis, Search for business idea, Identification of projects, Selection of project, Project formulation, Project report, project appraisal.		10
IV	Small Business: Definitions, Nature, scope and characteristics of small business MSMED Act 2006, Strategic Planningand its steps for small business, Incentives and subsidies available to small business, forms of ownership, Registration as SSI		11
V	Financing and Managing the new venture: Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls, Marketing and sales controls, E-commerce and Entrepreneurship, Internet		10
Suggested Readings:			
1. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill			
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.			
3. Kumar, Arya; Entrepreneurship; Pearson Education.			
4. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing			
5. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, GroupDiscussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			

CO-PO MAPPING MATRIX

CO/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	2	2	1	3	2	2	2	2.09
CO2	2	2	2	1	2	2	1	2	2	1	2	1.73
CO3	2	3	2	2	1	2	2	3	3	2	2	2.18
CO4	2	3	3	2	1	2	1	3	3	2	2	2.18
CO5	2	3	2	2	2	2	1	2	3	2	2	2.09
CO6	2	2	3	2	2	2	2	3	3	3	3	2.45
Average	2.17	2.50	2.50	1.67	1.67	2.00	1.33	2.67	2.67	2.00	2.17	2.12

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The subject exhibits strong alignment with **PO8 (Entrepreneurship & Innovation)**, **PO9**, and **PO1**, highlighting venture creation, innovation, and strategic decision-making. Significant attainment of **PO2** and **PO3** reflects opportunity analysis and environmental scanning. Other POs are moderately addressed through planning, institutional support, and compliance-related topics.

CO-PSO MAPPING MATRIX

CO/PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	3	2.00
CO2	2	2	1	2	1.75
CO3	2	3	1	3	2.25
CO4	2	3	1	3	2.25
CO5	2	3	1	3	2.25
CO6	2	2	1	3	2.00
Average	2.00	2.50	1.00	2.83	2.08

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The course shows high attainment of **PSO4 (Entrepreneurial & Managerial Competence)** due to emphasis on business planning, project formulation, and MSME management. **PSO1** and **PSO2** are moderately achieved, while **PSO3** has limited relevance to the subject focus.

Programme / Class: Degree		Year: Third	Semester: Fifth
Group -2(B)			
Course Code: F0560604T		Course Title: Sales management	
Course outcomes:			
CO1: Define fundamental concepts of sales management, explain evolution of sales function, and describe roles/responsibilities of sales executives in modern organizations.			
CO2: Explain theories of personal selling (AIDAS, Right Set of Circumstances), identify qualities of effective sales executives, and analyze sales process stages.			
CO3: Apply salesmanship techniques for showroom selling, exhibition management, retail sales, and demonstrate practical personal selling skills in B2B/B2C contexts.			
CO4: Analyze sales organization structures (functional, geographic, product-based), territory allocation methods, and sales personnel recruitment/selection processes.			
CO5: Evaluate sales force performance using quantitative (sales quotas, ratios) and qualitative metrics, design compensation plans (salary, commission, incentives), and assess motivation strategies.			
CO6: Design comprehensive distribution network strategies integrating channel selection, wholesaler/retailer management, logistics coordination, and sales forecasting for optimal market coverage.			
Credits: 5		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total=50
I	Introduction to Sales Management: Concept, Evolution of sales function, Objectives of sales management positions, Marketing Vs Sales, Functions of Sales manager and their relation with other executives.		10
II	Salesmanship: Meaning and definition of salesmanship, Selling vs marketing Theories of personal selling, Types of Sales executives, Qualities of sales executives, Personal selling process, Showroom & exhibition,		11
III	Sales Organization and Relationship: Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations, Centralized vs decentralized sales organization Sales Force Management: Recruitment and Selection, Sales Training, Sales Compensation.		10
IV	Distribution Network Management: Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics, Concept of physical distribution system.		9
V	Sales Control : An Introduction , Meaning and Purpose , Sales Control System Methods of Sales Control , Methods of Controlling Sales Force, Marketing Cost and Its Analysis, Usefulness of Marketing Cost Analysis, Sales Management Audit		10
Suggested Readings:			
1. Cundiff, Still, Govoni, Sales Management			
2. Pradhan, Jakate, Mali, Salesmanship & Publicity			
3. S.A. Chunawalla, Sales Management			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	2	1	1	2	1	2	1.64
CO2	2	2	2	1	1	2	1	1	2	1	2	1.55
CO3	2	2	2	1	1	2	2	2	2	1	2	1.73
CO4	2	3	2	2	1	2	2	2	3	1	2	2.00
CO5	2	3	2	2	1	2	1	2	3	1	2	1.91
CO6	2	3	3	2	1	2	1	2	3	2	2	2.18
Average	2.17	2.50	2.17	1.50	1.00	2.00	1.33	1.67	2.50	1.17	2.00	1.87

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The CO-PO mapping reveals strong contribution to **PO1, PO2, PO6, and PO9**, reflecting emphasis on sales strategy, analytical evaluation, and communication skills. Moderate alignment with **PO3 and PO8** highlights market-oriented decision-making and innovation in sales practices. Limited linkage with **PO5 and PO10** is justified due to operational focus.

CO-PSO MAPPING MATRIX

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	1	3	2	2.00
CO2	2	1	3	2	2.00
CO3	2	2	3	2	2.25
CO4	2	2	3	2	2.25
CO5	2	3	2	2	2.25
CO6	2	2	3	3	2.50
Average	2.00	1.83	2.83	2.25	2.21

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The CO-PSO mapping for Sales Management shows very strong alignment with **PSO3**, where all COs score the highest value of 3, indicating that the subject directly develops marketing and customer relationship skills. **PSO1** also shows steady support with consistent scores of 2, reflecting the operational importance of sales processes, sales structure, and field activities. **PSO4** receives strong contributions, especially in **CO4 and CO6**, where managerial decision-making, distribution planning, and sales force management are emphasized. **PSO2** shows moderate alignment because analytical skills are required mainly in evaluating sales performance and compensation strategies. **CO4 and CO6** have the highest row averages (2.50), indicating strong integration of operational, marketing, and managerial competencies. Column averages confirm **PSO3 (3.00)** as the most strengthened outcome. Overall, Sales Management helps students build strong practical abilities in personal selling, sales organization, performance evaluation, and distribution management.

Programme / Class: Degree	Year: Third	Semester: Fifth
Group -3(A)		
Course Code: F0560605T	Course Title: Industrial Relations & Labour Laws	
Course outcomes:		
CO1: Understand fundamental concepts, scope, and significance of industrial relations, including objectives, parties involved, and its role in maintaining employer-employee harmony.		
CO2: Analyze legal framework governing employer-employee relations, trade unions, collective bargaining, and industrial dispute resolution mechanisms under Indian labour laws.		
CO3: Examine provisions of major labour legislations relating to wages (Minimum Wages Act, Payment of Wages Act), working conditions (Factories Act), and employee welfare.		
CO4: Evaluate mechanisms for prevention and settlement of industrial disputes including conciliation, arbitration, adjudication, and works committees under ID Act 1947.		
CO5: Assess role of industrial relations in promoting organizational harmony, productivity enhancement, and sustainable labour-management partnerships.		
CO6: Develop legal awareness, ethical responsibility, and compliance strategies for handling labour issues, grievance redressal, and industrial discipline management.		
Credits: 5	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	Meaning, concept, and scope of industrial relations Role, Importance of Trade Unions – Industrial disputes and their Resolutions. Problems and challenges of trade unions in India	10
II	Participative Management: Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.	10
III	Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts. Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.	10
IV	Factories Act: Meaning, Definition – Welfare – Safety – Health Measures. Workmen's Compensation Act and International Labor Organization - Role and Function, General provisions of Bonus Act and Gratuity Act	10
V	Labour Legislations in India: Evolution of Labour Legislations in India, Nature and Scope of Labour Legislations in India, Amendment of Labour Laws in India, , Labour codes, Limitations of Labour Laws	10
Suggested Readings:		
5. Sreenivasan M.R - Industrial Relations & Labor legislations.		
6. Aswathappa K - Human Resource and Personnel Management.		
7. Subba Rao P - Human Resource Management and Industrial Relations.		
8. Monoppa - Industrial Relations. 5. S.C. Srivastava, Industrial Relation of Labour Laws.		

CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	2	1	1	0	2	2	2	1.73
CO2	3	3	3	2	1	1	2	0	3	1	2	2.00
CO3	3	3	3	2	1	1	1	0	3	2	2	2.00
CO4	3	3	2	2	1	1	2	0	3	2	2	2.00
CO5	3	2	2	1	3	2	2	1	2	3	2	2.09
CO6	2	2	2	3	3	2	2	1	2	3	3	2.27
Average	2.83	2.50	2.50	1.83	1.83	1.33	1.67	0.33	2.50	2.17	2.17	2.02

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The course demonstrates strong alignment with PO3, PO5 (Ethics & Professional Conduct), PO9, and PO10 (Social Responsibility & Sustainability), reflecting legal, ethical, and social dimensions of labour management. PO1 and PO2 are well addressed through analysis of labour legislation. Minimal linkage with PO8 is appropriate given the regulatory focus.

CO-PSO MAPPING MATRIX

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	2	1.75
CO2	2	3	1	2	2.00
CO3	2	3	1	2	2.00
CO4	2	3	1	2	2.00
CO5	3	2	2	3	2.50
CO6	3	2	1	3	2.25
Average	2.33	2.50	1.17	2.33	2.08

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

The subject moderately supports PSO1 (Business Operations Ability) and PSO2 (Financial & Analytical Skills) by strengthening HR operations and legal compliance. PSO4 is also moderately attained through understanding labour policy and industrial harmony.

Programme / Class: Degree	Year: Third	Semester: Fifth
Group -3(B)		
Course Code: F0560606T	Course Title: Company Accounts	
COURSE OUTCOMES		
CO1: Understand joint stock companies, types of shares (equity, preference), debentures (convertible, non-convertible), and basic provisions of Companies Act relating to share capital.		
CO2: Prepare financial statements of companies including issue of shares at par/premium, forfeiture, re-issue, redemption of preference shares, and issue/redemption of debentures.		
CO3: Compute and prepare final accounts of companies including profit & loss appropriation account, managerial remuneration (commission, sitting fees), and dividend distribution.		
CO4: Apply accounting standards for amalgamation, absorption, reconstruction of companies, and prepare necessary journal entries and balance sheets as per AS-14.		
CO5: Prepare consolidated financial statements of holding and subsidiary companies including goodwill calculation, minority interest, pre/post-acquisition profits, and inter-company adjustments.		
CO6: Apply relevant accounting standards (AS-10, AS-16, AS-21) for diverse company transactions and evaluate financial reporting compliance using digital accounting tools.		
them basic ideas about accounting practices relevant to companies. The outcome of the course will be as follows		
- To understand joint stock companies and knowledge about shares and debentures - To have understanding about final accounts and accounting practices related to amalgamation		
Credits: 5		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	Meaning and features of a company, Types of companies, Joint Stock Companies: Its types and share capital, Issue, Forfeiture and Re-issue of shares, Redemption of preference shares, Issue and Redemption of Debenture.	10
II	Final Accounts: Including Computation of managerial Remuneration and disposal of profit. Provision for tax and dividends, Managerial remuneration	10
III	Accounting for Amalgamation of companies as per Accounting Standard 14, Accounting for Internal reconstruction, Liquidation of Company.	10
IV	Consolidated Balance Sheet of Holding Companies with one Subsidiary only, Statement of Affairs and Deficiency/Surplus, Receivers Receipt and Payment A/c.	10
V	Accounting Standards : Accounting for the Changes in Foreign Exchange Rates ,Accounting for Government Grants, Accounting for Employee Benefits ,Accounting for Leases	10



Suggested Readings:

1. Gupta R.L. Radhaswamy M, Company Accounts
2. Maheshwari, S.N., Corporate Accounting
3. Monga J.R., Ahuja, Girish, and Sehgal Ashok, Financial Accounting
4. Shukla, M.C., Grewal T.s, and Gupta, S.C. Advanced Accounts

CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	1	0	0	2	1	2	1.45
CO2	3	3	2	2	1	1	0	0	3	1	2	1.82
CO3	3	3	2	2	1	1	0	0	3	1	2	1.82
CO4	3	3	2	2	1	2	0	1	3	1	2	1.91
CO5	3	3	2	3	1	1	0	0	3	1	2	1.91
CO6	2	2	1	3	1	3	3	1	2	1	3	2.09
Average	2.83	2.67	1.83	2.17	1.00	1.50	0.50	0.33	2.67	1.00	2.17	1.83

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The CO-PO mapping highlights strong attainment of **PO1, PO2, PO4, and PO9**, emphasizing accounting knowledge, analytical skills, and application of accounting standards using digital tools. Limited alignment with **PO7 and PO8** is justified due to the technical nature of the subject.

CO-PSO MAPPING MATRIX

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	2	2.00
CO2	3	3	1	2	2.25
CO3	3	3	1	2	2.25
CO4	3	3	1	3	2.50
CO5	3	3	1	3	2.50
CO6	2	3	1	2	2.00
Average	2.67	3.00	1.00	2.33	2.08

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

Strong attainment of **PSO2 (Financial & Analytical Skills)** is evident through preparation and analysis of company financial statements. **PSO1** and **PSO4** are moderately supported through application of accounting information in managerial decisions.

	Minor Project Report	F0560607R	Minor Project Report Evaluation Viva-Voce	MM. 100	3(Cr.)
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Course Outcomes (COs): Minor Project Report Evaluation & Viva-Voce

CO1: Identify and analyze a real-world business problem and define appropriate research objectives.

CO2: Apply management concepts and domain knowledge to develop practical solutions through a minor project.

CO3: Collect, analyze, and interpret primary and secondary data using appropriate analytical tools.

CO4: Prepare a structured minor project report following research and academic standards.

CO5: Communicate project findings effectively through written reports and oral presentation during viva-voce.

CO6: Demonstrate ethical practices, professionalism, teamwork, and lifelong learning attitude during project execution.

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	3	2	1	1	1	1	2	3	1	1	1.73
CO2	3	2	2	2	1	1	1	2	3	1	2	1.82
CO3	2	3	1	3	1	1	0	1	3	1	2	1.64
CO4	2	2	1	2	2	2	1	1	2	1	2	1.64
CO5	1	2	1	2	2	3	2	1	2	1	2	1.73
CO6	1	1	1	1	3	2	3	2	2	2	3	1.91
Average	2.00	2.17	1.33	1.83	1.67	1.67	1.33	1.50	2.50	1.17	2.00	1.74

CO-PO Attainment Summary

The CO-PO attainment analysis indicates that the course Minor Project Report Evaluation & Viva-Voce strongly supports PO2 (Problem Analysis) and PO9 (Critical Thinking & Strategic Decision Making), reflecting the analytical and application-oriented nature of the project work. Moderate attainment is observed in PO1 (Management Knowledge) and PO4 (Modern Tools & Digital Competence) due to the application of management concepts and analytical tools during project execution. The course also contributes meaningfully to PO6 (Communication Skills) through report writing and viva-voce presentation, and PO5 (Ethics & Professional Conduct) by emphasizing responsible research practices. Overall, the CO-PO attainment demonstrates effective alignment of the course with program objectives and supports holistic managerial competency development.

CO-PSO Mapping Matrix

CO \ PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	3	2.50
CO2	3	2	2	3	2.50
CO3	2	3	1	2	2.00
CO4	2	2	1	2	1.75
CO5	2	1	3	2	2.00
CO6	2	1	2	3	2.00
Average	2.33	1.83	1.83	2.50	2.13

CO-PSO Attainment Summary

The CO-PSO attainment reveals strong alignment with PSO1 (Business Operations Ability) and PSO4 (Entrepreneurial & Managerial Competence), highlighting the practical, problem-solving, and opportunity-oriented focus of the minor project. Moderate attainment is achieved in PSO2 (Financial & Analytical Skills) through data analysis and interpretation, while PSO3 (Marketing & Customer Relationship Skills) is supported via market research and customer-related project themes. The overall CO-PSO attainment confirms that the course effectively enhances functional expertise, analytical capability, and entrepreneurial mindset among students, contributing significantly to specialization-specific learning outcomes.



BBA: Third Year-Sixth Semester

Programme/Class: Degree	Year: Third	Semester: Sixth
Group -1(A)		
Course Code: F0660601T	Course Title: Project Management	
Course outcomes:		
CO1: Understand characteristics, types, and objectives of projects, including project life cycle phases and role of project management in organisational success.		
CO2: Apply tools and techniques for project identification, selection criteria (NPV, IRR, Payback), and feasibility analysis for strategic project appraisal.		
CO3: Analyze market demand forecasting, demand assessment techniques, and benefit-cost analysis for project viability evaluation.		
CO4: Prepare comprehensive project cost estimates, budgeting techniques, financing options, and capital structure planning for project implementation.		
CO5: Implement project network techniques (CPM, PERT), critical path analysis, resource leveling, and project monitoring/control systems for timely execution.		
CO6: Evaluate project performance, conduct post-completion audits, apply risk management strategies, and develop project closure documentation using digital project management tools.		
Credits: 5		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.	8
II	Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index, Market & Demand Analysis Techniques: Survey & Trend Projection, Methods, Project Risk Management	10
III	Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs, Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCBA) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,	12
IV	Monitoring and Control: Planning- Monitoring and Control Cycle, Project Management Information System, Milestone Analysis and Tracking Gantt chart, Earned Value Analysis (EVA): Planned Value(PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI), Project Termination: Types of Terminations, Project Termination Process	12
V	Project Closure and Evaluation: Project completion and termination, Post-implementation review, Project audit, Project evaluation	8
Suggested Readings:		
1. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (JohnWiley & Sons)		
2. Project Management : Mr. Sanjiv Marwah- (Wiley Dreamtech)		
3. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)		
4. Project Management Core Text Book : M R Gopalan (Wiley)		
5. Quantitative Techniques in Management : N D Vohra (TMH)		
6. Entrepreneurship and Small Business Management : M B Shukla		

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	1	2	1	2	1.64
CO2	3	3	3	2	1	1	1	2	3	1	2	2.09
CO3	3	3	2	2	1	1	0	1	3	1	2	1.82
CO4	3	3	2	2	1	1	0	1	3	1	2	1.82
CO5	3	3	2	3	1	2	1	2	3	1	3	2.27
CO6	2	3	2	3	2	3	2	2	3	2	3	2.55
Average	2.83	2.83	2.33	2.17	1.17	1.50	0.67	1.50	2.83	1.17	2.33	2.03

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The subject shows strong alignment with **PO1, PO2, PO4, PO9, and PO11**, reflecting analytical planning, use of modern tools, and lifelong learning. Moderate attainment of **PO8** highlights innovation through project-based approaches.

CO-PSO MAPPING MATRIX

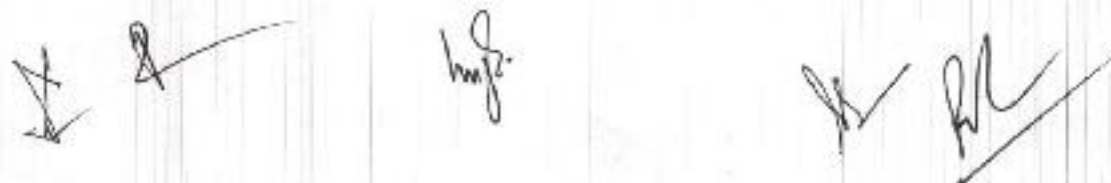
COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	2	2.25
CO2	3	3	2	3	2.75
CO3	3	3	1	2	2.25
CO4	3	3	1	2	2.25
CO5	3	3	2	3	2.75
CO6	3	3	2	3	2.75
Average	3.00	2.83	1.67	2.50	2.42

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

High attainment of **PSO1 and PSO2** is observed through project appraisal, costing, scheduling, and control techniques. **PSO4** is also strongly supported via project planning and execution competencies.

Programme/Class: Degree		Year: Third	Semester: Sixth
Group -I(B)			
Course Code: F0660602T		Course Title: Goods & Service Tax	
Course outcomes:			
CO1: Understand constitutional framework of GST, evolution from indirect taxes (VAT, Service Tax, Excise), objectives, and dual GST structure (CGST, SGST, IGST, UTGST).			
CO2: Analyze supply definitions, types of supply (intra-state, inter-state), place of supply rules, time of supply, and value of supply determination under GST regime.			
CO3: Apply GST registration procedures, threshold limits, documentation requirements, amendments, and cancellation processes for businesses.			
CO4: Evaluate Input Tax Credit (ITC) mechanisms, eligibility conditions, ITC reversal rules, matching concept, and refund procedures under GST laws.			
CO5: Compute GST liability, file GSTR returns (GSTR-1, GSTR-3B, GSTR-9), reconcile ITC, and handle e-invoicing/e-way bill compliance requirements.			
CO6: Assess GST compliance strategies, audit procedures, penalty provisions, advance rulings, and develop digital GST management systems for business operations.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total=50
I	Introduction : Constitutional framework of Indirect Taxes before GST(Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Overview of GST ; Structure of GST (SGST, CGST,UTGST & IGST); GST Council.		10
II	Supply of Goods and Services - Definition of supply; Place of Supply: Intra-State and Inter-State supply; Composite and Mixed supply; Import and Export; Supplies of goods and services liable to be reverse charged; Time of supply; Nil rated supplies, Zero rated supplies, Exempted supplies & Non-GST supplies.		10
III	Registration and Documentation: (A) Registration-Persons liable to registration; Compulsory registration; Procedure of Registration;Exemption from Registration;Composition Scheme. (B) Documentation- Tax Invoice; Bill of Supply; Receipt Voucher;Payment Voucher; Refund Voucher; Debit Note; Credit Note. Returns: GSTR 1 and GSTR 2, Monthly / Quarterly Return, Annual Return; Time and procedure of filing of Returns.		12
IV	Input Tax Credit: Introduction, Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit, Claiming Input Tax Credit for inputs goods, Claiming Input Tax Credit for Capital Goods Payment of Tax- (a) Through Input Tax Credit (b) By cash / bank after generation of online Challan. E-Way Bill: Introduction, Preparation of E-Way Bill, Important Pointsfor Transporter GST Portal: Introduction, GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices		10
V	GST Rates and Exemptions: GST rate structure, Exempted and zero-rated supplies Composition scheme, Reverse charge mechanism		8



Suggested Readings:

1. Anandaday Mishra, GST Law & Procedure, Taxman.
2. Goods and Service Tax Acts.
3. Relevant Goods and Services Tax Rules. *Nitya Tax Associates Basics of GST Taxman*
4. Publication on GST by the Institute of Chartered Accountants of India (www.icaai.org)
5. Publication on GST by the Central Board of Excise and Customs (www.cbec.org).
6. Nitya Tax Associates Basics of GST Taxman

CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	1	1	0	0	2	1	2	1.55
CO2	3	3	3	1	1	1	0	0	3	1	2	1.82
CO3	3	3	2	2	1	1	0	0	3	1	2	1.73
CO4	3	3	2	2	1	1	0	0	3	1	2	1.73
CO5	3	3	2	3	1	2	1	1	3	1	2	2.09
CO6	2	3	2	3	2	3	2	1	3	2	3	2.45
Average	2.83	2.83	2.33	2.00	1.17	1.50	0.50	0.33	2.83	1.17	2.17	1.90

Scale: 3 – High, 2 – Moderate, 1 – Low, 0 – No Correlation

CO-PO Attainment Summary

The CO-PO mapping reflects strong alignment with **PO1, PO2, PO3, and PO4**, emphasizing tax knowledge, analytical reasoning, and digital compliance. **PO11** shows moderate attainment due to continuous updates in GST laws.

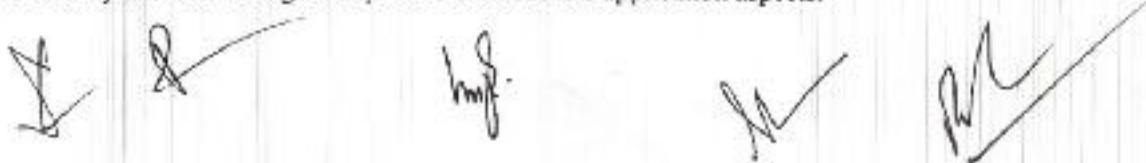
CO-PSO MAPPING MATRIX

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	2	2.00
CO2	2	3	1	2	2.00
CO3	3	3	1	2	2.25
CO4	3	3	1	2	2.25
CO5	3	3	1	2	2.25
CO6	3	3	1	3	2.50
Average	2.67	3.00	1.00	2.25	2.08

Scale: 3 – High, 2 – Moderate, 1 – Low, 0 – No Correlation

CO-PSO Attainment Summary

The course strongly supports **PSO2 (Financial & Analytical Skills)** through GST computation and return filing. **PSO1** and **PSO4** are moderately attained through compliance and business application aspects.



Programme/Class: Degree		Year: Third	Semester: Sixth
Group -2(A)			
Course Code: F0660603T		Course Title: Auditing	
Course outcomes:			
CO1: Explain meaning, objectives, types of audit (statutory, internal, cost, tax), audit programme, audit notebook, and routine checking procedures.			
CO2: Apply internal check and control concepts, internal audit procedures, and internal control systems for effective audit planning and risk assessment.			
CO3: Perform vouching procedures for cash transactions, purchases, sales, and verification of assets/liabilities using audit evidence and working papers.			
CO4: Analyze statutory audit requirements for limited companies, company audit provisions, auditor appointment, rights, duties, and reporting responsibilities.			
CO5: Evaluate special audit procedures including cost audit, tax audit, management audit, and performance audit techniques.			
CO6: Assess detection/prevention of errors/frauds, recent trends in auditing and develop audit compliance strategies.			
Credits: 5		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0			
Unit	Topics		No. of Lectures Total=50
I	Introduction: Meaning and objectives of Auditing, Types of Audit, Internal Audit, Audit Programme, Audit Notebook, Routine Checking and Test Checking, Auditing Standards and Ethics: Generally Accepted Auditing Standards (GAAS), Code of ethics for auditors, Independence of auditor		10
II	Audit Procedures and Techniques: Audit evidence: meaning and types, Audit of cash transactions, Audit of purchases and sales, Internal Check System: Internal Control, Audit Procedure: Vouching, Verification of Assets and Liabilities.		10
III	Audit of Limited Companies: Company Auditor - Appointment, Powers, Duties and Liabilities. Auditor's Report and Audit Certificate.		7
IV	Special Audit: Audit of Banking Companies, Audit of Insurance Companies, Audits of Educational Institutions, Audit of Cooperative Societies, Efficiency Audit, Social Audit etc. Recent trends in Auditing: Nature and Significance of Cost Audit, Tax Audit, Management Audit		10
V	Audit of Different Types of Organizations: Audit of sole proprietorship, Audit of partnership firms, Audit of companies, Audit of non-profit organizations Detection and Prevention of Errors and Frauds: Meaning of errors and frauds, Types of errors and frauds, Auditor's responsibility in detecting fraud, Prevention of frauds		13
Suggested Readings:			
1. Basu B.K., An insight with Auditing			
2. Gupta Kamal, Contemporary Auditing			

CO-PO MAPPING MATRIX

CO\POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	1	0	0	2	1	2	1.45
CO2	3	3	2	2	1	1	1	0	2	1	2	1.73
CO3	3	3	2	2	1	2	1	0	2	1	2	1.82
CO4	3	3	3	2	2	2	1	1	3	2	2	2.27
CO5	3	3	2	2	2	2	1	1	3	2	2	2.09
CO6	2	3	2	3	2	3	2	2	3	2	3	2.55
Average	2.83	2.83	2.17	2.00	1.50	1.83	1.00	0.67	2.50	1.50	2.17	1.99

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PO Attainment Summary

The subject demonstrates strong attainment of **PO1, PO2, PO4, PO5, and PO9**, highlighting audit planning, ethical standards, analytical verification, and professional judgment. Limited linkage with teamwork and entrepreneurship is appropriate.

CO-PSO MAPPING MATRIX

CO\PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	3	1	1	1.75
CO2	2	3	1	1	1.75
CO3	2	3	1	1	1.75
CO4	2	3	1	2	2.00
CO5	2	3	1	2	2.00
CO6	3	3	1	3	2.50
Average	2.17	3.00	1.00	1.67	1.96

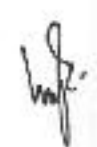
Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No Correlation

CO-PSO Attainment Summary

Strong alignment with **PSO2** is observed due to audit analysis and reporting practices. **PSO1** is moderately supported through operational audit applications.

Programme/Class: Degree	Year: Third	Semester: Sixth
Group -2(B)		
Course Code: F0660604T	Course Title: International Trade	
Course outcomes:		
CO1: Understand fundamental concepts, nature, scope, and classical/modern theories of international trade, balance of payments, and gains from trade.		
CO2: Analyze international trade policies, trade barriers, regional trade agreements (FTA, WTO framework), and their implications for national competitiveness and business decisions.		
CO3: Apply export-import procedures, documentation (invoice, bill of lading, letter of credit), and INCOTERMS to execute international trade transactions.		
CO4: Evaluate foreign exchange market mechanisms, exchange rate determination, instruments of payment (TT, LC, bills of exchange), and their impact on trade settlements.		
CO5: Develop international marketing strategies for product, price, distribution, and promotion in foreign markets considering cultural, legal, and economic environments.		
CO6: Assess ethical, sustainable, and socio-economic implications of globalization, liberalization, and international trade practices on business and society.		
Credits: 5		Compulsory
Max. Marks: 25 / 75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	Introduction: Meaning and nature of international trade, Importance of international trade, Internal trade vs international trade, international trade theories, Advantages and disadvantages of international trade, drivers of international trade, restraining forces, recent trends in world trade.	11
II	Foreign trade: Foreign trade & economic growth, balance of trade, balance of payments, free trade, forms and restrictions.	8
III	International economic institutions: IMF, World Bank, WTO (in brief), Regional economic groupings - NAFTA, EU, ASEAN, SAARC.	8
IV	India's foreign trade: Recent trends in India's foreign trade, institutional infrastructure for export promotion in India, projects & consultancy exports. Trade Policy: India's Trade policy, export assistance, marketing plan for exports.	10
V	International Trade Procedures: Import trade procedure, Export trade procedure, Export documentation, Role of customs authorities International Payments and Exchange Rates: Foreign exchange: meaning and functions, Exchange rate types, Determination of exchange rate, Exchange control in India	13
Suggested Readings:		
1. Varshney & Bhattacharya, International Marketing		







CO-PO MAPPING MATRIX

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	3	1	2	1	1	1	2	2	3	1.91
CO2	3	3	3	1	2	1	1	1	3	3	3	2.27
CO3	3	3	2	2	1	2	2	2	3	1	2	2.09
CO4	3	3	2	3	1	2	1	2	3	1	3	2.18
CO5	3	3	3	3	2	2	2	3	3	2	3	2.64
CO6	3	3	3	2	3	2	2	2	3	3	3	2.64
Average	3.00	2.83	2.67	2.00	1.83	1.67	1.50	1.83	2.83	2.00	2.83	2.29

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

CO-PO Attainment Summary

The mapping shows strong alignment with **PO1, PO3, PO9, PO10, and PO11**, emphasizing global business understanding, strategic thinking, sustainability, and continuous learning in international trade contexts.

CO-PSO MAPPING MATRIX

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	2	2.25
CO2	3	3	2	3	2.75
CO3	3	3	1	2	2.25
CO4	3	3	1	2	2.25
CO5	3	2	3	3	2.75
CO6	3	2	3	3	2.75
Average	3.00	2.50	2.00	2.50	2.50

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

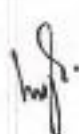
CO-PSO Attainment Summary

The course strongly supports **PSO3 (Marketing & Customer Relationship Skills)** and **PSO4 (Entrepreneurial & Managerial Competence)** through international marketing and strategic trade decisions. **PSO1** and **PSO2** are moderately addressed.



Programme/Class: Degree	Year: Third	Semester: Sixth
Group -3(A)		
Course Code: F0660605T	Course Title: Strategic Management	
Course outcomes:		
CO1: Understand the concept, nature, scope, and levels of strategy, and the role of strategic management in organizations.		
CO2: Explain the strategic management process, including environmental appraisal, organizational appraisal, and strategy formulation stages.		
CO3: Apply strategic analysis tools (SWOT, BCG matrix, PESTEL, Porter's Five Forces) to assess organizational competitiveness.		
CO4: Analyze corporate, business, and functional level strategies and their suitability under different competitive and environmental conditions.		
CO5: Evaluate issues related to strategy implementation, leadership, organizational structure, culture, and strategic control.		
CO6: Develop strategic thinking, problem-solving ability, and decision-making skills required for effective policy formulation and long-term organizational sustainability.		
Credits: 5		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	What is Strategy, What are Strategic Intent; Mission; Objectives and Goals; Policies; Program; Budget; Process of strategic management, Levels of strategy, Meaning and importance of vision and mission, Formulation of mission and vision statements, Business objectives and goals	10
II	Identifying strategic alternatives of business; Environmental appraisal – Internal environment; Key Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model, External environmental analysis – PESTEL.	12
III	Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis – TOWS Matrix; Generic Strategies; Competitive Strategies - Porter's 5 Forces Model; The Experience Curve, Grand Strategy, BCG Matrix; Functional Strategies, Global entry strategies.	10
IV	Strategy Formulation: Corporate-level strategies: Stability, Expansion, Retrenchment, Turnaround, Business-level strategies: Cost leadership, Differentiation, Focus, Functional strategies	8
V	Strategy Implementation: Strategy implementation process, Organizational structure and strategy, Leadership and strategic change, Resource allocation, Evaluation and Control: Organizational Systems and Techniques, Strategic Evaluation and Control of Performance and Feedback, Balanced Scorecard, Benchmarking	10







Suggested Readings:

7. Lawrence, R. Jauch and William F. Glueck; Strategic Management and Business Policy, - McGraw – Hill
8. Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 12th edition, Pearson Education.
9. Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education.
10. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India
11. L. M. Prasad – Strategic Management – Sultan Chand

CO-PO Mapping Matrix

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	2	1	1	2	1	2	1.63
CO2	3	3	3	2	1	2	1	1	2	1	2	2.00
CO3	2	3	2	2	1	2	1	2	3	1	2	2.00
CO4	2	3	3	2	1	2	1	2	3	1	2	2.00
CO5	2	3	2	2	2	2	2	2	3	2	2	2.18
CO6	2	3	2	2	2	2	2	2	3	2	3	2.27
Average	2.30	2.80	2.30	1.80	1.30	2.00	1.30	1.70	2.70	1.33	2.17	2.01

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

CO-PO Attainment Summary

Strong attainment of PO2, PO3, PO8, PO9, and PO11 reflects focus on strategic analysis, leadership, innovation, and long-term decision-making. Ethical and social responsibility aspects show moderate alignment.

CO-PSO Mapping Matrix

COs/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	1	2	2.00
CO2	3	3	1	3	2.50
CO3	3	3	1	3	2.50
CO4	3	3	1	3	2.50
CO5	3	3	1	3	2.50
CO6	3	2	1	2	2.00
Average	3.00	2.67	1.00	2.67	2.33

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

CO-PSO Attainment Summary

The subject strongly aligns with PSO4 due to emphasis on strategic planning and leadership. PSO1 and PSO2 are also well supported through organizational and analytical perspectives.

Programme/Class: Degree	Year: Third	Semester: Sixth
Group -3(B)		
Course Code: F0660606T	Course Title: Training and Development	
Course outcomes:		
CO1: Understand concepts, nature, scope, and objectives of training and development, and distinguish training from education and development.		
CO2: Analyze training needs at individual, job, and organizational levels, and design appropriate training programmes using systematic training cycle.		
CO3: Apply various training methods (on-the-job, off-the-job, experiential methods) and delivery techniques suitable for different employee groups and learning objectives.		
CO4: Evaluate training effectiveness using established models (Kirkpatrick, ROI approaches), feedback mechanisms, and performance indicators.		
CO5: Develop integrated training strategies aligned with HRD, career development, and organizational change initiatives.		
CO6: Demonstrate ethical training practices, adult learning principles, and facilitation skills for enhancing individual and organizational performance.		
Credits: 5		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 5-0-0		
Unit	Topics	No. of Lectures Total=50
I	Introduction: Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; Requisites of Effective Training.	8
II	Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA, Learning Theories.	8
III	Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System's Approach to Training, Training Methods, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.	12
IV	Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.	12
V	Training and Development in Indian Organizations: Training practices in Indian companies, Role of HR department in training, Government training institutions, Contemporary Trends in Training and Development: E-learning and digital training, Virtual classrooms, Coaching and mentoring, Learning organization	10







Suggested Readings:

1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.
2. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition, 2013.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
4. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
5. Dayal, Ishwar, Management Training in Organisations, Prentice Hall

CO-PO Mapping Matrix

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	2	1	1	1	2	2	3	1.82
CO2	3	3	1	2	2	2	2	2	3	1	3	2.18
CO3	3	3	1	3	1	3	3	3	2	1	2	2.27
CO4	3	3	2	3	2	2	2	2	3	2	3	2.45
CO5	3	3	2	2	3	2	3	3	3	3	3	2.73
CO6	2	3	3	2	3	3	2	2	3	3	3	2.64
Average	2.83	2.83	1.83	2.17	2.17	2.17	2.17	2.17	2.67	2.00	2.83	2.35

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

CO-PO Attainment Summary

The CO-PO mapping shows strong contribution to PO6 (Communication Skills), PO7 (Teamwork & Leadership), PO9, and PO11, highlighting HR development, leadership, and lifelong learning. PO5 and PO10 are moderately addressed through ethical training practices

CO-PSO Mapping Matrix

CO/PSOs	PSO1	PSO2	PSO3	PSO4	Average
CO1	2	2	1	1	1.50
CO2	2	3	1	1	1.75
CO3	2	3	1	1	1.75
CO4	2	3	1	2	2.00
CO5	2	3	1	2	2.00
CO6	2	3	2	2	2.25
Average	2.00	3.00	1.17	1.50	1.92

Scale: 3 = High, 2 = Moderate, 1 = Low, 0 = No correlation.

CO-PSO Attainment Summary

The course strongly supports PSO1 and PSO4 by enhancing HR capabilities and managerial development. PSO2 is moderately aligned through evaluation of training effectiveness.

Viva-Voce	F0660607P	Comprehensive Viva-Voce	100	3
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Course Outcomes (COs): Comprehensive Viva-Voce

CO1: Demonstrate integrated knowledge of management concepts across functional areas.

CO2: Analyze and interpret business problems using appropriate managerial and analytical frameworks.

CO3: Apply digital tools, data, and contemporary business practices in decision-making discussions.

CO4: Communicate managerial ideas, analyses, and solutions effectively during oral examination.

CO5: Exhibit ethical reasoning, professionalism, leadership qualities, and lifelong learning attitude.

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Average
CO1	3	2	2	1	1	1	1	1	2	1	2	1.55
CO2	3	3	2	2	1	1	1	2	3	1	2	1.91
CO3	2	2	1	3	1	1	0	1	2	1	2	1.45
CO4	2	2	1	1	2	3	2	1	2	1	2	1.73
CO5	1	1	1	1	3	2	3	2	2	2	3	1.91
Average	2.20	2.00	1.40	1.60	1.60	1.60	1.40	1.40	2.20	1.20	2.20	1.71

CO-PO Attainment Summary

The CO-PO attainment analysis for Comprehensive Viva-Voce shows strong alignment with PO1 (Management Knowledge), PO2 (Problem Analysis), and PO9 (Critical Thinking & Strategic Decision Making), as students are evaluated on their integrated understanding and analytical abilities across management domains. Moderate attainment is observed in PO4 (Modern Tools & Digital Competence) and PO6 (Communication Skills) due to oral articulation of concepts and application of contemporary practices. The viva also contributes significantly to PO5 (Ethics & Professional Conduct), PO7 (Teamwork & Leadership), and PO11 (Lifelong Learning), ensuring holistic assessment of managerial readiness.

CO-PSO Mapping Matrix

CO \ PSO	PSO1	PSO2	PSO3	PSO4	Average
CO1	3	2	2	2	2.25
CO2	3	3	2	3	2.75
CO3	2	3	1	2	2.00
CO4	2	1	3	2	2.00
CO5	2	1	2	3	2.00
Average	2.40	2.00	2.00	2.40	2.20

CO-PSO Attainment Summary

The CO-PSO attainment indicates strong contribution towards PSO1 (Business Operations Ability) and PSO4 (Entrepreneurial & Managerial Competence), reflecting students' capability to integrate functional knowledge and strategic thinking. PSO2 (Financial & Analytical Skills) is moderately attained through analytical questioning and problem-solving discussions, while PSO3 (Marketing & Customer Relationship Skills) is supported through application-oriented responses related to market and customer contexts. Overall, the comprehensive viva effectively validates functional competence, analytical depth, and managerial maturity of students.

Program Objectives:

The B.B.A. (FYUP) / Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behavior.

Program Outcomes: On completion of the Master of Business Administration (MBA) program, the students will be able to:

PO1: Domain / Management Knowledge: Ability to apply management theories, principles and practices to solve real-world business problems.

PO2: Analytical & Critical Thinking/Problem Solving: Ability to identify, formulate, analyze management problems (business, social or organizational), evaluate alternatives, and recommend solutions using quantitative and qualitative methods.

PO3: Value-based Leadership & Ethics : Develop leadership skills with a strong foundation of ethics, values, social responsibility and integrity.

PO4: Global, Economic, Legal & Social Business Environment Awareness: Understanding of the business environment — global, economic, legal, social — including sustainability, corporate governance, socio-cultural context; ability to analyze and communicate consequences of business decisions in that context.

PO5: Teamwork & Interpersonal / Collaborative Skills: Ability to work effectively as a team member/leader in diverse, multidisciplinary settings; collaborate to achieve organizational goals.

PO6: Use of Modern Tools & Techniques: Ability to use modern management tools, IT tools, data analytics, quantitative & qualitative techniques to support decision-making and business operations.

PO7: Innovation, Creativity & Entrepreneurship Orientation: Develop an entrepreneurial mindset; ability to innovate, adapt to change, and identify or create business opportunities.

PO8: Communication Skills: Ability to communicate effectively — verbal, written — with stakeholders inside and outside the organization; prepare reports, presentations, documentation.

PO9: Social Awareness, Ethics and Corporate / Social Responsibility: Recognize ethical, social, environmental and legal implications of business decisions; act responsibly toward society and environment.

PO10: Lifelong Learning & Adaptability: Recognize need to continuously learn, update skills and adapt to changing business/global environment; engage in self-learning and professional development.



PO11: Cross-Functional/Multi-Disciplinary Foundations: Acquire and integrate knowledge from multiple functional areas (finance, marketing, HR, operations, IT, etc.) to manage and solve complex organizational problems.

PO12: Holistic / Sustainable Business Perspective: Understand and integrate contemporary business issues—sustainability, globalisation, corporate ethics, environmental/social impact for long-term organizational and societal benefits & well-being.

Program Specific Outcomes (PSOs): PSOs are usually specialization-specific — they specify what a graduate should be able to do in a particular domain (e.g. finance, marketing, HR, or IT). Here are common PSOs:

PSO-1: Functional / Specialization Competence: Apply domain-specific knowledge (e.g. finance, marketing, HR, IT) to address business problems in that functional area.

PSO-2: Managerial & Administrative Ability: Ability to manage or lead organizations/business units — plan, organize, coordinate, monitor business operations, resources, people.

PSO-3: Entrepreneurial & Innovative Mindset : Ability to conceive , design and implement new business ventures/projects; adapt to dynamic environments; take calculated risks; innovate.

PSO-4: Ethical, Social & Environmental Responsibility: Graduates act ethically, responsibly towards society and environment; integrate social responsibility, sustainability and corporate governance in their decisions.

PSO-5: Lifelong Learning & Professional Growth: Ability to continuously update knowledge & skills, adapt to change, engage in self-learning, research, and contribute to organizational growth over career lifespan.

PSO-6: Strategic & Integrated Business Decision Making : Ability to integrate multi- functional knowledge (finance, marketing, HR, IT) and macro-environmental factors (legal, economic, global) to take strategic decisions for sustainable growth.



Apprenticeship/ Internship embedded UG Degree programme	Year 4	12 Months Apprenticeship/ Internship through NATS or from equivalent organisation/ industry /institute	1200 hours	40(Cr.)
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Course Outcomes (COs): Vocational / Skill Enhancement Courses

CO1: Apply vocational and professional skills relevant to industry and workplace requirements.

CO2: Use appropriate tools, techniques, and technologies to perform job-oriented tasks efficiently.

CO3: Demonstrate problem-solving and analytical abilities in real-life vocational situations.

CO4: Communicate effectively and work collaboratively in professional and organizational settings.

CO5: Exhibit ethical behaviour, discipline, time management, and professional attitude at the workplace.

CO6: Develop employability skills and adaptability for continuous learning and career advancement.

CO-PO Mapping Matrix

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Average
CO1	3	2	1	1	1	2	1	1	1	1	2	1	1.42
CO2	2	2	1	1	1	3	1	1	1	1	1	1	1.33
CO3	2	3	1	1	1	2	2	1	1	1	2	1	1.50
CO4	1	1	1	1	3	1	1	3	1	1	1	1	1.33
CO5	1	1	3	1	2	1	1	1	3	1	1	2	1.50
CO6	1	1	1	1	1	1	2	1	1	3	1	2	1.33
Average	1.67	1.67	1.33	1.00	1.50	1.67	1.33	1.33	1.33	1.33	1.33	1.33	1.40

CO-PO Attainment Summary

The CO-PO attainment analysis for the Vocational / Skill Enhancement Course shows strong alignment with PO1 (Domain/Management Knowledge), PO2 (Analytical & Critical Thinking), and PO6 (Use of Modern Tools & Techniques), reflecting the practical and skill-oriented nature of the course. Moderate attainment is observed in PO5 (Teamwork & Interpersonal Skills) and PO8 (Communication Skills) through collaborative activities and professional interaction. The course also contributes meaningfully to PO3, PO9, PO10, and PO12, emphasizing ethical conduct, social responsibility, lifelong learning, and a holistic business perspective. Overall, the course effectively enhances employability, adaptability, and workplace readiness of students.

CO-PSO Mapping Matrix

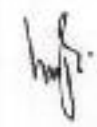
CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Average
CO1	3	2	1	1	1	2	1.67
CO2	3	2	1	1	1	2	1.67
CO3	2	2	2	1	1	2	1.67
CO4	2	3	1	1	1	2	1.67
CO5	1	2	1	3	1	1	1.50
CO6	1	1	2	1	3	1	1.50
Average	2.00	2.00	1.33	1.33	1.33	1.67	1.61

CO-PSO Attainment Summary

The CO-PSO attainment analysis indicates strong alignment of the Vocational / Skill Enhancement Course with PSO1 (Functional/Specialization Competence) and PSO2 (Managerial & Administrative Ability), reflecting the application-oriented and skill-based focus of the course. Moderate attainment is observed in PSO6 (Strategic & Integrated Business Decision Making) due to the use of multi-functional knowledge and practical problem-solving. The course also contributes meaningfully to PSO3 (Entrepreneurial & Innovative Mindset) and PSO4 (Ethical, Social & Environmental Responsibility) by encouraging adaptability, professionalism, and ethical conduct. PSO5 (Lifelong Learning & Professional Growth) is supported through emphasis on continuous skill upgradation and employability development. Overall, the course effectively enhances functional competence, managerial readiness, and professional growth of students.

Program/Class : Degree		Year: 4	Semester: VII
Course Code: F0160101T		Course Title : Principles and Practices of Management	
Course Outcomes:			
CO1:Indian Ethos & Work-Life Perspectives: Explain Indian ethos ,values, work-life balance, and managerial lessons from the Ramayana.			
CO2:Fundamentals & Evolution of Management :Describe and analyze concepts, nature, process, significance, managerial roles and evolution of management thought.			
CO3:Organizational Structure & Design: Compare and apply organizational structures and design principles, including authority, decentralization, functional/product/matrix/boundary less forms.			
CO4:Planning & Decision-Making: Apply planning processes and decision-making techniques under certainty, risk, uncertainty; use quantitative tools; apply MBO and strategic planning.			
CO5:Organizing & Managerial Communication: Explain and design organizing processes (delegation, decentralization, departmentation) and demonstrate effective managerial communication.			
CO6:Directing&Controlling:Evaluate and design effective directing and control systems using traditional and modern techniques.			
Credits:4		Core Compulsory/ Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical(in hours per week):L-3T-1P-0			
Unit	Topics		Lectures 45
I	Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance. Management lessons from Ramayana: highlight ethical leadership, coordination, teamwork and responsibility applicable in local organizations, regional institutions, national enterprises and global corporations.		8
II	Concept, nature, process and significance of management; Managerial roles (Mintzberg); Evolution of management thoughts- Classical, Neo -Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices. Organization Structure and Design- Hierarchy of authority, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundary less Organization, Organizational and Inter organizational Design		13
III	Planning: Concept, process and types; Decision-Making- concept and process, Conditions of Certainty, Risk and Uncertainty; Bounded rationality; Barriers to decision making; Individual and Group Decision making Quantitative; Decision-Making Tools, Management by Objectives, corporate planning		10
IV	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentation, Simple Structure; Bureaucratic Structure; Matrix Structure. Managing communication: nature, process, networks and barriers; Effective communication; Technology and Managerial Communication. Directing and Managerial control- concept and process; Designing an effective control system; Traditional and modern techniques for effective control system across local, National and global organizations.		14







Suggested Readings:

Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management." Pearson, 2017.

Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., "Management", Pearson, 2018. Prasad, L.M., "Principles and Practice of Management", Sultan Chand & Sons, 2019.

Koontz, H. & Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.

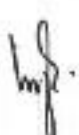
CO-PO Mapping Matrix:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	2	1	3	2	1	1	1	2	3	1	1	2	1.67
CO2	3	2	2	2	1	2	1	1	1	1	2	2	1.67
CO3	3	3	2	2	2	2	1	2	1	1	3	2	2.00
CO4	3	3	2	2	2	3	1	2	2	2	3	3	2.33
CO5	2	2	2	2	3	2	1	3	1	1	2	2	1.92
CO6	3	3	2	2	2	3	1	2	2	1	3	3	2.25
AVG.	2.67	2.33	2.17	2.00	1.83	2.17	1.00	2.00	1.67	1.17	2.33	2.33	1.97

CO-PSO Mapping Matrix:

CO/PSO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	AVG.
CO1	1	3	2	3	2	1	2.00
CO2	3	3	2	1	2	3	2.33
CO3	3	3	2	1	2	3	2.33
CO4	3	3	2	1	2	3	2.33
CO5	3	3	2	1	2	3	2.33
CO6	3	3	2	1	2	3	2.33
AVG.	2.67	3	2	1.33	2	2.67	2.28







Programme/Class : Degree		Year:4	Semester: VII
Course Code: F0160102T		Course Title: Financial and Management Accounting	
Course Outcomes:			
CO1: Define the fundamental concepts of management accounting, accounting principles, GAAP, and IFRS along with their scope, purpose, and limitations.			
CO2: Explain financial statement preparation and analysis, including income statements, balance sheets, ratio analysis, trend analysis, and cash flow statements.			
CO3: Apply costing methods such as absorption costing, marginal costing, ABC costing, and service costing to managerial decision-making scenarios.			
CO4: Analyze budgets, budgetary control techniques, flexible budgets, zero-based budgeting, and variance analysis to support managerial planning and control.			
CO5: Evaluate management control systems, responsibility accounting, and decision-making tools for organizational performance improvement.			
CO6: Develop accounting-based solutions integrating social accounting, environmental accounting, and human resource accounting for sustainable business management.			
Credits:4		Core Compulsory/ Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical(in hours per week):L-3T-1P-0			
Unit	Topics		Lectures 45
I	Introduction to Accounting - Purpose, Importance, Scope and Limitations of Accounting, Accounting Principles and conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India (AS-2,6,9,10,26), International Financial Reporting Standards (IFRS)-need and Significance .Ethical Dimensions in Reporting of Accounting Information		13
II	Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis-Ratio Analysis, Trend Analysis. Preparation of Cash Flow Statement - Direct and Indirect Methods.		10
III	Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Service costing, Activity Based Costing, Cost Sheet.		10
IV	Accounting for Planning and Control- Budgets and Budgetary Control, Fixed and Flexible Budgets, Rolling Budget and Zero- Based Budgeting; Variance Analysis, Management Control System and Responsibility Accounting. Social and Environmental Accounting, Human Resource Accounting.		12
Suggested Readings:			
1. Management Accounting, Charles Horngren			
2. Management Accounting-Khan and Jain, Tata Mc.Graw Hills			
3. Management Accounting-Ananthanarayanan, P.S. Oxford Publication			
4. Accounting: Texts and Cases, Anthony and Reece, Irving Professional publishing			
5. Ramachandran, N.andKakani, R.K.Financial Accounting for Management, Tata McGraw Hill			







CO-PO Mapping Matrix:

CO\ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	2	1	2	1	1	1	2	2	2	1.75
CO2	3	3	1	2	1	2	1	2	1	2	2	2	1.83
CO3	3	3	1	2	1	3	2	1	1	2	3	2	2.00
CO4	2	3	1	2	1	3	2	2	1	2	3	2	2.00
CO5	2	3	2	2	1	2	2	2	2	2	3	2	2.17
CO6	2	2	2	3	1	2	2	2	3	2	3	3	2.33
Avg.	2.50	2.70	1.30	2.20	1.00	2.30	1.70	1.70	1.70	2.00	2.67	2.17	2.01

CO-PSO Mapping Matrix:

CO\ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	2	2	1	1.83
CO2	3	3	1	1	2	2	2.00
CO3	3	2	3	1	2	2	2.17
CO4	2	3	2	1	2	3	2.17
CO5	2	3	2	2	2	3	2.33
CO6	2	2	2	3	3	3	2.5
Avg.	2.50	2.50	1.83	1.67	2.17	2.33	2.17

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Programme/Class : Degree		Year:4	Semester: VII
Course Code: F0160103T		Course Title: Organization Behaviour	
Course Outcomes:			
CO1: Define the fundamental concepts and interdisciplinary nature of Organizational Behaviour, and explain key OB frameworks including Robbins' Model along with contemporary workplace trends such as globalization, cultural shifts, workforce demographics, technology, and changing job structures.			
CO2: Explain the processes of perception, attitude formation, cognitive dissonance, and learning, and interpret how individual differences, values, and personality shape behaviour, performance, and develop to understanding of self and other and adjustment in organizations.			
CO3: Apply motivation theories—need-based and process-based—to workplace situations, and demonstrate how motivation workforce, emotions, and job design influence employee productivity, satisfaction, and well-being.			
CO4: Analyze group processes, team dynamics, decision-making mechanisms, cooperation–conflict patterns, and the role of power, politics, able to manage conflicts and influence in determining organizational effectiveness.			
CO5: Evaluate classical and contemporary leadership theories and assess their applicability in diverse organizational settings to enhance employee engagement, commitment, and performance outcomes.			
CO6: Develop strategies for understand complex behaviour, managing organizational change, leadership qualities, shaping healthy interpersonal relation, organizational harmony, organizational culture, and redress workplace stress by applying change models, cultural frameworks, and stress-management techniques to promote employee well-being and organizational resilience.			
Credits:4		Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical(in hours per week):1-3T-1P-0			
Unit	Topics		Lectures 45
I	Organizational Behaviour: Understanding OB, Interdisciplinary nature of OB, Management and OB, Robbin's Model of OB Trends and Changes in OB – Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology, Local workplace practices and organizational culture, Regional industrial environments, National labour policies and management practices, Global organizations, multicultural workforce, and cross-border management.		10
II	Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality. Local value systems and individual behavior Regional social norms, National cultural values, Global diversity in personality and behavioural expectations.		10
III	Motivation- Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Emotions at work. Group Dynamics, Management of Teams, Decision making in Organizations, Helping, Cooperation, and Conflict in organizations, Influence, Power and Politics.		13

IV	Leader and Approaches to Leadership, Contemporary issues in Leadership Organizational Change-Process and Resistance, Organizational Culture-Layers and Characteristics of state's cultural dimensions, Stress-Nature and Causes, and major effects, Stress Management and Well-being.	12
Suggested Readings:		
1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18th Edition.		
2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12th Edition.		
3. Prasad, L. M., "Organizational Behaviour", Sultan Chand & Sons, 2019.		
4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021, 13th Edition.		
5. Griffin, R. W., Phillips, J. M., & Gully, S. M., "Organizational behavior: Managing people and organizations", Cengage Learning, 2016.		

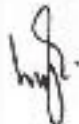
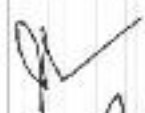
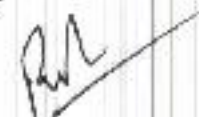
CO-PO Mapping Matrix:

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	3	2	2	2	1	2	1	1	1	2	2	2	1.75
CO2	3	2	1	2	1	2	1	1	2	1	2	2	1.67
CO3	2	3	2	1	1	1	1	2	2	2	1	2	1.75
CO4	2	3	2	2	2	1	2	2	2	2	2	2	2
CO5	2	2	3	1	1	2	1	1	1	2	2	2	1.67
CO6	2	2	2	2	1	2	2	2	2	2	2	3	2
AVG.	2.33	2.33	2	1.67	1.17	1.67	1.33	1.5	1.7	1.8	1.8	2.17	1.78

CO-PSO Mapping Matrix:

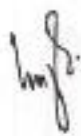
CO/ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	2	2	1	2	2	2	1.83
CO2	2	1	1	2	2	1	1.5
CO3	2	2	2	1	2	2	1.83
CO4	2	3	2	1	2	3	2.17
CO5	2	2	1	2	2	2	1.83
CO6	2	3	2	3	3	3	2.67
Avg.	2	2.17	1.5	1.83	2.17	2.17	1.97



Programme/Class: Degree		Year: 4	Semester: VII
Course Code: F0160104T		Course Title: Managerial Economics and Environment	
Course Outcomes:			
CO1: Explain, analyze, and apply demand–supply frameworks, elasticity concepts, demand forecasting techniques, and marginal analysis for teamwork and managerial decision-making.			
CO2: Compare, evaluate, and interpret managerial theories of the firm, goals of business organizations, and the role of information economics in collaborative managerial decision making.			
CO3: Analyze, estimate, and apply production functions, laws of variable proportions, returns to scale, economies of scope, and optimal input combinations using cost and production theory.			
CO4: Explain, evaluate, and assess key environmental economics concepts including sustainable resource use, biodiversity conservation, EIA, and SDGs, and interpret India's action plans for innovation and sustainable development.			
CO5: Differentiate, analyze, and apply market structures, combined pricing strategies, price discrimination techniques, and strategic behavior of firms using game theory.			
CO6: Interpret, evaluate, and assess national income measures, inflation–deflation theories, business cycles, stabilization policies, and the impact of monetary and fiscal policy on managerial decisions.			
Credits: 4		Core Compulsory/ Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical(in hours per week): L-3T-1P-0			
Unit	Topics		Lectures 45
I	Nature and Scope of Managerial Economics, Demand-Supply Framework, Price determination from local market to global trade, Elasticity-types and applications, Demand Forecasting, Marginal Analysis and Optimization. Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications like risk and uncertainty with applications in insurance, finance and digital global markets.		12
II	Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scale, Optimal Combination of Inputs		10
III	Environmental Economics, Equitable use of resources for sustainable production systems, Bio diversity and its conservation, Environment Impact Assessment (EIA), Sustainable Development Goals(SDGs) of United Nations, global sustainability Frame work and India's action plan aligns national development with global environmental objectives.		12
IV	Market Morphology and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination , Game Theory Applications, National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and national budget reflects domestic priorities within a global economic environment.		11







Suggested Readings:

1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill
2. Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press
3. A Koutsoyiannis, Modern Micro economics, 2nd Edition, Mac Millan Press Ltd
4. GS Gupta, Managerial Economics, Tata Mc Graw Hill
5. Pandey & Pandey, Economics for Managerial Decision, Himalaya Publishing House, Mumbai
6. Circulars and Reports, Reserve Bank of India website

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	3	3	1	2	3	3	1	1	1	2	3	2	2.08
CO2	3	3	2	2	2	2	2	1	1	2	3	2	2.08
CO3	3	3	1	2	1	3	1	1	1	2	3	2	1.92
CO4	2	2	2	3	1	2	2	1	3	2	2	3	2.08
CO5	3	3	1	2	1	3	2	1	1	2	3	2	2.00
CO6	3	3	2	3	1	2	2	1	2	2	3	3	2.25
AVG.	2.83	2.83	1.50	2.33	1.50	2.50	1.67	1.00	1.50	2.00	2.83	2.33	2.07

CO-PSO Mapping Matrix

COs/PSO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	AVG.
CO1	3	2	1	1	2	3	2.00
CO2	3	3	2	1	2	3	2.33
CO3	3	2	2	1	2	3	2.17
CO4	2	2	2	3	2	2	2.17
CO5	3	3	2	1	2	3	2.33
CO6	2	3	2	2	2	3	2.33
AVG.	2.67	2.50	1.83	1.50	2.00	2.83	2.26

Programme/Class: PG Degree		Year: 4	Semester: VII
CourseCode: F0160105T		Course Title: Quantitative Techniques	
Course Outcomes:			
CO1: Statistical Concepts & Data Understanding: Explain and apply basic statistical concepts, probability theory, and data classification techniques for managerial analysis.			
CO2: Descriptive Statistics & Data Analysis: Analyze and compute measures of central tendency, dispersion, skewness, and kurtosis for business data interpretation.			
CO3: Inferential Statistics & Hypothesis Testing: Apply hypothesis testing techniques, confidence intervals, ANOVA, and chi-square tests for managerial decision-making.			
CO4: Correlation & Regression Analysis: Analyze relationships among variables using correlation and regression models for prediction and forecasting.			
CO5: Matrix Algebra & Linear Programming: Apply matrix operations and quantitative techniques to solve business and managerial problems.			
CO6: Quantitative Decision-Making & Managerial Applications: Evaluate and apply quantitative and statistical tools to support evidence-based managerial decisions.			
Credits:4		Core Compulsory/Elective: Core Compulsory	
Max.Marks:25+75		Min.PassingMarks:10+25	
Total Lectures-Tutorials-Practical(inhours perweek):L-3 T-0P-1			
Unit	Topics		Lectures 45
I	Statistics:Categorical and Numerical data, Statistical thinking and analysis, Association between variables. Probability-Concept of probability, Definition of probability, Rules of probability, Independent Events, Dependent Events, Bayes Theorem Probability Distributions, Binomial, Poisson and Normal, Departures from Normality. Matrices - Types of Matrices, Matrix Operations-Addition, Subtraction and Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.		13
II	Measure of Central Tendency-Objectives of averaging. Requisites of measure of central tendency. Mathematical Avg.s – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Avg.s of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median andmode. Comparison between measures of central tendency.		10
III	Measure of Dispersion-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Avg. deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.		12
IV	Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Tests of Variables and Proportions: Student's 't' test in small samples. Application of chi square test. Analysis of Variance. Correlation - Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Regression - Lines and Equations of Regression, Regression as a Predicting Tool – Simple Regression Model, Multiple Regression.		10







Suggested Readings:

1. Stine, R., & Foster, D., "Statistics for Business: Decision Making and Analysis", Addison-Wesley, 2011.
2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., "Statistics for business & economics", Cengage Learning, 2016.
3. Vohra, N.D., "Business Statistics", Tata Mc-Graw Hill, 2017.
4. Levin, R. I. et al., "Statistics for management", Pearson Education India, 2017.

CO-PO Mapping Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	1	1	3	1	1	1	2	2	1	1.67
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO4	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO5	2	2	1	1	1	2	1	1	1	2	2	1	1.5
CO6	3	3	1	1	1	3	1	1	1	3	3	2	2
Avg.	2.83	2.67	1	1	1	2.83	1	1	1	2.17	2.67	1.17	1.78

CO-PSO Mapping Matrix

CO/ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	3	2	1	1	2	3	2
CO4	3	2	1	1	2	3	2
CO5	2	2	1	1	2	2	1.67
CO6	3	3	1	1	3	3	2.33
Avg.	2.83	2.17	1	1	2.17	2.67	1.97







Programme/Class: MBA	Year:4	Semester VII
Course Code: F0160107R	Course Title: Survey Work Viva Voce	
Course Outcomes:		
CO1: Demonstrate understanding of survey research methods, sampling techniques, and their application in real-world business contexts.		
CO2: Select and apply appropriate tools and instruments for primary and secondary data collection with ethical considerations.		
CO3: Design and implement questionnaires, interviews, and other survey instruments to collect reliable data.		
CO4: Analyze and interpret survey data using quantitative and qualitative techniques to derive actionable insights.		
CO5: Evaluate the reliability, validity, and significance of survey findings for managerial decision-making.		
CO6: Prepare and present comprehensive survey reports with professional documentation, data visualization, and managerial recommendations.		
Credits: 4	Compulsory	
Max. Marks: 100	Min. Passing:50	

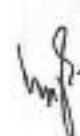
CO-PO Mapping Matrix

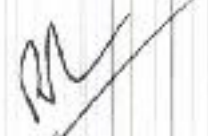
CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	2	2	1	2	1	2	1	1	1	2	2	1	1.5
CO2	2	2	2	1	1	3	1	1	2	2	2	1	1.67
CO3	2	3	1	1	1	3	1	1	1	2	2	1	1.58
CO4	2	3	1	1	1	3	1	1	1	2	2	1	1.58
CO5	2	3	2	1	1	2	1	1	2	2	2	1	1.67
CO6	1	2	1	1	2	1	1	3	1	2	1	1	1.42
Avg.	1.83	2.5	1.33	1.17	1.17	2.33	1	1.33	1.33	2	1.83	1	1.57

CO-PSO Mapping Matrix

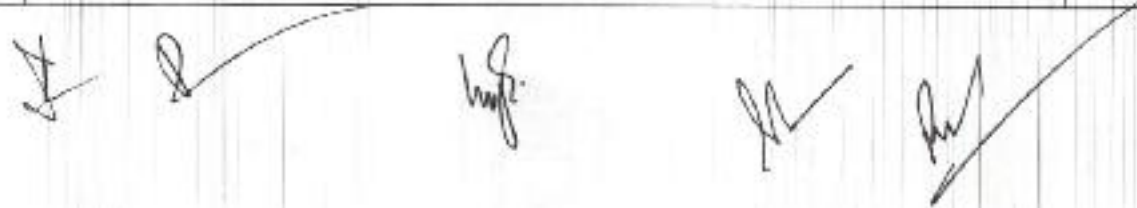
CO \ PSO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	Avg.
CO1	2	1	1	1	2	1	1.33
CO2	2	2	1	2	2	2	1.83
CO3	2	2	1	1	2	2	1.67
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	2	2	2	1.83
CO6	1	2	1	1	2	1	1.33
Avg.	1.83	1.83	1	1.33	2	1.67	1.61







Programme/Class: Degree		Year: 4	Semester: VIII
Course Code: F0260101T		Course Title: Financial Management	
Course Outcomes:			
CO1: Define the nature and scope of corporate finance, and explain fundamental financial concepts including wealth maximization, agency problems, financial instruments, and the application of time value of money in decision-making.			
CO2: Explain discounted and non-discounted capital budgeting methods and interpret the role of risk analysis, project evaluation techniques, and selection criteria in investment decision-making.			
CO3: Apply cost of capital concepts—including equity, preference shares, debentures, and bonds—and evaluate leverage and capital structure theories to determine an optimal financing mix.			
CO4: Analyze corporate dividend decisions using Walter's, Gordon's, and MM models, and assess the determinants that influence an organization's dividend policy.			
CO5: Evaluate working capital needs by identifying factors affecting working capital and assess effective management techniques for receivables, inventory, and cash to maintain liquidity and operational efficiency.			
CO6: Develop the capacity to assess the profit & loss as well financial position of a firm, plan the future of a business organization.			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures
			45
I	Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Financial Instruments – Issuance, Regulation and Markets, Time Value of money. Local business financing practices, Regional financial institutions and markets, National financial system, SEBI/RBI regulations, Global financial markets, multinational financing instruments.		11
II	Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing. Local project appraisal methods, Regional infrastructure and industrial investments.		11
III	Financing and Dividend Decisions: Cost of various Capital Components-Equity shares, Preference shares, Bonds and debentures, Optimum capital structure, financial and operating leverages, Capital Structure theories, Dividend Policy and Its determinants, Irrelevance of dividend: MM Hypothesis, Relevance of dividend: Walter's model and Gordon's model.		12
IV	Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.		11



Suggested Readings:

1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill
2. Financial Management and Policy by Van Horne, Dhamija, Pearson
3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman
4. Financial Management-Text Problems and Cases by Khan and Jain, McGraw Hill
5. Financial Management, I M Pandey, Pearson 12th Edition

CO/PO Mapping Matrix

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	2	2	2	2	1	1	1	2	2	2	1.83
CO2	2	3	2	2	2	2	1	1	1	2	2	2	1.83
CO3	3	3	3	2	2	2	1	1	1	2	2	2	2.17
CO4	2	2	2	1	1	2	1	1	1	2	2	2	1.58
CO5	2	2	2	2	2	2	1	1	1	2	2	2	1.75
CO6	3	3	2	2	2	2	1	1	1	3	3	3	2.17
Avg.	2.5	2.5	2.17	1.83	1.83	2	1	1	1	2.2	2.2	2.17	1.82

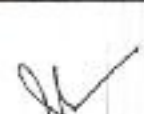
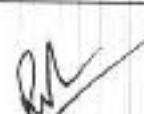
CO/PSO Mapping Matrix

CO/ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	2	2	2	2
CO2	3	2	1	2	2	2	2
CO3	3	3	1	2	2	3	2.33
CO4	2	2	1	2	1	2	1.67
CO5	3	2	1	2	2	2	2
CO6	3	3	1	2	3	3	2.5
Avg.	2.83	2.33	1	2	2	2.33	2.08

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Programme/Class: Degree		Year: 4	Semester: VIII
Course Code: F0260102T		Course Title: Fundamentals of Marketing	
Course Outcomes:			
CO1: Explain and analyze core marketing concepts, functions, orientations, and the influence of micro and macro marketing environments.			
CO2: Analyze consumer behavior, market segmentation, targeting, and positioning strategies.			
CO3: Analyze and apply product planning, branding, packaging, and pricing strategies for competitive advantage.			
CO4: Analyze marketing channels, logistics, and supply chain decisions for effective market coverage.			
CO5: Explain and evaluate promotional mix elements, integrated marketing communication, and sales management practices.			
CO6: Evaluate ethical issues, social responsibility, sustainability, and emerging trends in marketing practices.			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3T-1 P-0			
Unit	Topics		Lectures 45
I	Core Concepts - Need, Want, Desire and Demand, Exchange, Customer Value, Difference between sales and marketing, 4Ps Framework, Marketing Philosophies-Product, Production, Sales, Marketing, Societal, Relational, Marketing Myopia. Marketing Environment – Micro and Macro Environment, Ansoff Market Expansion Grid, BCG Matrix, PESTEL Analysis, Holistic Marketing, Role of Technology in Marketing, Local consumer markets and small businesses, Regional market structures.		11
II	Consumer Buying Behavior, Organizational Buying Behaviour, Consumer Decision Making, Identifying Customers - Segmentation, Targeting & Positioning, Product, Product Mix Strategies - Product Mix, New Product Development, Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process, Local consumer preferences, Regional cultural influences.		11
III	Significance of Pricing Decision, Factors influencing Price Determination, Pricing Methods and Techniques, Developing Pricing Strategies, Classification of distribution channels, Designing Distribution Channels - VMS, HMS, MMS; Market logistics decisions, Channel management - Selection, Training, Motivation and Evaluation of channel members, Managing Channel Conflicts, Retailing and Wholesaling, Local niche markets, Regional segmentation patterns, National target markets.		13
IV	Role of Promotion in Marketing, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations, Social media marketing, Media selection, Advertising effectiveness, Integrated Marketing Communication.		10



Suggested Readings:

1. Kotler, P. & Armstrong, G., "Principles of Marketing". Pearson, 2017 (17th ed.).
1. Ramaswamy, V.S. & Namakumari, S, "Marketing Management Global Perspective Indian Context", McMillan India Ltd.
2. McCarthy, E.J., "Basic Marketing: A managerial approach", Irwin, New York.

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	3	1	1	1	1	2	2	2	2	1.92
CO2	2	3	1	1	2	1	1	1	1	2	2	1	1.5
CO3	3	3	1	1	1	2	1	1	1	2	3	2	2
CO4	2	2	1	1	1	2	1	1	1	2	2	1	1.5
CO5	2	2	1	1	2	1	1	2	1	2	2	1	1.5
CO6	2	2	2	3	1	1	1	1	3	2	2	3	2.08
Avg.	2.33	2.33	1.17	1.67	1.33	1.33	1	1.17	1.5	2	2.17	1.83	1.75

CO-PSO Mapping Matrix

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	2	2	2	2
CO2	2	2	1	1	2	2	1.67
CO3	3	2	1	1	2	3	2
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	1	2	2	1.67
CO6	2	2	2	3	3	3	2.5
Avg.	2.33	2	1.17	1.5	2.17	2.33	1.92

[Handwritten signatures and marks]

Programme/Class: PG Degree		Year: 4	Semester: VIII
Course Code: F0260103T		Course Title: Management of Human Resources	
Course Outcomes:			
CO1: Explain and analyze the strategic role of human resource management as a source of competitive advantage, including HR models (Harvard, Guest, Ulrich, AMO) and workforce diversity management.			
CO2: Analyze and apply human resource planning, job analysis, recruitment, selection, HR accounting, and training & development practices to ensure effective workforce acquisition and building.			
CO3: Evaluate and apply performance appraisal systems, performance management processes, feedback mechanisms, and career planning & development practices for employee growth and organizational effectiveness.			
CO4: Analyze compensation structures, incentive systems, benefits programs, and contemporary compensation issues to design equitable and performance-driven reward systems.			
CO5: Explain and assess industrial relations systems, trade unions, collective bargaining processes, labor negotiations, and employee relations practices in the Indian context.			
CO6: Evaluate ethical issues in HRM, employee safety and health, workforce restructuring, mergers & acquisitions, retention strategies, and global/international HRM challenges.			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Contemporary Human Resource Management, Evolution of Human Resource Function, HRM, Competitive Environment and Strategy -Harvard model, Guest model, Ulrich's HR model, AMO framework. Nature of Diverse Workforce, Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity, Managing Knowledge Workforce.		10
II	Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods, Selection Techniques, Training and Development, Employee Orientation- Analyzing, designing, implementation and evaluation of training program, Management Development.		10
III	Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Performance Appraisal, Process and Methods, Performance Management and Feedback, Career Management, Career Development Issues and Challenges.		12
IV	Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements. Ethics and Human Resource Management, Rightsizing the Organizations, Managing Terminations and retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health Global Issues in International Human Resource Management.		13

Suggested Readings:

Essler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16th Edition.

Aswathappa, K., "Human Resource Management: Text & Cases", McGraw-Hill Education, 2017, 8th Edition.

Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice.", Kogan Page, 2020.

Bernardin, John H., "Human Resource Management", Mc Graw Hill, 2012.

Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	2	2	2	2	1	1	2	2	3	2	2.08
CO2	3	3	1	1	2	2	1	1	1	2	3	1	1.92
CO3	3	3	2	1	2	2	1	2	1	2	3	2	2.08
CO4	3	2	1	1	1	2	1	1	1	2	3	1	1.67
CO5	2	2	2	3	2	1	1	1	3	2	2	3	2
CO6	2	2	3	3	1	2	2	1	3	2	2	3	2.25
Avg.	2.67	2.33	1.83	1.83	1.67	1.83	1.17	1.17	1.83	2	2.67	2	2

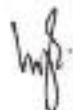
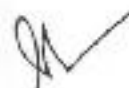
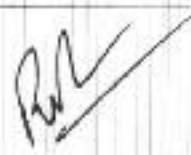
CO-PSO Mapping Matrix

COs PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	3	1	2	2	3	2.33
CO2	3	3	1	1	2	2	2
CO3	3	3	1	1	2	3	2.17
CO4	3	2	1	1	2	2	1.83
CO5	2	3	1	3	2	2	2.17
CO6	2	2	2	3	3	3	2.5
Avg.	2.67	2.67	1.17	1.83	2.17	2.5	2.17



Programme/Class: PG Degree		Year: 4	Semester: VIII
Course Code: F0260104T		Course Title: Operations Management and Business Analytics	
Course Outcomes:			
CO1: Explain and analyze operations strategy, process selection, capacity planning, and facility layout for efficient operations.			
CO2: Analyze and apply forecasting techniques, inventory control models, and materials management tools for operational efficiency.			
CO3: Evaluate quality management systems, Six Sigma, TQM, and lean manufacturing/service practices.			
CO4: Analyze and apply supply chain design, logistics management, sourcing, and distribution strategies.			
CO5: Apply descriptive, predictive, and prescriptive analytics tools to solve operational and managerial problems.			
CO6: Evaluate sustainability practices, ERP, Industry 4.0, and digital technologies in operations and analytics.			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Designing Products; Services and Processes; Flexible Manufacturing System. Facility Location and Layout Planning; Job Design; Work Study and Work Measurement; Method Study.		11
II	Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM). Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.		11
III	Fundamentals of Inventory Management; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM. TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby& Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach, Service Quality Management		11
IV	Overview of Business Analytics, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel, Data visualization, Time Series Data Analysis and forecasting. Data Mining and Management, Data Mining Tools, Data Mining Process, e, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R.		12



Suggested Readings:

1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)
2. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)
3. S N Chary – Production and Operations Management (McGraw Hill, 2019)
4. William J Stevenson – Operations Management (McGraw Hill, 12th edition)
5. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall)
6. Dilworth James B – Operations Management (Mc Graw Hill)
7. U Dinesh Kumar, Business Analytics: The Science of Data Driven Decision Making (Wiley)

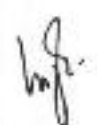
CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	3	3	1	1	1	3	1	1	1	2	3	2	2
CO4	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO5	3	3	1	1	1	3	1	1	1	3	3	2	2
CO6	2	2	2	2	1	2	1	1	2	3	2	3	2
Avg.	2.83	2.5	1.17	1.17	1	2.83	1	1	1.17	2.33	2.83	1.67	1.89

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	3	2	1	1	2	3	2
CO4	3	2	1	1	2	3	2
CO5	3	3	1	1	3	3	2.33
CO6	2	2	2	2	3	3	2.33
Avg.	2.83	2.17	1.17	1.17	2.33	2.83	2.11

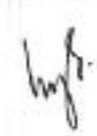






Programme/Class: Degree		Year: 4	Semester: VIII
Course Code: F0260105T		Course Title :Business Research Methods	
Course Outcomes:			
CO1: Explain, differentiate, and critically evaluate the nature of business and management research, research philosophies, approaches, and research designs, including exploratory, descriptive, and causal studies.			
CO2: Apply, interpret, and assess qualitative research strategies including field study techniques, methods of collecting and analyzing empirical materials, and practices of interpretation, evaluation, and representation.			
CO3: Design, implement, and evaluate measurement scales, questionnaires, forms, and sampling strategies (probability & non-probability); collect and validate primary and secondary data.			
CO4: Apply, analyze, and interpret quantitative research techniques including frequency distributions, hypothesis testing, ANOVA, regression, factor analysis, multidimensional scaling, and introductory structural equation modeling.			
CO5: Demonstrate, evaluate, and integrate ethical practices in management research, including responsible data collection, reporting, and social implications of research decisions.			
CO6: Prepare, present, and communicate management research reports effectively using standard report formats, visualizations, and statistical software for qualitative and quantitative data analysis.			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1			
Unit	Topics		Lectures 45
I	The nature of business and management research, the research process, critically reviewing the literature, Research philosophies and approaches, Research problem and formulating the research design, Exploratory Research Design, Descriptive Research Design, Causal Research Design, Research Ethics. Qualitative Research – Locating the field of study, Strategies of Inquiry, Methods of Collecting and Analyzing Empirical Materials, Art and Practices of Interpretation, Evaluation, and Representation.		12
II	Measurement and Scaling, Questionnaire and Form, use of secondary data, collecting primary data- observation, interviews, questionnaires, Questionnaire and Form Design, Reliability and Validity of scale, Selecting Samples- probability and non-probability sampling, Sample design, size of sample, sampling errors.		12
III	Quantitative Research - Data Collection, Data Preparation, Frequency Distribution, Cross-Tabulation, Hypothesis testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant and Logistic Regression, Factor Analysis, Multidimensional Scaling and Conjoint Analysis, Introduction to Structural Equation modelling and Path Analysis.		11
IV	Importance of Report and Presentation in Management, Report Preparation and Presentation Process. Report Preparation, Report Format, Report Writing, Statistical Software for Qualitative and Quantitative Data Analysis.		10







Suggested Readings:

1. Saunders, M. N., Lewis, P., & Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.
2. Malhotra, N. K., Nunan, D., & Birks, D. F., "Marketing research: An applied approach", Pearson Education Limited, 2017.
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., "Multivariate data analysis", Pearson Education Limited, 2014. Seventh Edition.
4. Denzin, N. K., & Lincoln, Y. S. (Eds.), "The Sage handbook of qualitative research", Sage, 2011.
5. Merriam, S. B., & Grenier, R. S. (Eds.), "Qualitative research in practice: Examples for discussion and analysis", John Wiley & Sons, 2019.
6. Creswell, J. W., & Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.

CO-PO Mapping Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	3	1	2	0	2	1	1	1	2	2	2	1.67
CO2	2	3	1	1	1	3	2	1	1	2	2	1	1.67
CO3	2	3	0	1	1	3	1	1	0	2	2	1	1.42
CO4	2	3	0	1	0	3	1	1	0	2	2	1	1.33
CO5	1	2	3	2	1	1	1	1	3	1	1	3	1.67
CO6	1	2	1	1	1	3	1	3	1	2	1	2	1.58
Avg.	1.83	2.67	1.00	1.33	0.67	2.50	1.17	1.33	1.00	1.83	1.67	1.67	1.56

CO-PSO Mapping Matrix

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	2	2	2	1	3	2	2.00
CO2	3	1	2	1	3	2	2.00
CO3	3	1	1	1	2	2	1.67
CO4	3	1	1	1	2	2	1.67
CO5	1	1	1	3	1	2	1.50
CO6	2	2	1	1	2	3	1.83
Avg.	2.33	1.33	1.33	1.33	2.17	2.17	1.78







Programme/Class: MBA	Year:4	Semester: V I
Course Code: F0260106R	Course Title: Survey Research Project Viva Voce	
Course Outcomes: CO1: Understand data analysis fundamentals. CO2: Explain statistical tools and software use. CO3: Apply quantitative and qualitative analysis techniques. CO4: Interpret and analyze survey results. CO5: Evaluate the accuracy and significance of findings. CO6: Prepare and present survey analysis reports.		
Credits: 4	Compulsory	
Max. Marks: 100	100 Min. Passing :50	

CO-PO Mapping Matrix

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	2	2	1	1	1	2	1	1	1	2	2	1	1.42
CO2	2	2	1	1	1	3	1	1	1	2	2	1	1.5
CO3	2	3	1	1	1	3	1	1	1	2	2	1	1.58
CO4	2	3	1	1	1	2	1	1	1	2	2	1	1.42
CO5	2	3	2	1	1	2	1	1	2	2	2	1	1.67
CO6	1	2	1	1	1	1	1	3	1	2	1	1	1.33
Avg.	1.83	2.5	1.17	1	1	2.17	1	1.33	1.17	2	1.83	1	1.49

CO-PSO Mapping Matrix

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	2	1	1	1	2	1	1.33
CO2	2	1	1	1	2	2	1.5
CO3	2	2	1	1	2	2	1.67
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	2	2	2	1.83
CO6	1	2	1	1	2	1	1.33
Avg.	1.83	1.67	1	1.17	2	1.67	1.56







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360102T		Course Title: Corporate Financial Decisions	
Course outcomes:			
CO1: Apply various valuation approaches—including discounted cash flow, relative valuation, contingent claims, and asset pricing models—to value securities, firms, and projects accurately.			
CO2: Analyze investment in assets, capital budgeting decisions, and corporate strategy to maximize shareholder value while considering risk and inflation impacts.			
CO3: Evaluate risk management techniques in projects, including sensitivity analysis, Monte Carlo simulation, and real options, to make informed financial decisions.			
CO4: Assess financing policies and capital structure decisions, including taxes, long-term financing, hybrid instruments, private equity, and venture capital, in alignment with corporate strategy.			
CO5: Examine the impact of corporate actions (dividends, buybacks, stock splits, rights issues, spin-offs) on shareholders' equity, information signaling, and capital market outcomes.			
Credits: 4		Elective: (Finance)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): 1-3 T-1 P-0			
Unit	Topics		Lectures
			45
I	Concepts in Valuation, Approaches to Valuation – Discounted Cash Flow, Relative Valuation (Earnings multiples and Book Value multiples), Contingent Claim Valuation, Valuation of Securities - Bonds and Shares, Asset Pricing models, Free cash flow approach to Equity and firm valuation.		12
II	Investment in Assets and Required Returns, Principles of Capital Investment, Allocating Capital and Corporate Strategy, Inflation and Capital Budgeting, Risk Management in Projects - Sensitivity analysis, Monte Carlo Simulation, Real Options, Creating value through required returns.		11
III	Financing policies: Making Capital Structure Decisions, Taxes and Financing Choices, Long term- financing, Lease financing, Hybrid financing, Financing through Private Equity and Venture Capital, Managerial Incentives, Information and Corporate Control, Capital structure and Corporate Strategy.		11
IV	Effect of various corporate actions (Dividends, Share Buyback, Stock Splits, Rights issue, Spin offs) on shareholders' equity, Capital market financing and risk management. Information Conveyed by Financial decisions.		11
Suggested Readings:			
1. Financial Management and Policy, Horne, Van and Dhamija, Pearson			
2. Strategic Financial Management, Kishore, Ram, 2013, Taxman			
3. Business Valuation, Mohanty, P, 2015, Taxman			
4. Financial Management, Khan, M.Y. Jain, P.K, 2010, McGraw Hill			
5. Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill			
6. Investment Valuation, Aswath Damodaran, Wiley			







CO-PO Mapping Matrix

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	3	0	2	1	2	0	0	0	0	2	0	1.08
CO2	3	3	0	2	0	2	0	0	0	0	2	0	1.00
CO3	2	3	0	2	1	3	2	1	0	0	2	0	1.33
CO4	3	3	2	2	0	2	2	0	2	0	2	2	1.67
CO5	2	3	2	2	1	2	0	2	2	0	2	2	1.67
CO6	2	2	3	3	2	0	2	3	3	2	3	3	2.33
Avg.	2.50	2.83	1.17	2.17	0.83	1.83	1.00	1.00	1.17	0.33	2.17	1.17	1.51

CO-PSO Mapping Matrix

CO/ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	0	0	0	0	2	0.83
CO2	3	2	0	0	0	3	1.33
CO3	2	2	3	0	0	3	1.67
CO4	3	3	2	2	0	3	2.17
CO5	2	3	0	2	0	3	1.67
CO6	2	3	2	3	2	3	2.50
Avg.	2.50	2.17	1.17	1.17	0.33	2.83	1.69







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360103T		Course Title: Security Analysis and Portfolio Management	
Course outcomes:			
CO1: Students will be able to explain the concepts and objectives of investment, types of securities, investment avenues, investment management process, risk, return, and valuation of equity shares, preference shares, and bonds.			
CO2: Students will be able to analyze the relationship between risk and return, measure risk and volatility, interpret the term structure of interest rates, and evaluate mutual funds, hedge funds, and Value at Risk (VaR).			
CO3: Students will be able to evaluate market efficiency using Efficient Market Hypothesis and testing methods, and perform economic, industry, and company analysis using fundamental and technical analysis.			
CO4: Students will be able to apply portfolio theory concepts such as diversification, optimal portfolios, international portfolios, CAPM, factor models, and Arbitrage Pricing Theory to measure portfolio performance.			
CO5: Students will be able to analyze behavioral finance concepts including prospect theory, market anomalies, high-frequency trading, and algorithmic trading, and assess their impact on financial markets.			
CO6: Students will be able to design and develop derivative-based hedging strategies using options, futures, and swaps, price derivatives using Binomial and Black-Scholes models, and build financial models using R Studio.			
Credits: 4		Elective: (Finance)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds, Value at Risk (VaR).		12
II	Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement, Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios		10
III	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory, Measuring Portfolio Performance, Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.		12
IV	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts, Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps, Financial Modelling on R Studio.		11

Suggested Readings:

1. Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson
2. Sharpe, Alexander and Bailey, Investments, Wiley press
3. Reilly and Brown, Investment Analysis and Portfolio Management, 8th edition, South Western
4. Bodie, Kane and Marcus, Investments, 10th edition, McGrawHill
5. Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd Edition, Tata McGraw Hill
6. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson

CO-PO Mapping Matrix

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	0	2	0	1	0	1	1	1	2	1	1.17
CO2	3	3	0	2	0	2	0	1	1	1	2	1	1.33
CO3	3	3	1	2	0	2	1	2	0	1	2	1	1.50
CO4	3	3	0	2	0	2	1	1	1	1	3	2	1.58
CO5	2	3	2	2	0	2	1	1	2	1	2	2	1.67
CO6	3	3	0	2	0	3	1	2	1	2	3	2	1.83
Avg.	2.83	2.83	0.50	2.00	0.00	2.00	0.67	1.33	1.00	1.17	2.33	1.50	1.51

CO-PSO Mapping Matrix

CO\PSO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	Avg.
CO1	3	2	0	1	1	2	1.50
CO2	3	2	0	0	1	2	1.33
CO3	3	2	0	0	1	2	1.33
CO4	3	3	0	0	1	3	1.67
CO5	2	2	2	2	1	2	1.83
CO6	3	3	2	0	2	3	2.17
Avg.	2.83	2.33	0.67	0.50	1.17	2.33	1.64







Programme/Class: PG Degree	Year: 5	Semester: IX
Course Code: F0360104T	Course Title: Customer Relationship Management	
Course Outcomes:		
CO1: Explain and analyze CRM concepts, evolution, objectives, and the strategic role of CRM in building customer-centric organizations.		
CO2: Analyze customer value, satisfaction, loyalty, acquisition, and retention strategies using CRM frameworks.		
CO3: Analyze and apply CRM processes across marketing, sales, and service functions to enhance customer experience.		
CO4: Apply CRM analytics, data mining concepts, CRM software, and digital tools for customer insight and decision-making.		
CO5: Explain and evaluate relationship marketing, customer engagement, communication strategies, and complaint management systems.		
CO6: Evaluate ethical issues, data privacy, legal aspects, and emerging trends in CRM practices.		
Credits: 4		Elective: Marketing
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	Lectures 45
I	Introduction to Customer Relationship Management – Relational approach to Marketing, Evolution of relationship marketing, Historical Perspectives. Defining CRM, Emergence of CRM practice, Types of CRM, CRM cycle, Stakeholders in CRM, Significance of CRM, CRM Implementation, Developing, managing and using customer-related databases, Local customer relationship practices, Regional service and retail markets.	10
II	Customer Satisfaction - meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines, Customer Loyalty - Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid, Building effective loyalty programs, Managing the Customer Journey - Customer acquisition and retention, Customer Experience Management, Customer profitability – Size of wallet, Share of category requirement, Share of wallet, Transition matrix, Customer lifetime value.	15
III	e-CRM in Business – Features and Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Local consumer buying journeys, Regional market dynamics.	10
IV	Database Management: Database Construction, Data Warehousing, architecture, Data Mining, Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software, Local digital adoption levels, Regional technology infrastructure, National digital transformation initiatives, Global e-CRM platforms and innovations.	10
Suggested Readings:		
1. Buttle, F., "Customer Relationship Management", Butterworth-Heinemann.		
2. Rai, A.K., "Customer Relationship Management: Concepts and Cases", Prentice Hall India.		
3. Rai, A.K. & Srivastava, M., "Customer Loyalty: Concepts, Context and Character", McGraw-Hill Education.		
Kumar, V. & Reinartz, W., "Customer relationship management", Springer-Verlag GmbH Germany, 2018		







CO-PO Mapping Matrix

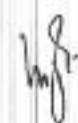
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg
CO1	3	2	1	2	1	1	1	1	2	2	2	2	1.83
CO2	2	3	1	1	2	1	1	1	1	2	2	1	1.5
CO3	2	2	1	1	2	2	1	1	1	2	2	1	1.5
CO4	3	3	1	1	1	3	1	1	1	3	3	2	2
CO5	2	2	1	1	3	1	1	2	1	2	2	1	1.58
CO6	2	2	2	3	1	1	1	1	3	2	2	3	2.08
Avg.	2.33	2.33	1.17	1.5	1.67	1.5	1	1.17	1.5	2.17	2.17	1.83	1.75

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	3	2	1	2	2	2	2
CO2	2	2	1	1	2	2	1.67
CO3	2	2	1	1	2	2	1.67
CO4	3	3	1	1	3	3	2.33
CO5	2	2	1	1	2	2	1.67
CO6	2	2	2	3	3	3	2.5
Avg.	2.33	2.17	1.17	1.5	2.33	2.5	1.98







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360105T		Course Title: Consumer Behaviour	
Course Outcomes:			
CO1: Explain the consumer decision-making process, factors influencing consumption, and models of buyer behaviour.			
CO2: Analyse psychological influences, including needs, motives, perception, learning, and attitudes on consumer choices.			
CO3: Evaluate social influences such as family, reference groups, opinion leadership, and social class on buying decisions.			
CO4: Assess cultural factors, including culture, subcultures, and Indian core values, affecting consumer behaviour.			
CO5: Apply consumer research methods to identify customer satisfaction, loyalty, and retention patterns.			
CO6: Develop marketing strategies using consumer behaviour insights for effective customer relationship management.			
Credits: 4		Elective: Marketing	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3T-1 P-0			
Unit	Topics		Lectures
			45
I	Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making, Local consumer buying patterns, Regional market characteristics.		11
II	Needs, Motives & Consumption - Needs and goals, Theories of Motivation. Personality - Nature and Theories of Personality, Behavioral traits of consumers. Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning – Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation, Local lifestyle influences, Regional personality traits.		13
III	Social Influences on Consumer Behavior – Consumer socialization, Family and lifecycle. Reference group, Consumption-related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.		11
IV	Cultural Influences on Consumer Behavior - Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior, Local perception of products and services, Regional brand awareness, National advertising effects, Global learning and involvement patterns.		10

Suggested Readings:

1. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar, "Consumer Behavior", Pearson Education Inc.
2. D. L. Loudon, J. Albert Della Bitta, "Consumer Behavior: Concepts and Applications", Tata McGraw Hill Publishing Company Limited.
3. D. I. Hawkins, R. J. Best, and K. A. Coney, "Consumer Behavior: Building Marketing Strategy", Tata McGraw-Hill Publishing Company Limited
4. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson, 2017.

CO-PO Mapping Matrix

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg
CO1	3	3	1	1	0	2	1	1	3	1	2	1	1.7
CO2	3	3	1	2	0	1	1	1	3	2	2	1	1.7
CO3	2	2	3	1	2	2	3	2	2	2	2	1	2.0
CO4	2	2	3	2	2	1	2	1	2	3	2	2	2.1
CO5	3	3	2	3	1	2	2	2	3	2	3	2	2.5
CO6	3	3	2	3	1	3	2	3	3	2	3	2	2.7
Avg	2.7	2.7	2.0	2.0	1.0	1.8	1.8	1.7	2.7	2.0	2.3	1.5	2.0

Scale: 3 = High, 2 = Medium, 1 = Low, 0 = No direct mapping.

CO-PSO Mapping Matrix

CO\PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	3	2	1	2	2	3	2.2
CO2	3	1	1	2	3	2	2.0
CO3	2	2	2	3	2	2	2.2
CO4	2	1	1	3	3	2	2.0
CO5	3	2	2	2	2	3	2.3
CO6	3	3	3	3	2	3	2.8
Avg	2.7	1.8	1.7	2.5	2.3	2.5	2.3

Scale: 3 = High, 2 = Medium, 1 = Low, 0 = No direct mapping

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Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360106T		Course Title: Leadership, Teamwork and Change Management	
Course Outcomes:			
CO1: Explain and analyze leadership concepts, theories, Indian philosophy-based leadership principles, contemporary leadership styles, and ethical dimensions of leadership.			
CO2: Analyze and apply concepts of power, influence, trust, collaboration, and team leadership to build effective, high-performing teams in organizations.			
CO3: Evaluate organizational change processes, forces of change, resistance, and change management models (Lewin, Kotter, Nadler-Tushman, Burke-Litwin).			
CO4: Organizational Development (OD) & Interventions Analyze and apply OD concepts, diagnostic tools, and intervention strategies at individual, group, and organizational levels.			
CO5: Explain and evaluate leadership ethics, organizational culture, diversity, gender issues, and responsible leadership practices.			
CO6: Evaluate change implementation strategies, OD evaluation, consultant roles, and competencies required for sustaining change and lifelong learning.			
Credits: 4		Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0			
Unit	Topics		Lectures 45
I	Indian Philosophy and Leadership- 18 Leadership Sutras from The Bhagavad Gita Leadership definition and description, Approaches to Leadership: Trait Approach, Skill Approach, Behavioural Approach, Situational Approach, Path Goal Theory, Leader-Member exchange theory, Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership, Adaptive Leadership, Followership, Leadership and Emotions, Leadership Ethics, Gender and Leadership, Culture and Leadership effectiveness.		12
II	Power and Influence, Team Leadership, Collaboration in the workplace, Trust building in business teams, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork- issues and challenges.		10
III	Organizational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, Force field analysis, Models of Organization change - Kurt Lewin's model of change, Nadler-Tushman Congruence Model, Burke-Litwin model of Organizational Performance and Change, Socially constructed Organization, Kotter's model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change.		12

IV	Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics, OD Process, Internal and external consultants, Competencies for OD professionals, Future of Organization Development Organizational Diagnosis: Techniques of organizational diagnosis methods; OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback, Grid OD; Organization interventions; Relation with the client system; Action Research OD Evaluation	11
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Suggested Readings:

- 1.Chatterjee, Debashis, "Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita", John Wiley & Sons Singapore Pte. Ltd., Singapore, 2012.
- 2.Pattanaik, DevDutt, "The Leadership Sutra", Aleph Book Company, India. 2016.
- 3.Northouse, Peter G., "Leadership Theory and Practice", Sage Publication, 2018. Eighth Edition.
- 4.Bhattacharyya, Som Sekhar and Jha, Sumi, "Strategic Leadership Models and Theories – Indian Perspective", Emerald Publishing, 2018.
- 5.Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, " Organizational Behaviour", Pearson, 2018, 18th Edition.

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg
CO1	3	2	3	2	2	1	1	1	3	2	2	2	2
CO2	2	2	2	1	3	1	1	2	1	2	2	1	1.83
CO3	2	3	2	2	1	1	1	1	1	2	2	2	1.75
CO4	2	2	2	1	2	1	1	1	1	2	2	1	1.58
CO5	2	1	3	3	1	1	1	1	3	2	2	3	2.08
CO6	2	2	2	2	1	1	1	1	2	3	2	2	1.92
Avg.	2.17	2	2.33	1.83	1.67	1	1	1.17	1.83	2.17	2	1.83	1.86

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	2	3	1	2	2	2	2
CO2	2	3	1	1	2	2	1.83
CO3	2	3	1	1	2	3	2
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	3	2	2	2
CO6	2	2	2	2	3	3	2.33
Avg.	2	2.5	1.17	1.67	2.17	2.33	1.97







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360107T		Course Title: Industrial Relations Management	
Course Outcomes:			
CO1 Explain and analyze the concepts, scope, objectives, and evolution of industrial relations in the Indian context.			
CO2 Analyze and apply concepts of trade unionism, collective bargaining processes, negotiation techniques and settlement mechanisms.			
CO3 Evaluate industrial disputes, grievance redressal mechanisms, disciplinary procedures, and conflict resolution practices.			
CO4 Analyze and apply major Indian labour laws related to industrial relations, employee welfare, and statutory compliance.			
CO5 Explain and analyze worker participation in management, works committees, joint management councils, and industrial democracy.			
CO6 Evaluate contemporary issues in industrial relations such as globalization, technology, contract labour, ethics, and social responsibility.			
Credits: 4		Elective :HR	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Industrial Relations – Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop, Requirements of a good IR programme, changing dimensions of IR in India. Industrial Conflicts & Disputes – Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations. Industrial Dispute Act, 1947 – Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties. Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR. Purpose and special features of the Industrial Relations Code, 2020.		12
II	Trade Unionism – Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions, Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures. Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context. Worker's Participation in Management – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context. Purpose and special features of the Industrial Relations (Central) Recognition of Negotiating Union or Negotiating Council and Adjudication of Disputes of Trade Unions Rules, 2021.		12

III	Code of Discipline, features of Industrial Employment (Standing Orders) Act, 1946 - Main provisions related to the act. Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, precautions, issues and concerns in framing charges, show-cause notice, Principles of Natural Justice, role of Enquiry Officer, enquiry proceedings and findings, closing of enquiry proceedings - findings or report of the Enquiry Officer, Purpose and special features of the Model Standing Orders for Manufacturing Sector, 2020. Purpose and special features of the Model Standing Orders for Service Sector, 2020.	12
IV	Contract Labour Regulation and Abolition Act, 1970 - Main provisions related to the act. U.P. Shops & Establishments Act, 1962 - Main provisions related to the act, Local Regulation of small shops and service establishments, Regional State-specific labour welfare administration, National Comparison with Shops & Establishments Acts of other states, Global Labour standards in retail and service sectors internationally.	9

Suggested Readings:

1. Sharma, R.C., "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Delhi, 2016.
2. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
3. Katju, Markandey. "Domestic Enquiry", Lexis Nexis, India, 1999, Sixth Edition.
4. Taxmann's New Labour & Industrial Laws, 2020
5. Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg
CO1	3	2	2	2	2	1	1	1	2	2	3	2	2
CO2	2	2	2	1	3	1	1	2	1	2	2	1	1.75
CO3	2	3	2	1	2	1	1	1	2	2	2	2	1.83
CO4	3	2	1	3	1	1	1	1	3	2	2	3	2.08
CO5	2	2	2	1	2	1	1	1	2	2	2	2	1.67
CO6	2	2	3	3	1	1	1	1	3	2	2	3	2.08
Avg.	2.33	2.17	2	1.83	1.83	1	1	1.17	2.17	2	2.17	2.17	1.9

CO-PSO Mapping Matrix

COs PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	3	3	1	2	2	3	2.33
CO2	2	3	1	1	2	2	1.83
CO3	2	3	1	2	2	3	2.17
CO4	2	2	1	3	3	3	2.33
CO5	2	2	1	2	2	2	1.83
CO6	2	2	2	3	3	3	2.5
Avg.	2.33	2.5	1.17	2.17	2.33	2.67	2.19







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360108T		Course Title: Enterprise Resource Planning	
Course Outcomes:			
CO1: Explain and analyze ERP concepts, evolution, architecture, and the role of ERP in integrating business functions and processes.			
CO2: Analyze and apply core ERP modules (Finance, HR, SCM, CRM, Manufacturing) to support organizational operations.			
CO3: Evaluate ERP implementation life cycle, vendor selection, change management, and project management issues.			
CO4: Analyze and apply BPR concepts and process mapping techniques for effective ERP implementation.			
CO5: Apply ERP-enabled reporting, analytics, and decision-support tools for managerial decision-making.			
CO6: Evaluate emerging ERP trends, cloud ERP, digital transformation, security, ethical issues, and sustainability concerns.			
Credits: 4		Elective :IT	
Max. Marks: 25-75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1			
Unit	Topics		Lectures
			45
1	Introduction Concept of ERP, Advantages of ERP, Growth of ERP.ERP and Related Technologies Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply Chain Management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).		12
2	ERP Modules Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence.		11
3	ERP Implementation Life Cycles Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.		12
4	Post implementation review of ERP Packages in manufacturing, services, and other organizations, Local ERP adoption by SMEs, Regional industry-specific ERP usage.		10
Suggested Readings:			
1. Leon, Alexis; ERP Demystified; McGraw-Hill Education.			
2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.			
3. 1. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; PHI Learning.			

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg
CO1	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	2	3	2	2	1	2	1	1	1	2	2	2	1.92
CO4	2	2	1	1	1	2	1	1	1	2	2	1	1.42
CO5	3	3	1	1	1	3	1	1	1	3	3	2	2
CO6	2	2	2	2	1	2	1	1	2	3	2	3	2
Avg.	2.5	2.5	1.33	1.33	1	2.5	1	1	1.17	2.33	2.5	1.67	1.82

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	2	2	1	2	2	3	2
CO4	2	2	1	1	2	2	1.67
CO5	3	3	1	1	3	3	2.33
CO6	2	2	2	2	3	3	2.33
Avg.	2.5	2.17	1.17	1.33	2.33	2.67	2.03







Programme/Class: PG Degree		Year: 5	Semester: IX
Course Code: F0360109T		Course Title: Web Technology & E-Commerce	
Course Outcomes:			
CO1 Explain and analyze the fundamentals of web technologies, internet architecture, HTML, CSS, client-server concepts, and web standards.			
CO2 Analyze and apply scripting languages, web development tools, databases, and basic web application development concepts.			
CO3 Evaluate e-commerce business models, digital marketplaces, online payment systems, and digital business strategies.			
CO4 Analyze and apply digital marketing tools, website design principles, UX, CRM, and customer engagement strategies.			
CO5 Explain and analyze security issues, cyber laws, data protection, privacy, and ethical challenges in web-based businesses.			
CO6 Evaluate emerging trends such as mobile commerce, social commerce, cloud platforms, AI-enabled web systems, and sustainable e-business practices.			
Credits: 4		Elective: IT	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1			
Unit	Topics		Lectures
			45
I	Introduction to History of Web, Google analytics Introduction and Web and Internet, Protocols governing Web, , Development Strategies, Adding website profiles, demographics, Visitors ,Traffic sources, content ,Setting goals and custom ,orting . Sitemap, diagnostics for errors.		13
II	Web Commerce Models :Definition, scope and significance of web Commerce, Business Models - Business to consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer business model, m — Commerce business model, E — Governance (G2C, G2B, G2G). Online Payment System and Security Working of Electronic payment systems, Online banking, Advantages and limitations, Mobile commerce, Mobile banking, concept of Digital cash and plastic money, Debit and Credit cards, Security threats in online environment, Elements of good E-commerce security, Protecting internet Communication, E-commerce security plan.		12
III	e — Marketing and Trade : Understanding internet audience and online consumer behavior, Internet marketing technologies, e — retailing, Online market research, Online marketing communications, Data warehouse and data mining, e - Customer relationship management, Online advertising, Online branding strategies, Online pricing strategies, Website as a marketing communication tool.		10
IV	Web Page Designing: Introduction to HTML, Web Publishing :-Contents — Blocks, Text, Form Elements, Links — To a page, Within Page, To a Site, Links And Images — Image Mapping- Server Side, Client Side, Layout — List (OL, UL, DL) - Tables- Frames (Nested, Frame) Head Elements — Base Font, Meta Tags, Scripts, Introduction to Joomla (open Source).		10

Suggested Readings:

1. Laudon, Kenneth C, and Traver Carol G; E-Commerce — Business, Technology Society, Pearson Education.
2. The Complete Reference to HTML - Thomas Powell 3.AvinashKaushik ,Web analytics ; wiley publication.
3. Turban, Efraim, Lee Jae, King David and Chung Michael; "Electronic Commerce — A Managerial Perspective". AddisonWesley
4. Kalakota R; "Electronic Commerce — Frontiers of E— Commerce", Pearson Education
5. 3. HTML - Beginner's Guide - Willart
6. 4. Migrosoft Office 2003 Front page Inside Outside.

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	Avg
CO1	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	3	3	1	1	1	2	1	1	1	2	3	2	1.83
CO4	2	2	1	1	2	2	1	2	1	2	2	1	1.67
CO5	2	2	2	3	1	1	1	1	3	2	2	3	2.08
CO6	2	2	2	2	1	2	1	1	2	3	2	3	2
Avg.	2.5	2.33	1.33	1.5	1.17	2.17	1	1.17	1.5	2.17	2.5	1.83	1.86

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	3	2	1	1	2	3	2
CO4	2	2	1	1	2	2	1.67
CO5	2	2	2	3	2	2	2.17
CO6	2	2	2	2	3	3	2.33
Avg.	2.5	2	1.33	1.5	2.17	2.5	2.08

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Programme/Class: MBA	Year:5	Semester: IX
Course Code:F0360110R	Course Title: Summer Training Project Viva Voce	
Course Outcomes: CO1: Analyze organizational structure, processes, and functional practices. CO2: Apply management theories and concepts to real organizational problems. CO3: Collect and analyze data using appropriate tools and techniques. CO4: Evaluate organizational practices and propose feasible improvements. CO5: Demonstrate professional ethics, teamwork, and interpersonal skills. CO6: Prepare and present structured internship reports and presentations.		
Credits: 4	Compulsory	
Max. Marks: 100	Min. Passing :50	

CO-PO Mapping Matrix

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	2	1	2	1	1	1	1	3	2	1.67
CO2	3	3	1	2	1	2	2	1	1	2	3	2	1.92
CO3	2	3	1	1	1	3	1	1	1	2	2	1	1.58
CO4	3	3	1	2	1	2	2	1	2	2	3	2	2.00
CO5	1	1	3	1	3	1	1	2	3	2	1	2	1.75
CO6	1	2	1	1	2	1	1	3	1	2	1	1	1.42
Avg.	2.17	2.33	1.33	1.50	1.50	1.83	1.33	1.50	1.50	1.83	2.17	1.67	1.72

CO-PSO Mapping Matrix

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	1	2	2	1.83
CO2	3	3	1	1	2	3	2.17
CO3	2	2	1	1	2	2	1.67
CO4	3	2	2	1	2	3	2.17
CO5	1	2	1	3	3	1	1.83
CO6	1	2	1	2	2	1	1.50
Avg.	2.17	2.17	1.17	1.50	2.17	2.00	1.86







Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460102T		Course Title: Corporate Restructuring and Valuation	
Course Outcomes:			
CO1: To explain the mergers and acquisitions environment, corporate restructuring activities, types of mergers, acquisitions, divestitures, spin-offs, carve-outs, buyouts, and the corporate restructuring process.			
CO2: To describe SEBI guidelines governing mergers and acquisitions, analyze global and national M&A scenarios, and identify key participants involved in the M&A process.			
CO3: To analyze the corporate takeover market, common takeover tactics, and anti-takeover defenses using real-world case studies.			
CO4: To apply strategic and acquisition planning tools in search and screening, negotiation, deal structuring, and evaluate different financing options including cash offers, share exchanges, private equity, venture capital, hedge funds, and leveraged buyouts.			
CO5: To evaluate acquisition targets using valuation techniques such as free cash flow, adjusted present value, corporate control valuation, operating and financing synergies, and valuation of distressed and start-up firms.			
CO6: To analyze and design post-merger reorganization strategies including operational, financial, human, and cultural integration, reorganization of share capital, and assess post-merger performance using local and global case studies.			
Credits: 4		Elective: Finance	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures
			45
I	Introduction to Mergers and Acquisition environment, corporate restructuring activities – operational and financial restructuring, Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve -outs, Buyouts. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Global and national scenario, Participants in Mergers and Acquisition Process, Case Studies.		12
II	Corporate Takeover Market, Common Takeover Tactics, Antitakeover defences, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation. Financing the deal – All cash offer, Share exchange, Cash and share offer, Role of private Equity, Hedge and Venture Capital funds, Management and Leveraged Buyouts.		12
III	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.		11
IV	Post-merger Reorganization: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganization of share capital, Local Case Studies.		10
Suggested Readings:			
1 Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press			
2 Aswath Damodaran, Investment Valuation, Wiley, Third Edition			
3 Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India			
4 SudiSudarsanam, Creating Value from Mergers and Acquisitions, Pearson			

CO-PO Mapping Matrix

COs/ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	3	2	0	2	0	1	0	1	1	1	2	1	1.17
CO2	3	2	1	3	0	1	0	1	2	1	2	2	1.50
CO3	3	3	2	2	0	1	0	1	2	1	2	2	1.58
CO4	3	3	1	2	1	2	1	2	1	1	3	2	1.83
CO5	3	3	0	2	0	2	0	1	0	1	3	2	1.42
CO6	3	3	2	2	2	2	1	2	2	2	3	3	2.25
AVG.	3.00	2.67	1.00	2.17	0.50	1.50	0.33	1.33	1.33	1.17	2.50	2.00	1.63

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	AVG.
CO1	3	2	0	1	1	2	1.50
CO2	3	2	0	2	1	2	1.67
CO3	3	2	0	2	1	2	1.67
CO4	3	3	1	1	1	3	2.00
CO5	3	3	0	0	1	3	1.67
CO6	3	3	1	2	2	3	2.33
AVG.	3.00	2.50	0.33	1.33	1.17	2.50	1.81






Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460103T		Course Title: International Financial Management	
Course Outcomes:			
CO1: Explain the fundamentals of international financial management, including globalization, international monetary systems, foreign exchange markets, and parity conditions.			
CO2: Analyze the components of the balance of payments, global risk exposure, and foreign exchange rate movements using appropriate forecasting techniques.			
CO3: Evaluate the functioning of international financial markets—banking, money, bond, equity, derivatives and assess their role in global investment and financing decisions.			
CO4: Apply risk-management techniques to manage transaction, translation, economic, political, and interest-rate exposures using hedging tools and pricing strategies.			
CO5: Examine international portfolio investment, currency/interest-rate swaps, futures, and options to formulate effective global investment strategies.			
CO6: Develop financial decisions for multinational firms relating to FDI, international capital structure, cost of capital, working capital, and cross-border investment valuation.			
Credits: 4		Elective: Finance	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.		12
II	International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.		10
III	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis. Transfer pricing strategies.		12
IV	Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management, Valuing Cross-border investments, international tax environment; corporate governance around the world.		11

Suggested Readings:

1. Mihir A Desai, International Finance: A Casebook, Wiley India Edition
2. Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.I.L, Multinational Business Finance, Pearson Education.
4. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin.
5. Madura, J., International Corporate Finance, Thomson South-Western.
6. Shapiro, A.C., Multinational Financial Management, John Wiley & Sons
7. Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications

CO-PO Mapping Matrix

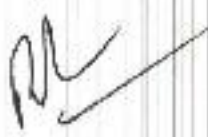
CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	3	2	1	3	0	1	0	1	1	1	2	2	1.42
CO2	3	3	1	3	0	2	1	1	1	2	2	2	1.75
CO3	3	3	1	3	1	3	1	1	1	2	3	2	2
CO4	2	3	1	2	1	3	1	1	1	2	2	2	1.75
CO5	2	3	1	2	1	3	2	1	1	2	3	2	1.92
CO6	3	3	1	3	1	3	2	1	2	3	3	3	2.42
AVG.	3.00	3.00	1.00	3.00	1.00	2.50	1.50	1.00	1.50	2.00	2.50	2.00	1.88

CO-PSO Mapping Matrix

CO/ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	1	0	1	1	2	1.33
CO2	3	2	1	1	2	3	2.00
CO3	3	2	1	1	2	3	2.00
CO4	3	2	1	1	2	3	2.00
CO5	3	2	2	1	2	3	2.17
CO6	3	3	1	2	3	3	2.50
Avg.	3.00	2.00	1.00	1.50	2.00	3.00	2.00







Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460104T		Course Title: Advertising & Brand Management	
Course Outcomes:			
CO1: Explain, differentiate, and analyze the objectives, models, and role of marketing communication and advertising in the marketing mix.			
CO2: Apply, evaluate, and interpret advertising objectives using DAGMAR and Hierarchy-of-Effects models, and assess advertising effectiveness through communication and sales-based metrics.			
CO3: Explain, analyze, and evaluate the structure, functions, and compensation mechanisms of advertising agencies, including account planning and client-agency relationships.			
CO4: Explain, compare, and analyze the concepts of branding, brand knowledge, brand portfolios, segmentation, positioning, and establishing brand values.			
CO5: Analyze, apply, and evaluate brand equity models, brand resonance, brand identity, brand image, and brand hierarchy for creating sustainable brand value.			
CO6: Apply, evaluate, and create brand strategies, including brand extension, brand transfer, and managing brands over time to ensure long-term relevance and equity.			
Credits: 4		Elective: Marketing	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures
			45
I	Understanding Marketing Communication - Objective of Marketing Communication, Communication Model. Introduction to Advertising - Meaning, Classification and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising, Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.		12
II	Advertising Agencies - Role, Functions, Organization, Agency Compensation, Client Agency Relationship, Account Planning, Evaluating Advertising Effectiveness - Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect: Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.		12
III	Introduction to Branding and Brand Management - The role of Brands, Brand knowledge, Brand portfolios and market segmentation, Process of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.		11
IV	Building Brand Equity - Brand Equity Models, Brand Resonance, Brand Identity and Brand Image, Brand Hierarchy, Branding Strategy - Brand extension and brand transfer, Managing brand over time.		10
Suggested Readings:			
1. Belch, G.E. and Belch, M.A., "Advertising and Promotion: An Integrated Marketing Communication Perspective" McGraw Hill, New York, 11th ed.			
2. Aaker, D. and Joachimsthaler E., "Brand Leadership: The Next Level of the Brand Revolution". The Free Press, New York.			
3. Keller, K.L., "Strategic Brand Management", Pearson education, New Delhi.			







CO-PO Mapping Matrix

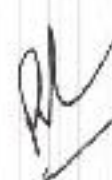
CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	2	2	1	1	0	2	1	2	2	2	1.67
CO2	3	3	2	2	1	2	1	2	1	2	2	2	1.92
CO3	3	2	2	1	2	1	1	2	1	2	2	1	1.67
CO4	3	2	2	2	1	1	1	2	1	2	2	2	1.75
CO5	3	3	2	2	1	2	2	2	1	2	2	2	2.00
CO6	3	3	2	2	1	2	2	2	1	2	2	2	2.00
Avg.	3.00	2.50	2.00	1.83	1.17	1.50	1.17	2.00	1.00	2.00	2.00	1.83	1.84

CO-PSO Mapping Matrix

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	2	2	2	2.00
CO2	3	2	1	2	2	2	2.00
CO3	3	2	1	2	2	1	1.83
CO4	3	2	1	2	2	2	2.00
CO5	3	3	2	2	2	2	2.33
Avg.	3.00	2.20	1.20	2.00	2.00	1.80	2.03







Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460105T		Course Title: International & Rural Marketing	
Course Outcomes:			
CO1: Global & Rural Marketing Environment, Explain and analyze international and rural marketing concepts, global trade environment, cultural, economic, legal, and socio-political factors influencing international and rural markets.			
CO2: Market Entry & Rural Market Analysis, Analyze international market entry strategies and rural market characteristics, segmentation, targeting, and positioning strategies for diverse markets.			
CO3: International & Rural Product and Pricing Decisions, Apply product adaptation/standardization and pricing strategies suitable for international and rural markets considering cost, competition, and consumer affordability.			
CO4: Distribution & Promotion in International and Rural Markets, Analyze and apply channel design, logistics, communication, and promotion strategies for international trade and rural marketing contexts.			
CO5: Policy, Ethics & Sustainability in Global and Rural Marketing, Evaluate international trade policies, EXIM procedures, ethical issues, CSR, and sustainable marketing practices in global and rural markets.			
CO6: Strategic Integration & Contemporary Issues, Integrate international and rural marketing strategies with overall business strategy, digital platforms, innovation, and contemporary global marketing challenges.			
Credits: 4		Elective: Marketing	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trade theories. International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns,		12
II	Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation. Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.		12
III	Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets.		11

IV	Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process, Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets- Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix.	10
Suggested Readings: 1. Keegan, "Global Marketing", Pearson. 2. Sakonkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor & Francis. 3. Varshney & Bhattacharya, "International Marketing Management", Sultan Chand & Sons. 4. Dogra B. & Ghuman K., "Rural Marketing Concepts and Practices", Tata McGraw-Hill, New Delhi, 2010. 5. Gopal Swamy, T. P., "Rural Marketing", Vikas Publishing House, New Delhi, 2009.		

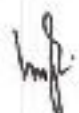
CO-PO Mapping Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	AVG.
CO1	3	2	1	3	1	1	1	1	2	2	2	3	1.92
CO2	3	3	1	2	1	2	1	1	1	2	3	2	2.00
CO3	3	2	1	1	1	2	1	1	1	2	3	1	1.75
CO4	2	2	1	1	2	1	1	2	1	2	2	1	1.58
CO5	2	2	2	3	1	1	1	1	3	2	2	3	2.00
CO6	3	3	2	2	2	2	2	1	2	2	3	2	2.25
Avg.	2.67	2.33	1.33	2.00	1.33	1.50	1.17	1.17	1.67	2.00	2.50	2.00	1.92

CO-PSO Mapping Matrix

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	2	2	1	2	2	2	1.83
CO2	3	2	1	1	2	3	2.00
CO3	3	2	1	1	2	2	1.83
CO4	2	2	1	1	2	2	1.67
CO5	2	1	1	3	2	2	1.83
CO6	3	3	2	2	3	3	2.67
Avg.	2.50	2.00	1.17	1.67	2.17	2.33	1.97



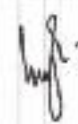




Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460106T		Course Title: Strategic HRM &International HRM	
Course Outcomes:			
CO1: Demonstrate an understanding of the concepts, principles, and models of Strategic Human Resource Management and explain how HR strategies are formulated, developed, and implemented in organizations.			
CO2: Analyze the strategic role of HR and evaluate the impact of Strategic HRM practices on organizational performance and customer outcomes.			
CO3: Apply and assess various HR strategies including human capital management, high-performance work strategies, CSR initiatives, knowledge management, talent management, learning and development strategies, reward systems, and employee relations strategies.			
CO4: Examine concepts of diversity, inclusion, organizational culture, and cross-cultural challenges; identify barriers to cultural diversity and propose (create) approaches for effective diversity management and intercultural relationship building.			
CO5: Compare and interpret major cross-cultural frameworks to analyse cultural differences and their influence on strategy, leadership, communication, negotiation, and decision-making.			
CO6: Evaluate international HRM functions and compare HRM practices across different countries.			
Credits: 4		Elective: HR	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 45
I	Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of IIR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance, Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes		10
II	HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy. Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity, Diversity Management, Approach of inclusion, Ethical issues in cross-cultural management, Developing intercultural relationships		13
III	Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Cross Cultural Framework by Harry Triandis, Geert Hofstede, Trompenaars and Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study on national culture, Mapping cross-cultural differences. Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership		12







IV	International HR: Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management, HRM practices in different countries	10
Suggested Readings:		
1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition. 2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition. 3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019. 4. Greer, Charles R, "Strategic human resource management", Pearson, 2021. 5. Thomas, David C., and Mark F. Peterson, "Cross-cultural management: Essential concepts", Sage Publications, 2016. 6. Kandula, Srinivas R., "International Human Resource Management", Sage, 2018. 7. Aswathappa, K. and Dash, Sadhana, "International Human Resource Management", McGraw Hill, India, 2020, Third .		

CO-PO Mapping Matrix

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	2	2	2	1	1	1	2	2	3	2	2
CO2	3	3	1	1	2	2	1	1	1	2	3	1	1.92
CO3	3	3	2	1	2	2	1	1	1	2	3	2	2
CO4	2	2	2	1	2	1	1	1	1	2	2	1	1.58
CO5	2	2	2	2	1	1	1	1	2	2	2	2	1.83
CO6	2	2	3	3	1	1	1	1	3	2	2	3	2.08
Avg.	2.5	2.33	2	1.67	1.67	1.33	1	1	1.67	2	2.5	1.83	1.9

CO-PSO Mapping Matrix

COs\PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	3	1	2	2	3	2.33
CO2	3	3	1	1	2	2	2
CO3	3	3	1	1	2	3	2.17
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	2	2	2	1.83
CO6	2	2	2	3	3	3	2.5
Avg.	2.5	2.5	1.17	1.67	2.17	2.5	2.08

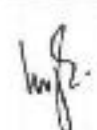






Programme/Class: MBA		Year: 5	Semester: X
Course Code: F0460107T		Course Title: Human Resource Development	
Course Outcomes:			
CO1: Explain and analyze the concepts, scope, importance, and frameworks of human resource development in organizations.			
CO2: Analyze and apply training need analysis, training design, implementation, and evaluation methods for employee development.			
CO3: Evaluate performance appraisal, potential appraisal, competency mapping, and talent development systems.			
CO4: Analyze and apply career planning, succession planning, mentoring, and organizational development interventions.			
CO5: Learning Organization & Knowledge Management Explain and analyze learning organization concepts, knowledge management practices, and HRD climate assessment.			
CO6: Evaluate ethical issues, organizational culture, leadership development, and strategic integration of HRD with business goals.			
Credits: 4		Elective: HR	
Max. Marks: 25+75		Min. Passing Marks: 10+30	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit	Topics		Lectures 60
I	HRD and Personal function: concept of HRD, feature, function, Designing HRD mechanism or subsystem. HRD training, induction & potential appraisal strategies.		15
II	Performance Appraisal (meaning), HRD Performance planning through. KRA, Task target, self-appraisal. Performance Appraisal by supervisors, Performance Review and counselling Appraisal practice in India.		15
III	Potential Appraisal Method, In Basket Exercise for potential Development, Job Rotation for Potential Identification. Career Development, Career Paths, Career Counselling, Career Information and _ Career Planning, Career Development Strategy and HRD. Emerging issues and challenges for HRD professionals		15
IV	HRD Practices in Indian Industry, Nurturing profession Leadership: Hindustan Lever Ltd experience. Changing culture through HRD: SAIL experience. HRD- the Japanese Way: Maruti Udyog Ltd.		15
Suggested Readings:			
1. Aswathapa K. – Human Resource Development (TMH)			
2. Fisher- Managing Human Resource Cengage, New Delhi			
3. N.K.Singh- Human Resource Management, Excel Publication			






CO-PO Mapping Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	2	2	2	1	1	1	2	2	3	2	2
CO2	3	3	1	1	2	2	1	1	1	2	3	1	1.92
CO3	3	3	2	1	2	2	1	1	1	2	3	2	2
CO4	2	2	2	1	2	1	1	1	1	2	2	1	1.58
CO5	2	2	2	2	1	1	1	1	2	2	2	2	1.83
CO6	2	2	3	3	1	1	1	1	3	2	2	3	2.08
Avg.	2.5	2.33	2	1.67	1.67	1.33	1	1	1.67	2	2.5	1.83	1.9

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	3	1	2	2	3	2.33
CO2	3	3	1	1	2	2	2
CO3	3	3	1	1	2	3	2.17
CO4	2	2	1	1	2	2	1.67
CO5	2	2	1	2	2	2	1.83
CO6	2	2	2	3	3	3	2.5
Avg.	2.5	2.5	1.17	1.67	2.17	2.5	2.08







Code: F0460108T		Course Title: Relational Data Base Management System	
Course outcomes:			
CO1: Database Concepts & Data Models: Explain and analyze fundamental database concepts, DBMS architecture, data models, and the role of databases in business applications.			
CO2: Relational Model & Database Design: Analyze and apply the relational data model, ER diagrams, normalization techniques, and schema design for effective database development.			
CO3: SQL & Data Manipulation: Apply SQL queries, joins, subqueries, views, and constraints to retrieve and manipulate data for managerial decision-making.			
CO4: Transaction Management & Concurrency Control: Analyze transaction processing concepts, ACID properties, concurrency control techniques, and recovery mechanisms.			
CO5: Database Security, Backup & Recovery: Explain and analyze database security issues, authorization, backup, recovery, and integrity management.			
CO6: Advanced Database Applications: Evaluate database applications in business analytics, data warehousing, distributed databases, and emerging data technologies.			
Credits: 4		Elective: IT	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1			
Unit	Topics		Lectures 45
I	Introduction History: Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.		12
II	Modeling Techniques Different Types of Models, Introduction to ERD, Hierarchical Database, Network Database, Relational Database: Introduction; Codd's Rules; Concept of Domain, Tuple, Cardinality; Comparison between HDB-NDB-RDB		12
III	Normalization Advantages and disadvantages of Normalization; 1NF-2NF-3NF rules with examples, SQL Commands Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub queries, Views, Complex Queries, Modification of the Database, Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL, Exercises.		11
IV	Introduction to object oriented database Concept, Object binding in Oracle - Class, Attribute, Methods, Object type, Definition, Declaring and initializing, Methods, Alter and Drop type.		10
Suggested Readings:			
1. DATABASE System Concepts,			
2. Silberschatz, Korth, Sudarsha_			
3. SQL by Scott Urman			

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	3	3	1	1	1	3	1	1	1	3	3	2	2
CO4	2	2	1	1	1	2	1	1	1	2	2	1	1.42
CO5	2	2	2	3	1	1	1	1	3	2	2	3	2.08
CO6	2	2	2	2	1	2	1	1	2	3	2	3	2
Avg.	2.5	2.33	1.33	1.5	1	2.33	1	1	1.5	2.33	2.5	1.83	1.82

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	3	3	1	1	3	3	2.33
CO4	2	2	1	1	2	2	1.67
CO5	2	2	2	3	2	2	2.17
CO6	2	2	2	2	3	3	2.33
Avg.	2.5	2.17	1.33	1.5	2.33	2.5	2.06

Programme/Class: PG Degree		Year: 5	Semester: X
Course Code: F0460109T		Course Title: System Analysis & Design	
Course outcomes:			
CO1: Systems Concepts & Organizational Context: Explain and analyze system concepts, system types, organizational systems, and the role of information systems in business decision-making.			
CO2: System Development Life Cycle (SDLC): Analyze and apply SDLC models, feasibility analysis, requirement analysis, and system planning techniques.			
CO3: System Analysis Tools & Techniques: Apply system analysis tools such as data flow diagrams, ER diagrams, decision tables, and requirement documentation.			
CO4: System Design & Architecture: Analyze and apply logical and physical system design concepts, interface design, database design, and system architecture.			
CO5: Implementation, Testing & Maintenance: Explain and analyze system implementation strategies, testing methods, conversion techniques, and system maintenance.			
CO6: Emerging Trends, Ethics & Sustainability: Evaluate emerging trends in system development, agile methods, security, ethical issues, and sustainability in information systems.			
Credits: 4		Elective: IT	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1			
Unit	Topics		Lectures 45
I	Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision, Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.		12
II	Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.		12
III	Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations in Feasibility Analysis - Feasibility Report.		11
IV	Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).		10
Suggested Readings:			
1. Kenneth E Kendall and Julie E Kendall - SAD (PHI Publication, 7 Ed.)			
2. Shah-Software Engineering & SAD (Wiley Dreamtech)			
3. Grienstein and Feinman- E-commerce —Security, Risk Management and Control (TMH, 2nd Ed.)			
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)			
5. Singh B — Network Security (PHI Publication, 1st Ed.)			

CO-PO Mapping Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	Avg.
CO1	3	2	1	1	1	3	1	1	1	2	3	1	1.75
CO2	3	3	1	1	1	3	1	1	1	2	3	1	1.83
CO3	3	3	1	1	1	3	1	1	1	3	3	2	2
CO4	2	2	1	1	1	2	1	1	1	2	2	1	1.42
CO5	2	2	2	3	1	1	1	1	3	2	2	3	2.08
CO6	2	2	2	2	1	2	1	1	2	3	2	3	2
Avg	2.5	2.33	1.33	1.5	1	2.33	1	1	1.5	2.33	2.5	1.83	1.82

CO-PSO Mapping Matrix

COs/ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	3	2	1	1	2	2	1.83
CO2	3	2	1	1	2	3	2
CO3	3	3	1	1	3	3	2.33
CO4	2	2	1	1	2	2	1.67
CO5	2	2	2	3	2	2	2.17
CO6	2	2	2	2	3	3	2.33
Avg.	2.5	2.17	1.33	1.5	2.33	2.5	2.06







Programme/Class: MBA		Year: 5	Semester: X
Course Code: F0460110R		Course Title: Business Plan/Dissertation Evaluation & Viva Voce	
Course Outcomes:			
CO1: Analyze business environments to identify and formulate management research problems.			
CO2: Apply management concepts and research methodologies to develop a business plan/dissertation.			
CO3: Design and execute data collection and analyze data using appropriate techniques.			
CO4: Evaluate financial, operational, and strategic feasibility of business/research proposals.			
CO5: Develop a comprehensive business plan/dissertation report with ethical and professional standards.			
CO6: Present and defend research findings/business proposals effectively.			
Credits: 4		Compulsory	
Max. Marks: 100		Min. Passing: 50	

CO-PO Mapping Matrix

CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	Avg.
CO 1	3	3	1	2	1	2	2	1	1	2	2	2	1.82
CO 2	3	2	1	2	1	3	3	2	1	2	3	2	2.09
CO 3	2	3	1	2	1	3	2	1	1	2	2	2	1.82
CO 4	3	3	2	2	1	2	2	1	2	2	3	3	2.09
CO 5	2	2	3	2	1	2	1	3	3	2	2	3	2.09
CO 6	2	2	2	1	2	1	1	3	1	2	2	1	1.73
Avg.	2.50	2.50	1.67	1.83	1.17	2.17	1.83	1.83	1.50	2.00	2.33	2.17	1.94

CO-PSO Mapping Matrix

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	Avg.
CO1	2	2	1	1	2	2	1.67
CO2	3	2	3	1	2	3	2.33
CO3	2	2	1	1	2	2	1.67
CO4	3	2	2	1	2	3	2.17
CO5	2	2	1	3	3	2	2.17
CO6	2	3	1	2	2	2	2.00
Avg.	2.33	2.17	1.50	1.50	2.17	2.33	2.00