



CIRCULAR

The Academic Council & Executive Council of the University has approved Ordinance OA-35A relating to PG Programmes offered at the University campus and its affiliated Colleges based on UGC 'Curriculum and Credit Framework for Postgraduate Programmes'. Accordingly, the University has proposed introduction of Ordinance OA-35A from the Academic year 2025-2026 onwards.

The syllabus for Semester I & II of the **Master's in Business Administration (Executive)** Programme, as approved by the Academic Council in its meeting held on 24th April, 12th & 13th May 2026, is attached. The same shall be implemented with effect from the Academic Year 2026-27 onwards.

The Dean & Vice-Dean (Academic) of the Goa Business School are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.

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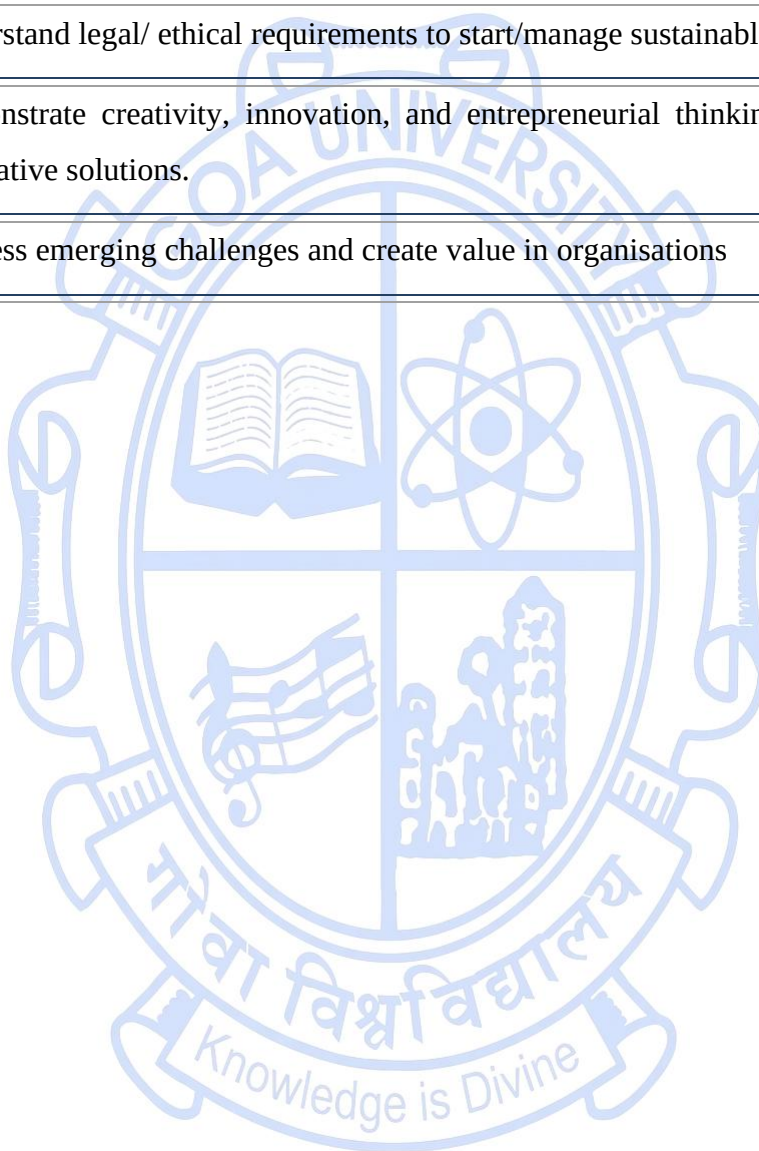
1. Chairperson, BoS in Management Studies, Goa University.
2. Programme Director, M.B.A.(Executive), Goa University.
3. Controller of Examinations, Goa University.
4. Assistant Registrar Examinations (PG), Goa University.
5. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

GOA UNIVERSITY

MBA EXECUTIVE

(Effective from the Academic Year 2026-2027)

PROGRAMME SPECIFIC OUTCOMES (PSOs)	
PSO 1.	Take managerial decisions in different functional areas of business.
PSO 2.	Understand legal/ ethical requirements to start/manage sustainable organisations.
PSO 3.	Demonstrate creativity, innovation, and entrepreneurial thinking and implement innovative solutions.
PSO 4.	Address emerging challenges and create value in organisations



PROGRAMME STRUCTURE
MBA Executive
Effective from Academic Year 2026-2027

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MEX-5000</u>	Management Process and Organisational Behaviour	4	400
2	<u>MEX-5001</u>	Human Resource Management	4	400
3	<u>MEX-5002</u>	Managerial Economics	4	400
4	<u>MEX-5003</u>	Financial Management	4	400
Total Credits for DSC Courses in Semester I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MEX-5201</u>	Business Communication	4	400
2	<u>MEX-5202</u>	Supply Chain Management	4	400
Total Credits for DSE Courses in Semester I			4	
Total Credits in Semester I			20	

SEMESTER II				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MEX-5004	Production and Operations Management	4	500
2	MEX-5005	Strategic Management	4	500
3	MEX-5006	Marketing Management	4	500
4	MEX-5007	Legal and Ethical Aspects of Business	4	500
Total Credits for DSC Courses in Semester II			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MEX-5203	Entrepreneurship	4	400
2	MEX-5204	Business Analytics	4	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

Blooms Taxonomy Cognitive Levels	
Cognitive Level	Notations
K1	Remembering
K2	Understanding
K3	Applying
K4	Analyzing
K5	Evaluating
K6	Create

SEMESTER I

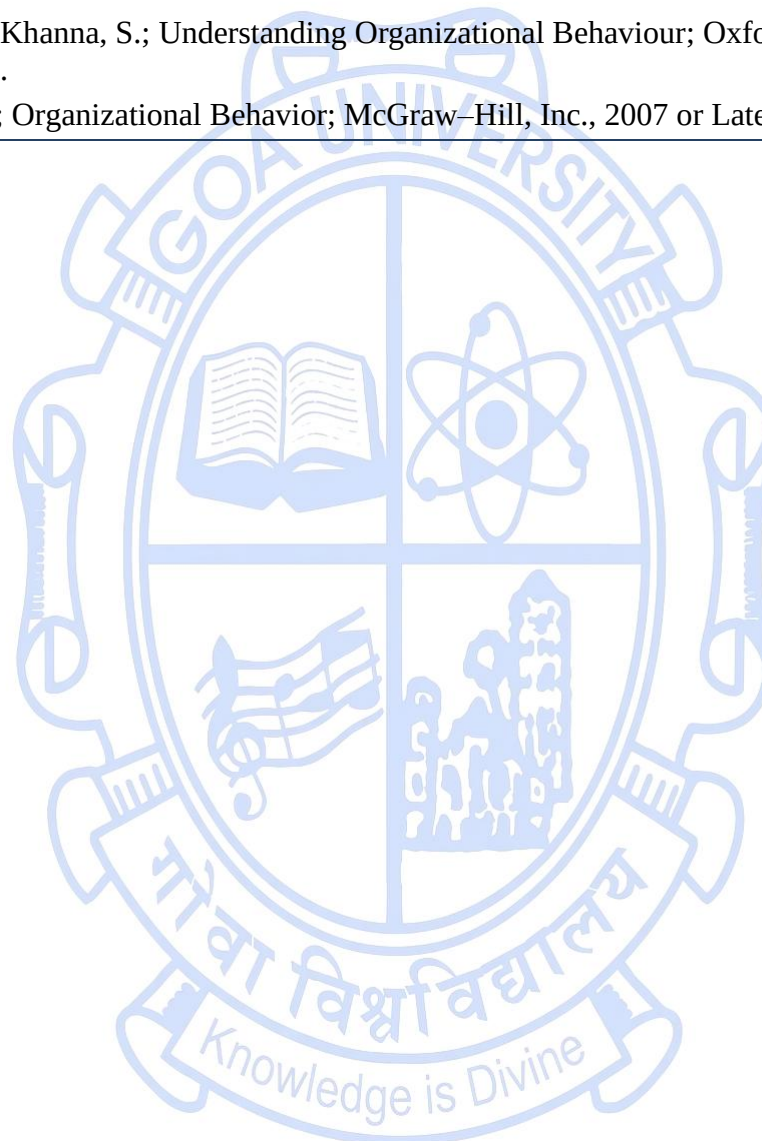
Discipline Specific Core (DSC) Courses

Title of the Course	Management Process and Organisational Behaviour	
Course Code	MEX-5000	
Number of Credits	4	
Theory/ Practical	Theory	
Level	400	
Effective from AY	2026-27	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce the fundamentals of management processes and understanding people's behaviour in organisations	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Understand the dimensions of managerial decisions	PSO 1
	CO 2. Apply managerial skills in decision-making	PSO 1
	CO 3. Analyse the underlying causes of individual behaviour with an understanding of interpersonal, group dynamics.	PSO 1, PSO 3

	CO 4. Analyse and evaluate organisational determinants of people's behaviour at the workplace	PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Understanding an Organisation: Introduction to Managerial Processes of Planning and Decision Making, Basic Tools in Decision Making, Importance of Organising and Staffing, Importance of Controlling	15	CO1, CO2	K1, K2, K3
Module 2:	Determinants of People's Behaviour at the Workplace: Individual Determinants of Behaviour - The Concepts of Self, Perception, Personality, Emotions, Attitudes and Learning, Interpersonal Relationship, Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis, Johari Window.	15	CO3	K4
Module 3:	Group Dynamics: Interpersonal Analysis, Group Dynamics, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift, Theories of Motivation, Content Models of Motivation, Process Models of Motivation, Use of Motivation.	15	CO3, CO4	K4
Module 4:	Organisational Structure and Culture: Organisation Structure, Climate and Culture, Role of Conflict, Change and Development, Power, Politics and Negotiation in Organisation. Leadership: Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.	15	CO4	K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Robbins Stephen P; Essentials of Organizational Behavior; Pearson Education India, 2019 or Latest edition.			
References/ Readings:	1. Weihrich Heinz and Harold Koontz; Essentials of Management: An International Perspective; McGraw-Hill, Inc.;2004 or Latest edition. 2. Robbins Stephen and Mary Coulter; Fundamentals of Management; Prentice Hall of India Pvt. Ltd.; New Delhi;			

	2016 or Latest edition.
	3. Pareek, U. & Khanna, S.; Understanding Organizational Behaviour; Oxford University Press; New Delhi; 2016 or Latest edition.
	4. Luthans Fred; Organizational Behavior; McGraw–Hill, Inc., 2007 or Latest edition.

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Title of the Course	Human Resource Management
Course Code	MEX-5001
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip learners with an understanding of Human Resource Management and effectively plan, acquire, develop, manage, and retain human capital while addressing contemporary organisational, ethical, and global HR challenges.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Identify contemporary challenges in managing Human Resources.	PSO 4
	CO 2. Apply key HR functions in real-world HR situations.	PSO 1
	CO 3. Evaluate the strategic importance of HR functions.	PSO 3
	CO 4. Analyse the role and impact of employee relations, trade unions, and industrial relations in organisational settings.	PSO 2
	CO 5. Evaluate the impact of technological change in HR on organisational performance.	PSO 4

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of HR Management: Concepts and Perspectives, Corporate objectives of HR, Job Analysis: Job description, Job Specifications, Job Evaluation, Job Design, Job Analysis, Human Resource Planning, Green HRM, Contemporary issues and challenges in managing human resources, International Dimensions of HRM.	15	CO1, CO3	K2, K5
Module 2:	Human Resource Functions: Talent Acquisition: Recruitment, Selection and Induction, Compensation and Reward Management, Performance Management: Systems and Strategies, Learning, Training and Development: Process and methods, Employee Empowerment, Employee Health Orientation, Employee Engagement.	15	CO2, CO3	K3, K5
Module 3:	Employee Relations and Trade Unions: Employer- Employee Dynamics, Trade Unions, Negotiations, Collective Bargaining, Grievance Redressal, Dispute Resolution and Conflict Management.	15	CO4	K4
Module 4:	Emerging Trends and Challenges in HRM: Economic & Technological Change, Workforce Availability and Quality, Enhancing Organisational Performance, Expanding Human Capital, Ethics and HRM, Competency Mapping, Specific HR Knowledge and Expertise.	15	CO 5	K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. Dessler, Gary; A Framework for Human Resource Management; Pearson Education 2. India; 2012 or Latest Edition.			
References/ Readings:	1. Noe R A, Hollenbeck JR, Gerhart B and Wright P M; Human Resource Management: Gaining a competitive advantage; McGraw Hill;2022 or Latest Edition. 2. Armstrong M, Taylor S; Armstrong's Handbook of Human Resource Management Practice; Kogan Page, 2020 or Latest Edition. 3. P. Jyothi, D.N. Venkatesh; Human Resource Management; Oxford 18 University Press; 2012 or Latest edition. 4. John Ivancevich; Human Resource Management; Tata McGraw Hill; 2016 or Latest edition.			

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Title of the Course	Managerial Economics
Course Code	MEX-5002
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026- 27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learner	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To enable the participant of the course to appreciate Economic Policies and Activities and analyse their impact on Firms and Industries for decision making.			
Course Outcomes:	At the end of the course, the participant will be able to:			Mapped to PSO
	CO1. Apply economic concepts of demand, supply, and elasticity in managerial decision-making.			PSO1
	CO2. Analyse consumer behaviour and market conditions to support business strategies.			PSO1, PSO 2
	CO3. Evaluate pricing, output, and competitive strategies under different market structures.			PSO3
	CO4. Assess production, cost structures, and macroeconomic factors to make effective business decisions.			PSO3, PSO4
Content:		No. of	Mapped	Cognitive

		hours	to CO	Level
Module 1:	Basics of Economics & Market Mechanism: Fundamental economic concepts and PPF, Demand and supply analysis, Elasticity of demand and supply, Market equilibrium and pricing, Demand estimation and forecasting, Digital markets and data-driven demand	15	CO1	K2
Module 2:	Consumer Behaviour & Decision-Making: Utility theory and indifference curves, Consumer choice and budget constraints, Income and substitution effects, Decision-making under risk and uncertainty, Behavioural economics, Digital consumer behaviour.	15	CO2	K4
Module 3:	Market Structures & Pricing Strategies: Perfect competition, monopoly, monopolistic competition, oligopoly, Pricing strategies and output decisions, Game theory and strategic behaviour, Information asymmetry and regulation, Platform economy and algorithmic pricing.	15	CO3, CO4	K5
Module 4:	Production, Costs & Economic Environment: Production and cost analysis, Economies of scale and scope, Market and firm-level decision-making, Macroeconomic environment and policies, Open economy and reforms, Sustainability, digital economy, innovation	15	CO4	K4
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. Dwivedi, D. N., Managerial economics (10th ed.), Vikas Publishing House, 2024 or Latest Edition.			
References/ Readings:	2. Dominic Salvatore; Principles of Microeconomics; Oxford; 2009 or Latest edition. 3. Robert Pindyck and Daniel Rubinfeld; Microeconomics; Pearson; 2017 or Latest edition. 4. Gregory Mankiw; Principles of Microeconomics; Cengage; 2017 or Latest edition. 5. A. Koutsoyannis; Modern Microeconomics; Bloomsbury Academic India; 2023 or Latest edition. 6. Paul Samuelson and William Nordhaus; Economics; McGraw-Hill India, 2019 or Latest edition.			

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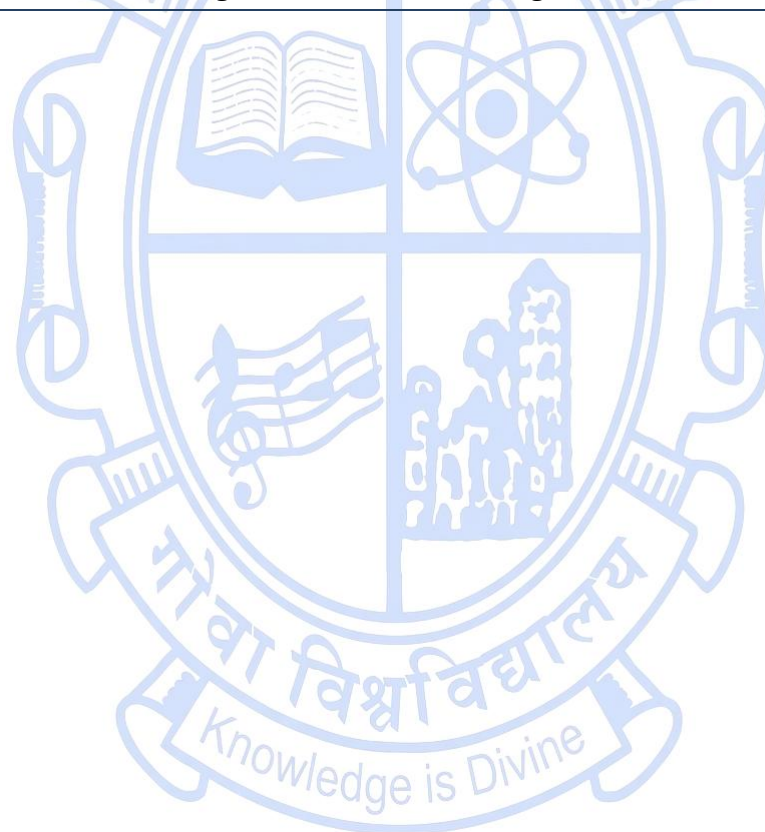
Title of the Course	Financial Management
Course Code	MEX-5003
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To enable participants to analyse, evaluate and apply integrated management accounting and financial management tools in businesses to make suitable decisions and control performance.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO1: Analyse financial data and cost structures to evaluate organisational performance and guide managerial decisions.	PSO 1, PSO 2
	CO2: Evaluate organisational performance using budgeting approaches and variance analysis for effective planning and control.	PSO 3
	CO3: Apply capital budgeting and cost-of-capital approaches to make investment and financing decisions.	PSO 1
	CO4: Design integrated financial strategies that use working capital management.	PSO 4

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Financial Foundation and Cost Analytics Financial statement overview (Profit & Loss, Balance sheet and Cash flow), Financial statement analysis: Ratio analysis, Trend and Comparative analysis, Cost concept and classification: Fixed, Variables, Semi-variable, Direct vs Indirect cost, Costing techniques: Job costing, Process costing, Cost-Volume- Profit analysis, Break-even, Activity-based costing.	15	CO1	K4, K5
Module 2:	Budgeting, Planning and Control Budgeting concept, Types: Sales, Production, Cash, Flexible budget, Zero-based budgeting and Activity-based budgeting, Standard Costing, Variance Analysis: Materials, Labour and Overheads, Responsibility Accounting and Performance measurement, Transfer pricing.	15	CO2	K5
Module 3:	Investment and Financing Decisions: Scope of Financial Management, Creating Shareholder Value, Agency Issues, Time Value of Money, forecasting cash flows, Estimation of Project Cost, Techniques of Capital Budgeting: Net Present Value, Internal Rate of Return, Discounted Payback, Profitability Index, Cost of Capital: Meaning and Concept, Calculation of Weighted Average Cost of Capital, Capital Structure and Leverage, Dividend Policy Decisions.	15	CO3	K3
Module 4:	Working Capital and Strategic Finance Working Capital: Basics of Working Capital, Operating cycle, Life cycle costing, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long-term and Short-term finance.	15	CO4	K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. <u>Stanley Block</u> , <u>Geoffrey Hirt</u> & <u>Bartley Danielsen</u> ; Foundation of Financial Management; McGraw Hill; 2016 or latest edition.			

	2. <u>Khan M., Jain P., Management Accounting, McGraw-Hill Education; 2017 or latest edition.</u>
References/ Readings:	1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar; Management Accounting; Pearson Education Publication; 2011 or latest edition. 2. N. Ramchandran, Ram Kumar Kakani; Financial Accounting for Management; Tata McGraw-Hill Pvt Ltd: 2017 or latest edition. 3. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2022 or latest edition. 4. <u>Higgins</u>; Analysis for Financial Management; McGraw-Hill Higher Education; 2017 or latest edition. 5. Pandey, I.M.; Financial Management; Vikas Publishing House Pvt. Ltd.; 2015 or latest edition.

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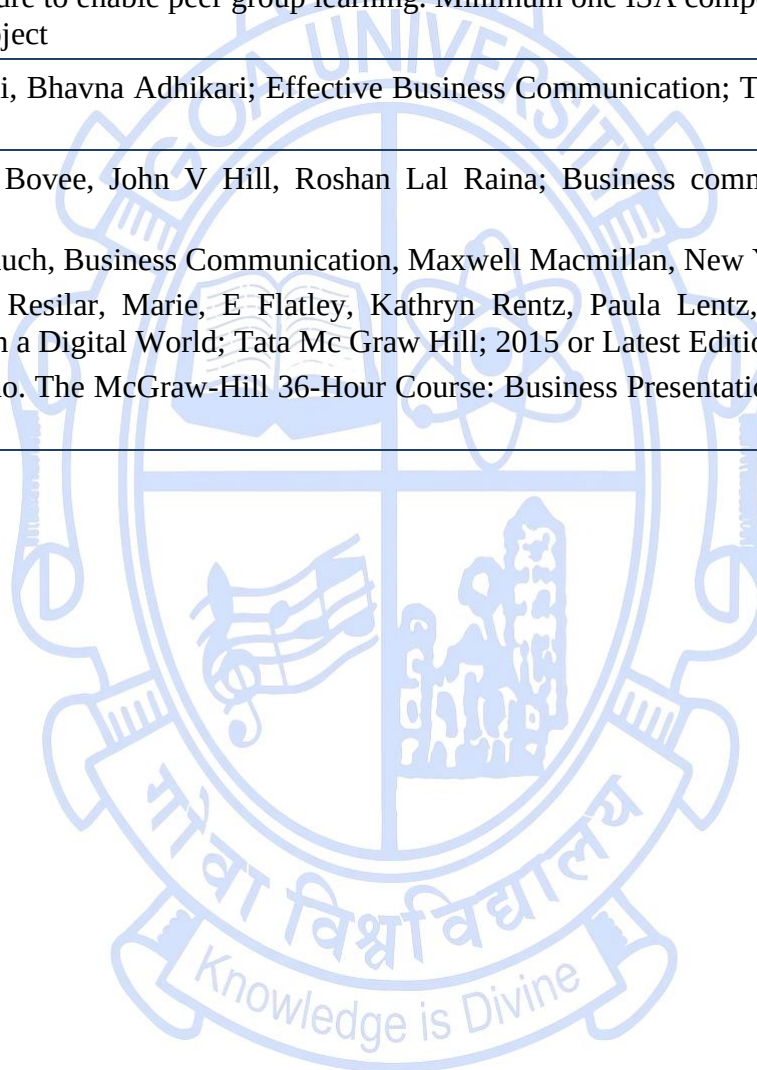
Discipline Specific Elective (DSE) Course

Title of the Course	Business Communication	
Course Code	MEX-5201	
Number of Credits	4	
Theory/ Practical	Theory	
Level	400	
Effective from AY	2026-27	
New Course	Yes	
Bridge Course/Value added Course	No	
Course for advanced learners	Yes	
Pre-requisites for the Course:	Nil	
Course Objectives:	To enable students to acquire the basics of interpersonal communication and public speaking, thereby improving their communication skills and their ability to understand others.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Apply key business communication concepts in oral and written communication effectively.	PSO 1
	CO 2. Analyse and overcome barriers and gateways in communication for effective interpersonal communication and public speaking.	PSO 1
	CO 3. Understand the fundamental principles, structure and content of various types of Business	PSO 1

	communications.			
	CO 4. Evaluate communication styles and apply creativity in negotiation skills using key communication strategies.		PSO 4	
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Communication: Meaning, purpose and process of communication, key elements of communication, characteristics of communication, tools of communication, verbal communication: listening and speaking skills, Importance of Business Communication and Feedback. Nonverbal communication: Understanding nonverbal communication, its functions, and types (kinesics, haptics, paralanguage, proxemics, chronemics, sign language, silence). Body Language: Postures and gestures, Barriers to communication, overcoming barriers.	15	CO1	K2
Module 2:	Designing for Effective Communication: Principles of effective communication (clarity, conciseness, coherence), Audience analysis, Structuring messages for impact (Pyramid Principle, storytelling techniques), Tone, style, and language for executive communication, Digital communication formats (emails, presentations, dashboards), Emotional intelligence in communication, Visual communication (charts, infographics, slides).	15	CO1, CO2	K4
Module 3:	Writing Reports and Proposals: Professional Writing Styles for Managerial Audiences (Grammar, tone, and clarity), Writing executive summaries, Types of reports (analytical, informational, feasibility, research), Report and Proposal structures. Components of a proposal, Persuasive writing techniques in proposals, Use of AI tools and digital platforms in writing.	15	CO3	K2
Module 4:	Creativity in communication: Importance of creativity in business communication, Barriers to creative thinking, Divergent vs. convergent thinking, Competitive/collaborative communication, Brainstorming, mind mapping, Creative communication in leadership, Ethical considerations in creative messaging,	15	CO4	K5

Pedagogy:	Laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course based project
Texts:	1. Anjanee Sethi, Bhavna Adhikari; Effective Business Communication; Tata McGraw-Hill Education; 2009 or Latest Edition.
References/ Readings:	1. Courtland L Bovee, John V Hill, Roshan Lal Raina; Business communication Today; Pearson 2021 or Latest Edition. 2. William V. Ruch, Business Communication, Maxwell Macmillan, New York 1991 or Latest Edition. 3. Raymond V Resilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande; Business Communication-Connecting in a Digital World; Tata Mc Graw Hill; 2015 or Latest Edition. 4. Lani Arredono. The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York 1994 or Latest Edition.

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Title of the Course	Supply Chain Management
Course Code	MEX-5202
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	NIL		
Course Objectives:	To explain basic theory and techniques of logistics, to examine the issues and problems associated with logistics in a changing business environment, and to show how supply chain management can improve an enterprise's effectiveness and competitiveness.		
Course Outcomes:	At the end of the course, the participant will be able to:		Mapped to PSO
	CO1. Understand the strategic role of supply chain management in enhancing organisational competitiveness.		PSO1
	CO2. Analyse the impact of digital transformation, internet technologies and electronic commerce on supply chain strategies and operations.		PSO 4
	CO3. Examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.		PSO 3

	CO4. Design effective supply chains that enhance organisational competitiveness.		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Supply Chain: Building Blocks of a Supply Chain Network, Supply chain stages and flows (product, information, financial), Drivers of supply chain performance, Key supply chain performance metrics, Models for Supply chain decision making.	15	CO1	K2
Module 2:	Digital Transformation and E-Commerce: Evolution of supply chains, information systems, Enterprise Resource Planning (ERP), Internet of Things (IoT) applications in SCM, B2B and B2C and Omnichannel supply chains.	15	CO2	K3, K4
Module 3:	Sourcing and Pricing Strategies: Sourcing decisions: Supplier selection, Supplier relationship management (SRM) within supply chains, various sourcing strategies and pricing models to optimise revenue management and cost-efficiency, and dynamic pricing with a particular focus on e-commerce dynamics.	15	CO3	K4, K5
Module 4:	Supply Chain Design and Network Optimisation: Role of network design, network design decisions, Transportation modes and selection, 3PL, 4PL, 5PL and 6PL, Sustainable supply chain practices, Future trends in supply chain design.	15	CO4	K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Chopra, S., <i>Supply chain management: Strategy, planning, and operation</i> (7th ed.). Pearson 2024 or Latest Edition			
References/ Readings:	1. Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, Pearson. 2. David Simchi-Levi, Edith Simchi-Levi, Ravi Shankar, Philip Kaminsky, Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi, 2019 or Latest Edition 3. Shah, J., Supply Chain Management: Text and Cases (2nd ed.). Pearson Education India 2016 or Latest Edition 4. Chandrasekaran, N., Supply Chain Management. Taxmann. 2025 or Latest Edition.			

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SEMESTER II

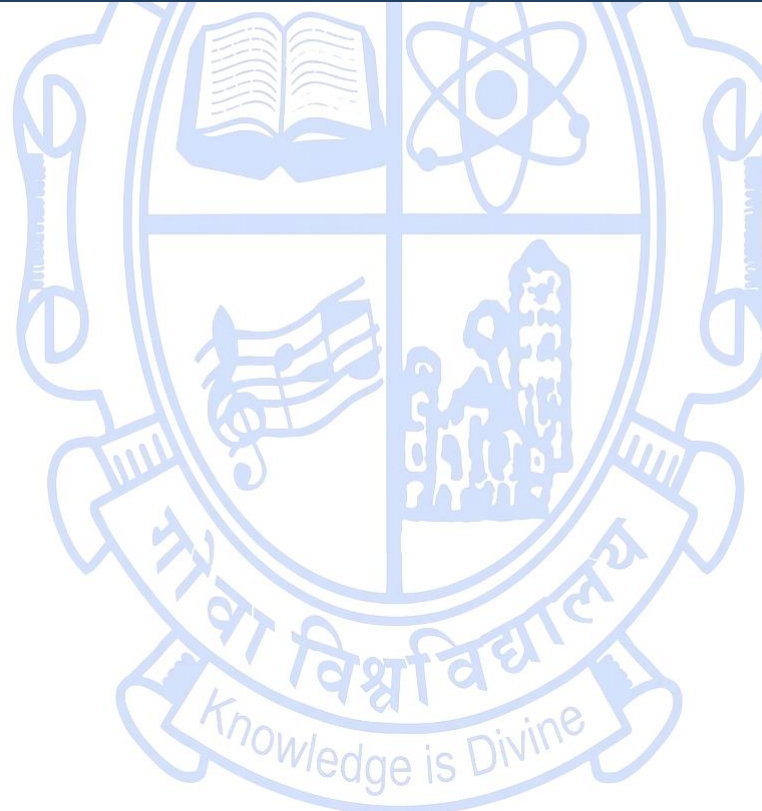
Discipline Specific Core (DSC) Courses

Title of the Course	Production and Operations Management	
Course Code	MEX-5004	
Number of Credits	4	
Theory/ Practical	Theory	
Level	500	
Effective from AY	2026-27	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To equip students with the application of technical models and techniques for solving production and operations problems in the manufacturing and services industry.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Understand the plant layout and location concepts for productivity.	PSO 1
	CO 2. Apply the concepts of materials and total quality management to effectively manage operations.	PSO 1, PSO 2

	CO 3. Analyse the productivity of the operations using productivity improvement and project networking concepts.	PSO 3		
	CO 4. Analyse the effectiveness of the operations using demand forecasting, job scheduling and inventory planning techniques.	PSO 3, PSO 4		
Content:	At the end of the course, the participant will be able to:	No. of hours	Mapped to CO	Cognitive Level
Module 1:	Location and Layouts: Classification of operations, Operations as a competitive strategy, Plant layout – Product layout, Process layout, Fixed Position Layout, Cellular Manufacturing layout and factors affecting the layout of Manufacturing/Service Facility, Plant Location – Factors affecting plant location, location as a strategy, selection of location using Factor Rating, Centre of Gravity and Break Even Analysis methods.	15	CO1	K2
Module 2:	Materials Management: material planning and budgeting – Value Analysis - purchase functions and procedure - safety stock, order point, service level, inventory control systems, JIT and KANBAN, Tools for improving quality: Total Quality Management (TQM), Quality Assurance, Six Sigma, 5S concept, Lean Manufacturing, and Total Productive Maintenance (TPM).	15	CO2	K3
Module 3:	Productivity Improvement Techniques: Work study and Time Study, Assembly Line Balancing - concept of work stations, cycle time, idle time, assigning tasks to work stations using a single rule or a combination of rules - task times, following tasks, positional weight. Transportation and Assignment Models, Network Analysis, including PERT and CPM. Decision Theory and Decision Tree Model.	15	CO3, CO4	K3
Module 4:	Planning of Operations: Demand forecasting – Simple moving average, weighted moving average, exponential smoothing method, Scheduling of jobs – ‘n’ jobs 2 machines, ‘n’ jobs 3 machines, Inventory planning – Inventory costs, Costs trade off, Economic order quantity (EOQ), Inventory models – Purchase model without shortages, manufacturing models without shortages.	15	CO5	K4
Pedagogy:	Lectures, case discussions, videos and group work to analyse the legal dimensions of business scenarios. Use of real			

	case laws and judgments to understand the rationale and implications.
Texts:	1. W. J. Stevenson; Operation Management; McGraw Hill, New York; 2024 or Latest Edition.
References/ Readings:	1. R. Panneerselvam, Production and Operations Management, New Delhi, Prentice Hall of India Publications, 2013 or Latest edition. 2. P. Verma; Industrial Engineering & Management; S. K. Kataria & Sons; 2026 or Latest Edition. 3. S. N. Chary, Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw-Hill Publications, 2000 or Latest Edition 4. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2024 or Latest Edition.

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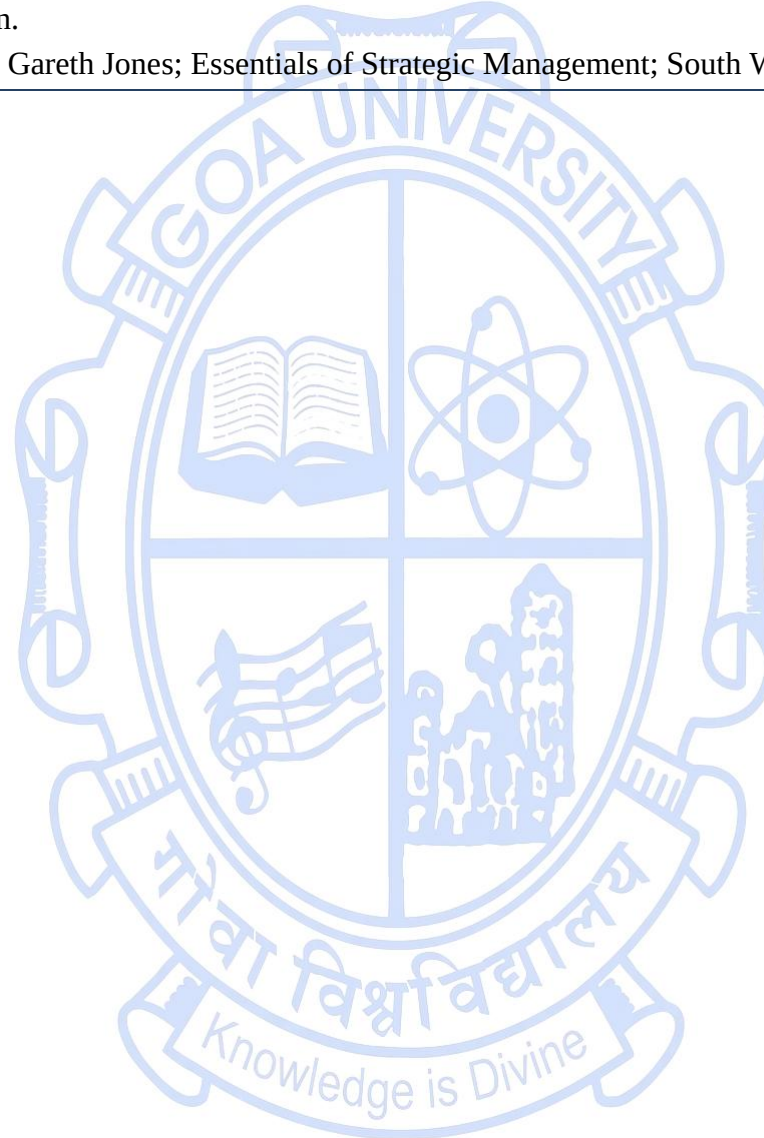
Title of the Course	Strategic Management
Course Code	MEX-5005
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To create an awareness of strategic tools used for industry and firm-level analyses.			
Course Outcomes:	At the end of the course, the participant will be able to:			Mapped to PSO
	CO 1. Understand core strategy concepts.			PSO 1
	CO 2. Analyse the firm's internal capabilities and external influences.			PSO 1. PSO 2
	CO 3. Analyse how organisations achieve and sustain competitive advantage in dynamic market environments.			PSO 3, PSO 4
	CO 4. Evaluate how organisations implement strategic control.			PSO 3
Content:		No. of	Mapped	Cognitive

		hours	to CO	Level
Module 1:	Introduction to Strategy: Strategy meaning & importance, Levels of strategy, Strategic Intent- Vision and mission, Defining strategic business unit, business unit objectives, allocating resources within the business unit, the business unit's competitive strategy, Levels of Strategy, Relation between strategy and structure, Organisational values and their impact on strategy.	15	CO1	K2
Module 2:	Scanning the Environment: Internal and External analysis: Tools and techniques for strategic analysis: SWOT analysis, the TOWS Matrix, VRIN, Strategic fit, Porter's 5 Forces, PESTEL, Value Chain Analysis, Impact matrix, The experience curve.	15	CO2	K4
Module 3:	Strategy Formulation: Three Generic Competitive Strategies by Porter: Cost-based, differentiation-based, and focus- based, broad differentiation versus focus, sources of cost advantage, types of differentiation, blue ocean strategies, portfolio models, BCG Growth Share Matrix, GE Matrix, Shell's Matrix, Industry versus product life cycle, Static versus Dynamic Competitive Advantage.	15	CO3	K3
Module 4:	Strategy Implementation and Control: Various approaches to implementation of strategy, Matching organisation structure with strategy, 7S model, Strategic control process, Du Pont's control model, Quantitative and Qualitative tools, Balanced scorecard, Michel Porter's approach for Globalisation, Future of Strategic Management.	15	CO4	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III, Arun K. Jain; Crafting and Executing Strategy; McGraw-Hill Education; 2022 or Latest edition.			
References/ Readings:	1. Bowman, Cliff; The Essence of Strategic Management; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 2. Faulkner, David and Cliff Bowman; The Essence of Competitive Strategy; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition.			

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| | <ol style="list-style-type: none">3. Thomas Wheelen, David Hunger; Strategic Management and Business Policy; Pearson Education Inc.; 2012 or Latest edition.4. Charles Hill, Gareth Jones; Essentials of Strategic Management; South Western; 2012 or Latest edition. |
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Title of the Course	Marketing Management
Course Code	MEX-5006
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

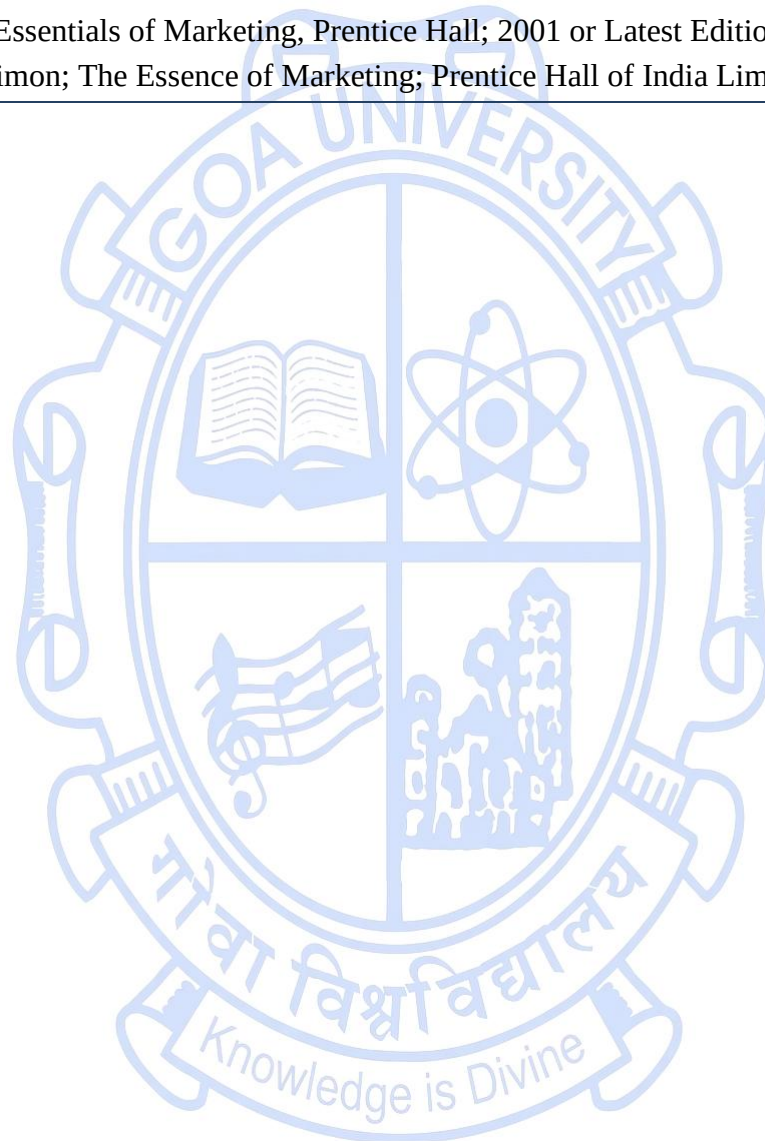
Pre-requisites for the Course:	Nil			
Course Objectives:	To familiarize students with Marketing Frameworks, Theories and Analytical Tools for analyzing and decision making in the area of Marketing. .			
Course Outcomes:	At the end of the course, the participant will be able to:			Mapped to PSO
	CO 1. Identify various marketing mix elements for an organization's effective functioning			PSO 1
	CO 2. Analyse the organizational marketing environment.			PSO 1, PSO 2
	CO 3. Evaluating Market Segments and Target Market Selection			PSO 3
	CO 4. Explain how the consumer buying process affects marketing decisions.			PSO 1, PSO 3
	CO 5. Design a marketing plan.			PSO 3, PSO 4
Content:		No. of	Mapped	Cognitive

		hours	to CO	Level
Module 1:	Introduction to Marketing: Evolution of Marketing, Characteristics of an Effective Marketing Mix, Marketing Environment: Internal and External Environment, The Value Chain Method: Creating and Delivering Customer Value, Profile of Customer-centric Organizations, Competitive Environment, Marketing strategies: For leaders, challengers and followers.	15	CO1, CO2	K2, K4
Module 2:	Consumer Behaviour: Concept of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behaviour Theories, Decision-making Process, Personal Influences and Social Influences, Organisational Buying behaviour, Customer Portfolio Management.	15	CO3, CO4	K5, K3
Module 3:	Marketing Decisions: Product Portfolio Decisions, Product Life Cycle (PLC), Criteria for Successful Positioning, Determinants and Methods of Pricing, Channels of Distribution: Role and Types of Channel, Distribution Channel: design, management and modification, Retailing and Wholesaling Advertising and Integrated Marketing Communication, Advertising decisions, Media decisions, Sales promotion and designing, Sales Management and Personal Selling.	15	CO4	K4, K5
Module 3:	Controlling marketing strategies and programmes: control process, setting performance standards, specifying and obtaining feedback data, corrective action, marketing Plan, Control of Marketing Decisions: product-market entry controls, annual plan control, profitability control and strategic control	15	CO5	K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. Kotler, Philip, Keller Kevin, Koshy Abraham, and Jha Mithileshwar; Marketing Management: A South Asian Perspective; Pearson Education India; 2009 or Latest edition.			
References/ Readings:	1. Ramaswami, Namkumari; Marketing Management Global Perspective, McMillan India Ltd., New Delhi; 2009 or Latest Edition. 2. Baines, Paul, Chris, Fill, Kelly, Page Sinha, Piyush Kumar; Marketing Management; Oxford Press, India; 2013 or			

Latest Edition.

3. Blythe, J., Essentials of Marketing, Prentice Hall; 2001 or Latest Edition.
4. Majarao, Simon; The Essence of Marketing; Prentice Hall of India Limited; New Delhi; 1993 or Latest edition.

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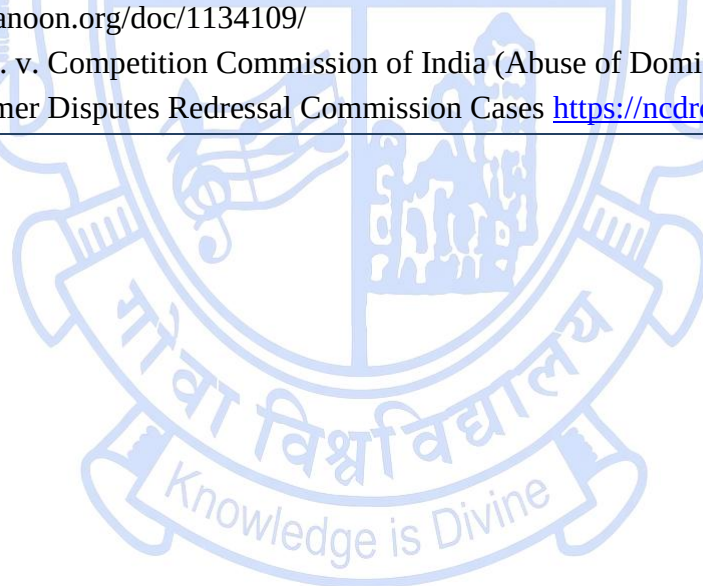
Title of the Course	Legal and Ethical Aspects of Business
Course Code	MEX-5007
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To familiarise with legal aspects for the necessary compliance while taking business decisions, and to familiarise with business ethics in a variety of business contexts.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Understand the structure and functioning of the Indian legal system.	PSO 1, PSO 2
	CO 2. Apply knowledge of company, competition, consumer and property laws in business contexts.	PSO 2
	CO 3. Analyse and interpret legal frameworks and ethical philosophies applicable to businesses in India.	PSO 2, PSO 3
	CO 4. Identify the legal compliance for business scenarios and ethical issues in business decision-making.	PSO 4

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Indian Legal System: Structure and processes, basics of the courtroom, legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents Contract Act: Introduction, essentials of a valid contract, Consideration, free consent and Void agreements Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency, Incorporation of Companies, memorandum and articles of Association of the company including prospectus, Shares and debentures	15	CO1, CO2	K2, K4
Module 2:	Business Law: The Companies Act 2013: Nature and Kinds of Companies, Formation of a Company, Company Management and Company Meetings Competition Act 2002: Anti-Competitive Agreements, Abuse of Dominant Position, Inquiry into certain agreements and dominant position of enterprise Consumer Protection Act 2019: Consumer, Complaint and Complainant, Rights of Consumer, Role and Powers of Consumer Forums, Procedure for Consumer Grievance Redressal Transfer of Property Act 1882: Sale, Rights and Liabilities of Buyer and Seller, Mortgage, Rights of Mortgagor, Lease, Rights and Liabilities of Lessor and Lessee	15	CO2	K3, K4, K5
Module 3:	Individual, Societal and Professional Ethics: Corporate ethics: Nature, Meaning, Importance, and Factors influencing Business Ethics, Developing Business System Ethics, Marketing Ethics, Role of Business Ethics in Developing Civilized Society, Concept of Corporate Social Responsibility, Managerial Values and Business Ethics from various Perspectives: the normative debate about ethical universalism and relativism in the business context	15	CO3, CO4	
Module 4:	Applied Business Ethics: Consumerism and Ethical Responsibility, Environmental Ethics, Role of Various Agencies in Ensuring Ethics in Corporations, Corporate Governance and its Significance, Relationship between Business Ethics & Corporate Social Responsibility (CSR), Critical Assessment of CSR and Environmental Responsibilities, Unethical Business Practices and Causes.	15	CO3, CO4	
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to			

	enable peer group learning.
Texts:	1. Nabhi's Business Law; Jain Book Agency (Latest Edition)
References/ Readings:	1. Singh, Avtar; Company Law; Eastern Book Co. (Latest Edition) 2. Singh, Avtar; Mercantile Law; Eastern Book Co. (Latest Edition) 3. Malik, P.L; Labour and Industrial Law; Eastern Book Co. (Latest Edition) Kapoor, N. D. – Elements of Mercantile Law, Sultan Chand & Sons 4. A foundational text that covers Indian Contract Act, Sale of Goods Act, Partnership Act, and more.
Web Resources:	1. Indian Kanoon – https://indiankanoon.org 2. Searchable database of Indian court judgments and case laws relevant to business law. 3. Case: Balfour vs. Balfour (Contract Law - Intention to create legal relations) https://indiankanoon.org/doc/875837/ 4. Case: Carlill v. Carbolic Smoke Ball Co. (Offer and Acceptance in Contracts) https://indiankanoon.org/doc/1922457/ 5. Case: Tata Consultancy Services vs. State of Andhra Pradesh (Definition of Goods - Sales Tax) https://indiankanoon.org/doc/1134109/ 6. Case: DLF Ltd. v. Competition Commission of India (Abuse of Dominance) https://indiankanoon.org/doc/587032/ 10. National Consumer Disputes Redressal Commission Cases https://ncdrc.nic.in/

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Discipline Specific Elective (DSE) Course

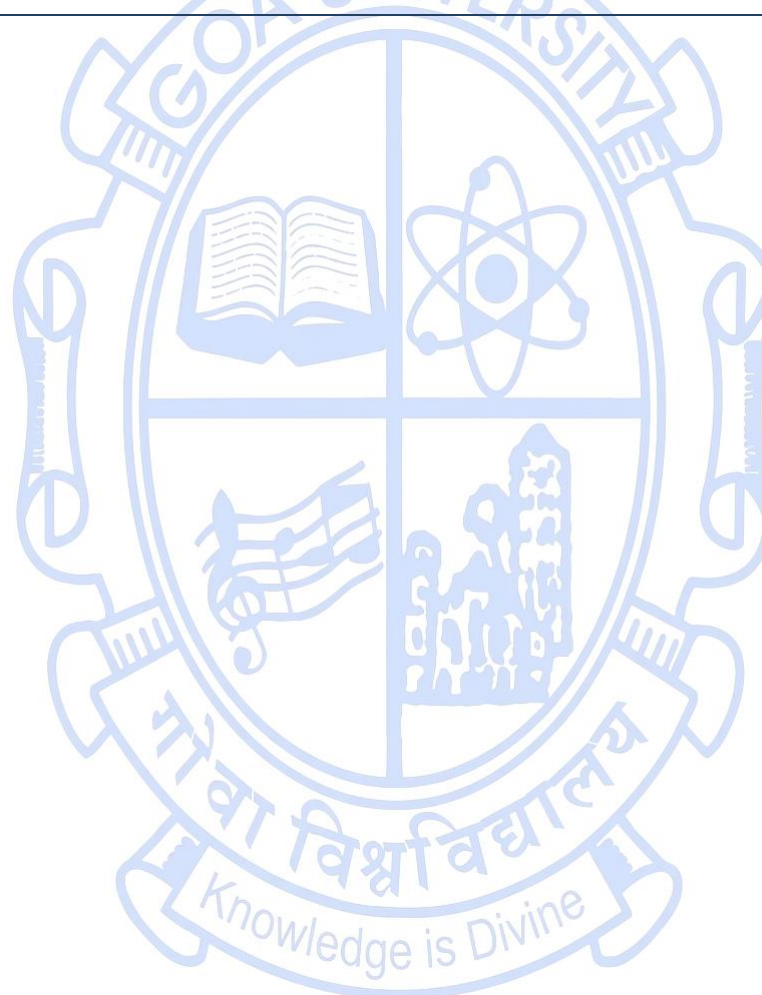
Title of the Course	Entrepreneurship
Course Code	MEX-5203
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants with the skills to ideate a business, evaluate the feasibility, create a holistic business plan and have a roadmap to scale.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Explain the characteristics of entrepreneurs and various forms of business organisations.	PSO 1
	CO 2. Create a Business Model Canvas for a novel product or service.	PSO 2, PSO 3
	CO 3. Develop comprehensive business plans, including financial projections, competitive advantage, scalability, and exit strategy of the proposed venture.	PSO 3, PSO 4
	CO 4. Formulate a structured and persuasive investor pitch	PSO 3

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Basics of Entrepreneurship: Concept, knowledge and skills requirements, characteristics of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting the emergence of entrepreneurship, different forms of businesses.	15	CO1	K1, K2
Module 2:	Starting the Venture: Opportunity Recognition and Analysis, generating business ideas, gathering resources, creative problem solving, competitor and industry analysis; Feasibility Study: market feasibility, technical/operational feasibility, financial feasibility.	15	CO2	K6
Module 3:	Functional and Organizational plan: form of ownership, designing organization structure, job design, manpower planning, Human Resource Plan: Recruitment, Selection, Staffing, Training and Development; Compensation, Performance Management, Marketing plan: marketing research, preparing marketing plan, contingency planning, Operational Plans: Managing materials, use of Technology Financial plan: cash budget, working capital, income statements, Cashflows, Balance sheet, break even analysis.	15	CO3	K3, K4
Module 4	Financial Sources & Legal Issues: Debt or equity financing, Commercial banks, Venture capital, development financial institution. Legal Issues: intellectual property rights: patents, trademarks, copyrights, trade secrets, licensing, franchising, Developing Entrepreneurial Marketing: Competencies, Networks, Rural Entrepreneurship, Social Entrepreneurship, Intrapreneurship.	15	CO3, CO 4	K5, K6
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Bruce R. Barringer & R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 7th Edition; 2024 or Latest Edition.			
References/	1. Taleb, N. N.; <i>The black swan: The Impact of the Highly Improbable</i> ; Random House; 2007 or latest edition			

Readings:	2. Kotter, J. P.; <i>Leading change</i>; Harvard Business Review Press; 2012 or Latest edition 3. Norman M. Scarborough & Jeffrey R. Cornwall, <i>Essentials of Entrepreneurship and Small Business Management</i>, 10th Edition; 2024 or Latest edition 4. <i>Entrepreneurship and Effective Small Business Management</i> Norman M. Scarborough & Jeffrey R. Cornwall 11th Edition; 2024 or Latest edition
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Title of the Course	Business Analytics
Course Code	MEX-5204
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners: Yes/No	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To apply the analytical tools and techniques to interpret complex datasets, derive actionable insights, and support strategic business decisions.	
Course Outcomes:	At the end of the course, the participant will be able to:	Mapped to PSO
	CO 1. Understand and visualise business data to identify patterns and insights.	PSO 1
	CO 2. Apply statistical tools and techniques to analyse business data and draw meaningful insights.	PSO 1
	CO 3. Apply predictive analytics to forecast future outcomes and improve business decisions.	PSO 1
	CO 4. Design dashboards, reports, or analytics models using software tools.	PSO 3 and PSO4
	CO 5. Apply AI-enabled analytics tools for automated decision support.	PSO 3 and PSO4

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Data Analytics and Visualisation for Business Decisions: Business Analytics in Real Organisations, Analytics in marketing, finance, HR and operations, Data Sources in Organisations - CRM, ERP, sales data, financial data, social media data, Data Cleaning and Preparation using Kaggle data sources, Data transformation and visualisation using Power BI (charts, filters, slicers, basic DAX measures). AI in Business Analytics, Generative AI tools for data interpretation, and AI-assisted data cleaning and visualisation.	15	CO1, CO5	K2
Module 2:	Data Analysis for Managerial Insights: Descriptive Analytics in Business — measures of central tendency and dispersion, frequency distributions, cross-tabulations; Probability and probability distributions (Normal, Binomial); Sampling and estimation; Hypothesis testing — t-tests, chi-square tests, ANOVA; Correlation analysis; Interpreting statistical output for managerial decision-making using Excel/SPSS/Python (introductory). AI-enabled Statistical Analysis using Python and AI copilots, automated insight generation.	15	CO2, CO5	K3
Module 3:	Predictive Analytics for Business Forecasting: Introduction to Predictive Analytics; Simple and Multiple Regression (Sales prediction, Employee retention); Model interpretation for managers (R^2 , p-values); Customer Churn Prediction; Forecasting — Time series basics, moving averages, Sales and Demand forecasting, Basics of ML for Managers (supervised vs unsupervised, Decision Trees, Clustering). Machine Learning Applications for Managers – Classification, Recommendation Systems, AI-driven customer analytics, sentiment analysis from social media data.	15	CO3, CO5	K3
Module 4:	Business Analytics Applications and Dashboards: Marketing Analytics — campaign performance, customer segmentation; Financial Analytics — profitability analysis, cost optimisation; HR Analytics — attrition analysis, workforce productivity; Operations Analytics — inventory optimisation, supply chain analytics; Dashboard and Reporting — KPI dashboards in Power BI; Data storytelling for managers. AI-powered Dashboards and Decision Intelligence – Predictive dashboards, NLP-based business reporting, AI ethics, bias in algorithms, and responsible AI in organisations.	15	CO4, CO5	K6

Pedagogy:	Practical/ project work/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Texts:	S. Christian Albright and Wayne L. Winston; Business Analytics: Data Analysis & Decision Making; South-Western College Publishing; 2014 or Latest Edition.
References/ Readings:	1. James R. Evans; Business Analytics: Methods, Models, and Decisions; Pearson Education Inc.; 2019 or Latest Edition. 2. Walter R. Paczkowski; Business Analytics Data Science for Business Problems; Springer Nature; 2022 or Latest Edition. 3. Richard Vidgen, Sam Kirshner and Felix Tan; Business analytics - A management approach; Bloomsbury Academic; 2019 or Latest Edition. 4. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis Sweeney, Thomas A. Williams; Business Analytics; Cengage Learning India Pvt. Ltd.; 2022 or Latest Edition. 5. Marr, B., Artificial intelligence in practice: How 50 successful companies used AI and machine learning to solve problems. Wiley; 2019 or Latest Edition.
Web Resources:	1. www.kaggle.com 2. www.statstutorials.com 3. www.analyzemath.com

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