



SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

NAAC 'A' Grade (10-01-2023 To 09-01-2028)

NEP-2020 aligned Curriculum with effect from Academic Year 2026-27

Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA01	Operations Management and Decision Sciences	4-0-2	120	04

On completion of this course, students will be able to:

CLO1: Analyze and apply facility location models, layout planning techniques, and manufacturing system design principles to enhance operational efficiency in production and service environments.

CLO2: Evaluate operations strategy, capacity planning, production planning and control systems, and scheduling techniques to support effective operational decision-making.

CLO3: Apply inventory management techniques, including EOQ models, safety stock determination, ABC/VED analysis, and Just-in-Time (JIT) systems to improve cost efficiency and resource utilization.

CLO4: Analyze materials management functions including MRP systems, procurement strategies, vendor evaluation, and warehouse management to ensure effective supply chain coordination.

CLO5: Evaluate quality management systems using statistical tools and contemporary approaches while ensuring ethical practices and continuous improvement.

CLO6: Apply Operations Research techniques such as Linear Programming, Transportation, Assignment, Project Management (PERT/CPM), Simulation, and Queuing models for quantitative decision-making in operations management.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Nature and scope of Operations Management, manufacturing and service operations, facility location decisions including strategic importance and influencing factors, location models such as factor rating method, load-distance model, break-even analysis, and transportation-based model, types of manufacturing systems, facility layout types including product, process, cellular, and fixed-position layouts, layout planning techniques and analysis, and line balancing.	(a) Problem-Based Learning (PBL) (b) Case-Based Learning (CBL) (c) Field Visit/Institutional Visit	CLO1:
II	Operations strategy and competitive priorities, production planning and control in job, batch, and mass production systems, capacity planning concepts, process planning and selection, aggregate planning strategies, scheduling techniques including sequencing rules, Johnson's rule for two and three machine problems, n-job-m-machine scheduling, flow shop and job shop scheduling	(a) Problem-Based Learning (PBL)	CLO2
III	Inventory management systems, EOQ models including basic EOQ, EOQ with shortages and EOQ with quantity discounts, reorder level and safety stock, ABC and VED analysis, Just-in-Time (JIT), Material Requirements Planning (MRP) including	(a) Problem-Based Learning (PBL) (b) ICT-Enabled Learning (c) Case-Based	CLO3 CLO4 CLO5



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	objectives, inputs, bill of materials and MRP logic, purchasing and procurement management, vendor selection and evaluation, warehouse management, Statistical Quality Control (SQC), control charts for variables and attributes including \bar{X} , R, p, np, c and u charts, acceptance sampling, Total Quality Management (TQM), ISO 9001, Six Sigma (DMAIC), and Lean manufacturing.	Learning (CBL) (d) Collaborative Learning	
IV	Linear Programming Problems including formulation, graphical method, simplex method and applications, transportation problem including formulation, North-West Corner rule, Least Cost method, Vogel's Approximation Method and optimality testing using MODI method and Stepping Stone Method, assignment problem using Hungarian method including maximization, minimization and unbalanced cases, Simulation including concept, Monte Carlo simulation and applications, and queuing theory including basic models such as M/M/1 and M/M/c, waiting line analysis and applications.	(a) Problem-Based Learning (PBL) (b) Case-Based Learning (CBL) (c) ICT-Enabled Learning	CLO6

- **Assessment Methodologies/Tools**

- (A) **Internal Assessment (Assessment on Learning)**

- (a) **Formative Assessment**

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

- (b) **Summative Assessment (Assessment of Learning)**

Mid-Term tests

External Assessment

- (a) **Summative Assessment- End Term Examination**



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Weightage of Learning Efforts for Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	CLO 1	20	1	2	07	10
II	CLO 2	20	1	2	07	10
III	CLO 3, CLO 4, CLO 5	40	-	2	13	15
IV	CLO 6	40	-	2	13	15
		120	2	8	40	50

External Assessment

- Summative Assessment- End Semester Examination
- CLOs – PLOs Matrix

CLO	PLO												
	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	-	2	3	2	-		-	-	-	-	2	-	1
CL O2	-	2	3	3	1	2	-	1	3	-	3	-	1
CL O3	-	2	3	2		2	-	-	-	2	3	-	1
CL O4	-	2	3	3	1	3	-	-	-	-	3	2	2
CL O5	-	2	3	3	1	3	1	-	1	-	3	2	3
CL O6	-	2	3	3	1	3	1	-	-	-	3	2	3

Values to CLO-PLO matrix are assigned by Judging the importance of the particular CLO in relation to the PLOs. If the CO matches strongly with a particular PO criterion, then 3 is assigned, if it matches moderately then 2 is assigned or less than 1 is assigned or else marked with “-” symbol.

Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Assignments, Quizzes, Class Regularity, Mid-term test	50
2	End-Semester Examination	Written Exam	50



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- Suggested Learning Materials Books:**

Sr. No.	Title	Author(s)	Publisher
1	<i>Operations Management: Theory and Practice</i>	B. Mahadevan	Pearson Education
2	<i>Operations Management</i>	William J. Stevenson	McGraw-Hill Education
3	<i>Operations Management: Sustainability and Supply Chain Management</i>	Jay Heizer, Barry Render, Chuck Munson	Pearson Education
4	Quantitative Techniques in Management	<i>N. D. Vohra</i>	<i>McGraw-Hill</i>

- Online Resources (Open Source)**

Sr. No.	Description of Resource(s)	Weblink
1	Open Courseware and lecture notes on Operations Management	https://ocw.mit.edu
2	Open textbooks and problem resources on Operations & Supply Chain	https://openstax.org
3	NPTEL Video Lectures on Production and Operations Management	https://nptel.ac.in



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Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA02	Research Methodology	4-0-2	120	04

On completion of this course, students will be able to:

CLO1 : Describe and explain the nature, scope, and process of research, and formulate appropriate research problems and objectives.

CLO2: Apply appropriate data collection, measurement, scaling, and sampling methods to develop a structured and ethically sound research proposal.

CLO3 : Analyze research data using sampling distributions, data preparation techniques, factor analysis, and structural equation modelling (SEM).

CLO4 : Evaluate managerial and research problems using advanced multivariate techniques such as cluster analysis, multidimensional scaling, discriminant analysis, and logit models.

CLO5 : Design, interpret, and present research findings effectively using appropriate statistical and research software tools.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Introduction to Research: Nature and Scope, Problem Formulation and Statement of Research Objectives. Research Process & Research Designs-Exploratory, Descriptive and causal Research designs, Quantitative and qualitative research	Case-Based Learning (CBL) Research-Oriented Learning Micro-Projects/Mini Research Tasks	CLO1:
II	Methods of Data Collection, Questionnaire Design, Measurement & Scaling, Sampling Design, Research Proposals	Case-Based Learning (CBL) Micro-Projects/Mini Research Tasks	CLO2
III	Sampling & Sampling Distribution, Data Preparation and Processing, Data Analysis, Interpretation and Presentation, Factor Analysis.	Case-Based Learning (CBL) Micro-Projects/Mini Research Tasks ICT-Enabled Learning	CLO3
IV	Cluster Analysis, Multidimensional Scaling, Discriminant and Logit Analysis, Structural Equation Modelling. Presentations of findings, Software applications to research.	Case-Based Learning (CBL) Micro-Projects/Mini Research Tasks ICT-Enabled Learning	CLO4 CLO5



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Master of Business Administration (MBA) Semester- II

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

- Summative Assessment- End Term Examination
- Weightage of Learning Efforts for Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	I	14	1	2	09	12
II	II	14	1	2	09	13
III	III	14	-	2	10	12
IV	IV,V	18	-	2	11	13
		120	2	8	40	50

• CLOs – PLOs Matrix

CLO	PLO												
	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	-	2	3	2	-	2	-	-	-	-	3	-	1
CL O2	-	2	3	3	-	2	-	-	-	-	3	-	1
CL O3	-	2	3	2	-	2	-	-	-	-	3	-	1
CL O4	-	2	3	3	-	3	-	-	-	-	3	-	1
CL O5	-	2	3	3	-	3	-	-	-	-	3	2	3



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Values to CLO-PLO matrix are assigned by Judging the importance of the particular CLO in relation to the PLOs. If the CO matches strongly with a particular PO criterion then 3 is assigned, if it matches moderately then 2 is assigned or less than 1 is assigned or else marked with “–” symbol.

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Assignments, Quizzes, Projects, Class Regularity,	50
2	End-Semester Examination	Written Exam	50

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Publisher
1	Marketing Research: An Applied Orientation	Naresh K. Malhotra	Pearson Education
2	Business Research Methods	Donald R. Cooper, Pamela S. Schindler	McGraw-Hill Education
4	Research Design: Qualitative, Quantitative, and Mixed Methods Approaches	John W. Creswell	Sage Publications
5	Social Research Methods	Alan Bryman	Oxford University Press
6	Applied Multivariate Data Analysis	Joseph F. Hair Jr. et al.	Pearson

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	NPTEL Course on Research Methodology (Indian context, IIT-based lectures)	https://nptel.ac.in
2	Swayam Courses on Research Methods and Data Analysis (UGC/MHRD initiative)	https://swayam.gov.in
3	Open-access Research Methodology materials and tutorials (concepts + case examples)	https://research-methodology.net
4	Google Scholar (for accessing research papers and citations)	https://scholar.google.com
5	Directory of Open Access Journals (DOAJ) – for quality open-access research articles	https://doaj.org



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Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA03	Marketing Management	4-0-2	120	04

Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1 : Understand and apply core concepts of marketing management in conceptualizing the value, delivering the value and communicating values of different products and services

CLO2: Assess the impact of external factors on marketing decisions and strategies with ethical awareness and social responsibility.

CLO3: Critically analyse market trends, consumer behavior, and competitor strategies to inform marketing decisions.

CLO4: Develop innovative marketing plans, incorporating product mix decision, pricing policies & methods, digital & traditional channels, integrated marketing communication to achieve business objectives

CLO5: Design customer-centric marketing strategies, leveraging insights from market research and consumer analysis.

CLO6: Evaluate the effectiveness of marketing strategies and tactics, using data-driven insights to optimize marketing plans.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Fundamental marketing core, concepts, developing marketing strategies and plan, Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research, customer value, satisfaction, and loyalty, lifetime value of customers,	Collaborative Learning (Group Tasks, Peer Discussion, Joint Presentations)	CLO1 CLO5
II	Understand Competitive Dynamics, Analyzing Consumer buying behaviour and business buying behaviour, identification of market segmentation and targeting, positioning through brand	Case-Based Learning (CBL), Micro-Projects/Mini Research Tasks, Flipped Classroom Approach	CLO2 CLO5
III	Setting product strategy, product mix decision, product design, Developing Pricing Strategies and Programs, Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics	Case-Based Learning (CBL),	CLO3 CLO4
IV	Designing and Integrating Marketing Communications, Managing Mass Communications, Advertising, Publicity, Sales Promotion tools, PR, Direct Selling, New Product Development, tapping global market, marketing of services	Industrial Visit/Field Visit/Institutional Visit	CLO5 CLO6



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Master of Business Administration (MBA) Semester- II

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(b) Summative Assessment- End Term Examination

(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I		28	1	1	10	12
II		32	1	1	10	12
III		30	1	1	11	13
IV		30	1	2	10	13
		120	04	05	41	50

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Seminars, Assignments, Quizzes, Class Regularity, Mid Sem	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50



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(A) CLOs – PLOs Matrix

CLO	PLO												
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13
CLO1	3	2	-	-	1	-	-	1	-	-	-	-	-
CLO2	1	2	-	1	2	-	-	1	-	-	1	-	-
CLO3	1	2	2	1	1	1	-	1	-	-	2	-	-
CLO4	1	2	2	2	1	1	1	1	2	-	-	-	-
CLO5	1	2	1	2	1	2	1	1	1	2	1	2	2
CLO6	1	2	1	2	1	2	1	1	1	2	1	1	2

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	Marketing Management	Philip Kotler, Kevin Keller, Alexander, Jagsih Sheth, G Shainesh	16 th Edition 2022	Pearson
2	Marketing	William G. Zikmund, Michael D'Amico	3 rd Edition	Wiley
3	Marketing Management	Ramaswamy V S and Namakumari	1999	S Macmillan India Ltd.

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	Business Standard	Customize Mobile App of our Department by Business Standard
2	MIT OpenCourseWare	https://ocw.mit.edu/
3	UBC Open Case Studies	https://cases.open.ubc.ca/
4	MarketingSherpa	https://cases.open.ubc.ca/



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Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA04	Financial Management	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Students will be able to understand and apply fundamental cost accounting and Financial Management concepts. They will understand professional ethics, planning and controlling

CLO2: Students will be understand to make decisions from different alternative by analysing them. Number of decisions like buy or make, selling the product at cost or below the total cost or higher than the total cost

CLO3: Students will be analyse and control the quality of Capital and Working Capital for effective management of Finance department of organisation

CLO4: Students will be able to learn Fund Flow statement and Cash flow statement to understand the financial health of Corporations

CLO5: Analyse financial statements using ratio analysis to support informed, ethical, and responsible decision-making.

CLO6: Students will be able to follow professional ethics while making decisions

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	The Nature of management Accounting and Financial Management , the Business Organization and Professional Ethics; Cost Concepts; Cost Behaviour, Marginal Costing; Cost Volume profit analysis	CBL case-Based Learning, CL Classroom Lecture; Micro Projects	1, 2, 3
II	Short-Run Alternative Choice Decisions, Management Control Environment: balanced scorecard, Relevant Information for Decision Making with a Focus on Operational Decisions, Relevant Information for Decision Making with a Focus on Pricing Decisions	CBL case-Based Learning, CL Classroom Lecture; Micro Projects PBL	1,2
III	Strategic Planning and Budgeting; type of Budgets, preparing Master Budget, Budgets as Financial Planning Models, Flexible budgets. Capital Budget, Cash budget	CBL case-Based Learning, CL Classroom Lecture; Micro Projects, PBL	3, 5
IV	Working capital management and Fund flow management, Ratio analysis	CBL case-Based Learning, CL Classroom Lecture; Micro Projects	1, 3, 5



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- Weightage of Learning Efforts for Assessment**

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	I	24	2	3	8	10
II	II	24	2	3	8	10
III	III	28	1	2	8	12
IV	IV,V	44	1	2	10	18
		120	6	10	34	50

- (B) Weightage of Learning Efforts for External Assessment**

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/Analyse & above (A)	
I	CLO1, CLO 2, CLO 3	30	1	1	12	14
II	CLO 1, CLO 2	32	1	1	10	12
III	CLO 3, CLO 5	28	0	1	10	11
IV	CLO 1, CLO 3, CLO 5	30	0	1	12	13
		120	02	04	44	50

- Assessment and Evaluation**

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50



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(B) CLOs – PLOs Matrix

CLO	PLO												
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	PLO 13
CLO 1	2	2								3	1	1	1
CLO 2	1	1	2	2	3	2	2	2	2	3	1	2	1
CLO 3	1	1	2	2	3	2	2	2	3	2	1	1	1
CLO 4	1	2	2	2	3	2	2	2	2	3	1	1	3
CLO 5	1	2	2	2	2	2	2	2	2	2	-	1	1
CLO 6	1	1	1	1	3	1	1	3	1	1	1	-	1

Values to CLO/PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	1

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	Financial and Managerial Accounting	Carl S Warren, Jefferson P Jones William B Tyler	2023	Cengage :Learning India Ltd
2	Cost Management Accounting and Control	Don R Hansen Maryanne M Mowen	Latest	Thomson south western singapore
3	Management Accounting	I M Pandey	Latest edition	Vikas Publishing House, Noida

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	Company's web site for information on decision	www.wsj.com www.business1week.com
2	The five Deadly Business Sins	www.wsj.com
3	Financial Statement Analysis	https://quickbooks.intuit.com/in/resources/accounting1taxes/accounting1ratios
4	ICMAI	https://icmai.in/studentswebsite/Inter1Papers.php



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Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA05	Human Resource Management	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

- **CLO1:** Explain the nature, scope, and strategic importance of Human Resource Management in organisations.
- **CLO2:** Analyse the impact of legal, ethical, and equitable employment practices on HR decisions with a commitment to fairness and integrity.
- **CLO3:** Apply HR planning, job analysis, recruitment, and selection techniques to organisational contexts.
- **CLO4:** Examine employee engagement, compensation, retention, and career management practices.
- **CLO5:** Assess industrial relations, labour laws, and global HR challenges to recommend appropriate HR interventions.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Introduction to Human Resource Management <ul style="list-style-type: none"> • Introduction to HRM: Meaning, nature, scope, and functions • Evolution of HRM and role of HR in organisations • Equal employment opportunity and HR-related laws • Ethics, employee rights, and discipline • Case: <i>Jack Nelson's Problem</i> 	<ul style="list-style-type: none"> • Interactive lectures • Case-based learning • Reflective discussions 	CLO1, CLO2
II	HR Strategy, Job Analysis & Talent Management <ul style="list-style-type: none"> • HRM strategy and strategic HR analysis • Linking HR strategy with business strategy • Job analysis, job description, job specification • Talent management process • Experiential exercise: Job description development 	<ul style="list-style-type: none"> • Problem-based learning • Experiential learning • Mini research tasks 	CLO2, CLO3
III	Recruitment, Selection & Employee Development <ul style="list-style-type: none"> • Human resource planning 	<ul style="list-style-type: none"> • Case analysis 	CLO3, CLO4



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	<ul style="list-style-type: none"> Recruitment sources and methods Selection and interviewing techniques Employee engagement, retention, and career management Case studies on hiring and retention practices 	<ul style="list-style-type: none"> Role-play and simulations Collaborative learning 	
IV	Compensation, Industrial Relations & Global HRM <ul style="list-style-type: none"> Strategic pay plans and compensation management Managing global human resources Introduction to industrial relations Labour relations in India and collective bargaining Contemporary IR challenges 	<ul style="list-style-type: none"> Role-play and negotiation simulations Debate-based learning Real-life organisational scenarios 	CLO4, CLO5

Weightage of Learning Efforts for Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	I	24	2	3	8	10
II	II	24	2	3	8	10
III	III	28	1	2	8	12
IV	IV,V	44	1	2	10	18
		120	6	10	34	50

(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/Analyse & above (A)	
I	CLO1, CLO2	30	2	3	8	10
II	CLO2, CLO3	32	2	3	8	10
III	CLO3, CLO4	28	1	2	8	12
IV	CLO4, CLO5	30	1	2	10	18
		120	6	10	34	50



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- Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Seminars, Assignments, Quizzes, Class Regularity,	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50

(C) CLOs – PLOs Matrix

CL O	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	3	2	–	2	–	–	–	–	–	–	–	–	–
CL O2	2	3	–	3	2	–	2	–	2	–	–	–	–
CL O3	–	3	2	2	–	2	–	–	2	2	–	2	2
CL O4	–	2	–	3	2	3	2	2	2	2	–	2	–
CL O5	–	2	–	3	3	3	3	3	2	2	2	3	2

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

- Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Publisher
1	Human Resource Management	Gary Dessler & Biju Varkkey	Pearson India
2	Human Resource Management	K. Aswathappa	McGraw Hill Education
3	Personnel Management and Human Resources	P. Subba Rao	Himalaya Publishing House



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• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	MIT OpenCourseWare – Human Resource Management & Organizational Behavior (lecture notes, cases, and HR practices from MIT Sloan)	https://ocw.mit.edu
2	OpenStax – Organizational Behavior (open textbook covering motivation, leadership, performance, and HR-related concepts)	https://openstax.org/details/books/organizational-behavior
3	Harvard Business Review – HRM articles on recruitment, performance management, leadership, and employee engagement (selected open-access content)	https://hbr.org
4	NPTEL (SWAYAM) – Human Resource Management Courses (IIT lectures covering HR functions in Indian context)	https://nptel.ac.in
5	Ministry of Labour and Employment, Government of India – Labour laws, HR compliance, and policy framework	https://labour.gov.in



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Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
SKILL	P2M02NSMBA01	Career Readiness & Professional Communication	0-2-1	60	02

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Create professional resumes, cover letters, and digital profiles.

CLO2: Demonstrate effective participation in group discussions and interviews.

CLO3: Design and deliver professional presentations with clarity, confidence, and ethical communication.

CLO4: Exhibit teamwork, interpersonal, and workplace communication skills.

CLO5: Apply professional etiquette and networking skills.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Resume Writing; Cover Letters; SOPs; Professional Emails; LinkedIn Profile	Interactive lectures; Micro-projects; ICT-based learning	CLO1
II	Group Discussions; Interview Skills; STAR Method; Emotional Intelligence in Interviews	Role plays; Simulation exercises; Experiential learning	CLO2
III	Presentation Skills; Storytelling; Persuasion; Team Communication	Simulation; Collaborative learning; Practice sessions	CLO3, CLO4
IV	Business Etiquette; Networking; Workplace Communication; Conflict Handling	Reflective practice; Inquiry-based learning; Experiential learning	CLO4, CLO5

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Methodologies/Tools



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• Professional Writing Assignments

Preparation of resumes, cover letters, SOPs, professional emails, and LinkedIn profiles evaluated on clarity, relevance, and professional standards.

• Group Discussions & Interview Performance

Assessment through GD participation, mock interviews, and application of STAR method, focusing on communication, emotional intelligence, and critical thinking.

• Role Plays & Simulation Exercises

Evaluation of students' performance in simulated interview scenarios, workplace communication, and conflict handling situations.

• Presentation & Storytelling Exercises

Individual and group presentations assessed on content structuring, persuasion skills, storytelling ability, and delivery effectiveness.

• Reflective Assignments

Reflection on learning experiences related to interviews, teamwork, emotional intelligence, and professional behavior.

(b) Summative Assessment (Assessment of Learning)

External Assessment - NIL

(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	CLO1	12	1	1	3	5
II	CLO2, CLO3	13	1	1	4	6
III	CLO3, CLO4	12	1	1	4	6
IV	CLO4, CLO5	13	1	1	6	8
Total		50	4	4	17	25

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations	100
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	Not applicable



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(D) CLOs – PLOs Matrix

CL O	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	–	3	–	–	–	–	–	–	3	–	–	2	2
CL O2	–	3	–	–	–	2	–	–	3	3	–	–	–
CL O3	–	3	–	2	–	2	–	–	3	2	–	2	2
CL O4	–	2	–	2	–	2	2	–	3	3	–	–	–
CL O5	–	2	–	–	2	2	2	–	3	2	–	–	–

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	–

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Publisher
1	Business Communication Today	Bovee & Thill	Pearson
2	Effective Business Communication	Murphy & Hildebrandt	McGraw Hill
3	Business Communication	Meenakshi Raman & Prakash Singh	Oxford University Press

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	NPTEL – Career Management & Communication Skills	https://nptel.ac.in
2	NPTEL Career Course	https://elearn.nptel.ac.in
3	Harvard Business Review – Communication & Career Skills	https://hbr.org
4	British Council – Professional Communication	https://learnenglish.britishcouncil.org



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Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA06	Global Business Environment	2-0-1	60	02

- Course Learning Outcomes (CLOs)**

On completion of this course, students will be able to:

CLO1: Analyze global business environment and key economic forces influencing international business.

CLO2: Evaluate the role of international economic institutions in shaping business and policy decisions.

CLO3: Assess global risks, regulatory frameworks, and cross-cultural dynamics in international business.

CLO4: Develop strategic perspectives for global business operations and decision-making with ethical awareness and social responsibility.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Global Business Environment and Institutional Framework: Globalization drivers, international trade theories, forex environment, economic integration, global economic events, and role of international institutions (IMF, World Bank, WTO, ILO, UN bodies) in business and policy.	CL, CBL, ICT-based learning, Inquiry-based learning	CLO1 CLO2
II	Global Strategy, Risk Management and Applied Business Practices: Country risk, political and regulatory environment, ethics, cross-cultural management, global strategies, MNC decision-making, case studies on global crises, emerging markets, digital globalization and sustainability.	Case Study, PBL, Simulation, Collaborative Learning	CLO3 CLO4

- Weightage of Learning Efforts for Assessment**

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	I	24	2	3	8	10
II	II	24	2	3	8	10
III	III	28	1	2	8	12
IV	IV,V	44	1	2	10	18
		120	6	10	34	50



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(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	CLO1 CLO2	30	04	04	07	15
II	CLO3 CLO4	30	03	03	09	15
		60	07	07	16	30

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50

(E) CLOs – PLOs Matrix

CLO	PLO												
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO1 0	PLO1 1	PLO1 2	PLO1 3
CLO 1	3	2	2	2	3	--	-	-	-	-	-	-	-
CLO 2	2	3	2	2	3	2	-	-	-	-	-	-	-
CLO 3	2	2	2	3	3	2	3	-	2	2	-	-	-
CLO 4	2	3	2	3	3	3	2	3	2	2	2	2	-

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-



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• **Suggested Learning Materials Books:**

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	The International Business Environment	Sundaram K. Anant and Black Stewart	Latest Edition	Pearson
2	Global Business Management	Adhikari, Manab	Latest Edition	Macmillan Business Book Publication
3	Global Marketing	Keegan and Green	9 th Edition	Pearson



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Master of Business Administration (MBA) Semester- II

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M02NCMBA07	Summer Internship Project	0-4-2	240	04

- Course Learning Outcomes (CLOs)**

On completion of this course, students will be able to:

CLO1: Explain Functional Interdependencies

CLO2: Analyse Market and Organizational Data

CLO3: Evaluate good business management practices and strategies

CLO4: Apply Theoretical Frameworks in Practice

CLO5: Formulate practical managerial recommendations

CLO6: Create formal reports and deliver professional presentations with clarity, integrity, and ethical communication.

At the end of Second Semester, all MBA students are required to undertake a Summer Internship Project (SIP) for 8 weeks (May-June)

Structure	Course Content	Learning Pedagogies*	CLO(s)
I	Preparation: Selection of topic, industry research, and finalization of mentors.	Problem-Based Learning (PBL)	CLO1
II	Joining: 1-2 weeks learning organizational structure and values	Industrial Visit/Field Visit/Institutional Visit	CLO1,2
III	Execution: 4 weeks for data collection, analysis, and working on the assigned project.	Research-Oriented Learning (Literature Review, Tool Construction, Data Analysis Exercises)	CLO3,4
IV	Reporting: 1-2 weeks for report drafting and review	ICT-Enabled Learning, Reflective Practices	CLO5,6

- Weightage of Learning Efforts for Assessment**

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	CLO1	30	0	0	10	10
II	CLO1,2	60	0	0	10	10
III	CLO3,4	90	0	0	15	15
IV	CLO5,6	60	0	0	15	15
		240	00	00	50	50



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(A) Assessment Methodologies/Tools

Summative Assessment (Assessment of Learning)

(a) End of Term Examination – Report writing and Viva Voce

- CLOs – PLOs Matrix**

CLO	PLO												
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13
CLO1	2	2	1	1	1	1	1	1	1	--	--	--	--
CLO2		2	3	3	1	2	--	--	--	--	2	--	--
CLO3	1	1	1	3	2	2	--	2	--	1	2	2	--
CLO4	1	3	--	2	2	2	--	--	--	1	2	2	2
CLO5	--	--	--	--	--	2	--	3	--	--	--	3	--
CLO6	1	1	1	1	1	1	1	1	3	--	2	3	1

- Assessment and Evaluation**

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Preparation and submission of hard copy report with similarity Check report	Evaluation of report	50
2	Presentation	Viva Voce	50

- Suggested Learning Materials Books:**

Sr. No.	Title	Author(s)	Publisher
1	Summer Internship Reports	Previous Batch MBA students	From Department Library

- Online Resources (Open Source)**

Sr. No	Description of Resource(s)	Weblink
1	Digital Library resources	http://www.spuvvn.edu/administration/service_centres/library/digitallibrary.php
2	Harvard Business School (HBS) Online	https://www.hbs.edu/
3	Linkedin Sources	https://www.linkedin.com/learning