SRINIVAS UNIVERSITY

Srinivas Nagar, Mukka– 574 146, Surathkal, Mangaluru, Phone: 0824-247456

(State Private University Established by Karnataka Govt. ACT No.42 of 2013 empowered to award degrees under Section 22 of UGC Act of UGC, New Delhi, & Member of Association of Indian Universities, New Delhi)

www.srinivasuniversity.edu.in

CENTRE FOR DISTANCE & ONLINE EDUCATION

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(MBA Online Programme)

PROGRAMME PROJECT REPORT(PPR)

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CENTRE FOR DISTANCE
&
ONLINE EDUCATION

PROGRAMME PROJECT REPORT (PPR)
Online MBA

CONTENTS

1. About “University”
2. Preamble
3. Contents of Programme Project Report (PPR)
   - I. Programme’s mission and objectives
   - II. Relevance of the program with HEI’s Mission and Goals
   - III. Nature of prospective target group of learners
   - IV. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence
   - V. Instructional Design
   - VI. Procedure for admissions, curriculum transaction and evaluation
   - VII. Requirement of the laboratory support and Library Resources
   - VIII. Cost estimate of the programme and the provisions
   - IX. Quality assurance mechanism and expected programme outcomes
4. Annexure - Detailed Syllabi

SRINIVAS UNIVERSITY SRINIVAS NAGAR MUKKA SURATHKAL 574 146 MANGALORE

1. ABOUT “SRINIVAS UNIVERSITY”

Srinivas University, Mangaluru, is a Private Research and Skill-focused University established in 2013 under the Karnataka State Act and is part of the A. Shama Rao Foundation, founded in 1988 by eminent Chartered Accountant A. Raghavendra Rao. As the flagship of the Srinivas Group of Institutions, the University builds on a legacy of 37 years of academic excellence.

Accredited with an ‘A’ Grade by NAAC, the University today comprises 12 institutes offering 150+ undergraduate, postgraduate, and research programs in diverse domains including Medical, Engineering, Management, Aviation, Allied Health, Dental, Nursing, Hotel Management, Physiotherapy, Social Work, Education, and more.

With a strong focus on industry-aligned curriculum, innovation in examinations, skill-based education, and global collaborations, Srinivas University is committed to preparing future-ready professionals and leaders who can thrive in a rapidly changing world.

Institutes under Srinivas University

- Institute of Allied Health Sciences
- Institute of Aviation Studies
- Institute of Computer & Information Sciences
- Institute of Education
- Institute of Engineering & Technology
- Institute of Hotel Management & Tourism
- Institute of Management & Commerce
- Institute of Medical Sciences & Research Centre
- Institute of Nursing Sciences
- Institute of Physiotherapy
- Institute of Port, Shipping and Logistics Management
- Yoga Sanskrit Studies & Research Centre

VISION

To be a trendsetting university producing leaders with competence, conscience, and compassion who create a just, sustainable world for future generations.

MISSION

To provide a transformative learning environment that fosters leadership, creativity, and intellectual growth through uncompromising academic and ethical standards.

Objectives

With an aim to be among one of the top Universities in the world, SRINIVAS UNIVERSITY has set itself the following objectives:

- Promote advanced intellectual abilities and research.
- Establish state-of-the-art educational and training facilities.
- Provide consultancy to industry and public organizations.
- Impart value-based education through national and international collaboration.
- Emphasize multi-disciplinary and trans-disciplinary education.

Core Values

Core Values to be embedded in all stakeholders

- Teamwork and unity among stakeholders.
- Respect for human dignity and harmony.
- Responsibility and accountability.
- Ethics and professional integrity.
- Courtesy and inclusiveness.

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2. PREAMBLE

PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires

i. "**Programme**" means Post-graduate Degree Programme offered under Online Learning (OL).

ii. "**Course**" means a Theory/Project work and any other subject that is normally studied in a semester.

iii. "**Institution**" means SRINIVAS UNIVERSITY

iv. "**Academic Council**" means the Academic Council, which is the apex body on all academic matters of SRINIVAS UNIVERSITY

v. "**Controller of Examinations**" means the Controller of Examinations of SRINIVAS UNIVERSITY who is responsible for the conduct of examinations and declaration of results.

i. "**Director**" means the Director of the Centre for Distance and Online Education (CDOE), CDOE is a part of SRINIVAS UNIVERSITY

ii. "**Online Learning**" means a mode of providing flexible learning opportunities by overcoming the separation of teacher and learner using the internet, eLearning materials and full-fledged programme delivery through the internet using technology-assisted mechanism and resources.

iii. "**Self-Learning e-Module (SLM) for Online mode**" means a modular unit of course material in e-learning form which is inter alia of course material in e-learning form which is inter alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, namely

- e-Text Materials
- Audio Podcasts
- Video Lectures
- Audio-Visual interactive material
- Virtual Classroom Zoom/Team/WebEx/Google Class Room sessions
- Virtual Simulation labs and
- Self-Assessment Quizzes or Tests

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3. CONTENTS OF PROGRAMME PROJECT REPORT (PPR)

I. Programme's Mission and Objectives:

Mission: At Srinivas University Master of Business Administration (MBA) integrates sustainability, entrepreneurship, and globalization with a core of business fundamentals to produce creative graduates with an entrepreneurial mindset ready to provide leadership in private and public sector organizations.

The objectives are as follows;

1. **Develop Strategic Thinking and Decision-Making Skills** The MBA program at Srinivas University aims to cultivate critical thinking and strategic decision-making abilities. Students will be equipped to analyze complex business scenarios, assess risks, and make informed decisions to drive organizational success.
2. **Build a Strong Foundation in Core Management Disciplines**
The program emphasizes a deep understanding of essential business functions such as marketing, finance, human resources, operations, and business analytics. This strong foundation prepares students to handle diverse managerial challenges in various sectors.
3. **Foster Leadership and Managerial Competencies**
A key objective of the MBA program is to develop leadership and managerial skills. Students will learn to lead teams, manage projects, and effectively communicate within an organization, ensuring they are prepared for senior roles in global enterprises.
4. **Enhance Entrepreneurial Mindset and Innovation**
At SU, we encourage students to think creatively and embrace an entrepreneurial mindset. The program is designed to inspire innovation and problem-solving, empowering students to start their own businesses or bring transformative ideas to established companies.
5. **Promote Ethical and Responsible Leadership**
The MBA program emphasizes the importance of ethics and social responsibility in business. Students will be equipped to lead with integrity, navigate ethical dilemmas, and contribute positively to society through sustainable business practices.
6. **Integrate Practical Learning with Theoretical Knowledge**
Srinivas University's MBA program offers an experiential learning approach that includes

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internships, industry visits, live projects, and case studies. This integration of theory with practice ensures that students gain real-world insights and apply their knowledge in practical settings.

7. **Prepare for Global Business Challenges**
   With a focus on global business trends and practices, the MBA program at SU prepares students to tackle international business challenges. Exposure to diverse cultures and markets ensures that our graduates are well-prepared for leadership roles in multinational companies.

8. **Enhance Communication and Collaboration Skills**
   Effective communication and teamwork are vital in the modern business environment. The program fosters the development of these essential soft skills through group projects, presentations, and interactive learning sessions.

Program Educational Objectives (PEOs):

PEO1. Prepare graduates with comprehensive knowledge of management principles and functional business areas to perform effectively in managerial roles across diverse organizational settings.

PEO2. Develop analytical, problem-solving, and data-driven decision-making capabilities to address complex business challenges.

PEO3. Enable graduates to effectively use digital technologies and contemporary managerial tools in technology-enabled and virtual business environments.

PEO4. Instil ethical values, professional integrity, social responsibility, and commitment to sustainable business practices.

PEO5. Promote self-directed learning, leadership capabilities, and continuous professional development for lifelong learning and career advancement.

Program Outcomes (POs):

PO1. Demonstrate comprehensive knowledge of management concepts, principles, and practices across functional areas of business and management.

PO2. Apply analytical, quantitative, and qualitative techniques to identify, analyse, and interpret complex business and organizational problems.

PO3. Formulate appropriate managerial decisions and solutions by integrating theoretical knowledge with practical business contexts.

PO4. Use digital technologies, information systems, and data-driven tools effectively for managerial decision-making in technology-enabled business environments.

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PO5. Exhibit ethical values, professional integrity, and adherence to corporate governance norms while discharging managerial responsibilities.

PO6. Integrate principles of social responsibility, environmental sustainability, and inclusive development in business planning and operations.

PO7. Communicate effectively in written, oral, and digital modes with diverse stakeholders, demonstrating professional competence and clarity.

PO8. Demonstrate leadership qualities, interpersonal skills, and the ability to work effectively in teams, including virtual and multicultural work environments.

PO9. Analyse global and contemporary business issues, economic conditions, and regulatory frameworks influencing organizational performance.

PO10. Develop entrepreneurial orientation, innovation capabilities, and risk-management skills relevant to business creation and organizational growth.

PO11. Engage in self-directed learning, continuous skill enhancement, and lifelong learning to adapt to changing professional and technological environments.

PO12. Demonstrate professional competence, employability skills, and readiness for managerial roles in industry, services, entrepreneurship, research, and allied sectors.

Program Specific Outcomes (PSOs):

PSO1. Apply specialized functional knowledge and managerial skills in the chosen area of specialization to address organizational and business requirements.

PSO2. Effectively manage business processes and decision-making in digitally enabled, remote, and technology-driven organizational environments.

PSO3. Integrate strategic thinking, analytical abilities, and entrepreneurial orientation to solve business problems and contribute to organizational growth and sustainability.

Srinivas University aims to achieve academic excellence by providing multi-faceted education to the students and encouraging them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic training and necessary skills to enable them to excel in their careers

Srinivas University is committed to providing a conducive learning environment that ensures comprehensive development of students and makes them competent, confident, and good citizens The objective of the Master of Business Administration (MBA) Programme of Srinivas University is to provide high-quality management education to students through advancement of knowledge in all business administration functions and development of professionalism, confidence and creative ability in student managers

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II. Relevance of the program with HEI's mission and goals:

The relevance of an **"MBA"** program in Higher Education Institution's (HEI) mission and goals can be multifaceted, aligning with several key aspects:

- **Specialization in a Niche Field:** If the HEI focuses on providing specialized education in specific industries or fields, offering an MBA Management course complements this focus. It demonstrates the institution's commitment to catering to industry-specific demands and producing skilled professionals in a niche sector.
- **Industry Collaboration and Partnerships:**
  Structured engagement with industry to integrate experiential learning, applied research, and professional competency development within the academic framework.
- **Career-Oriented Education:**
  Curriculum designed to develop domain expertise, analytical proficiency, and managerial competencies aligned with evolving industry requirements.
- **Global Perspective and Internationalization:**
  Integration of global business dimensions to enhance cross-cultural competence and strategic understanding of international markets.
- **Contribution to Economic Development:**
  Promotion of entrepreneurship, innovation, and managerial excellence to support sustainable regional and national economic growth.
- **Sustainability and Ethical Practices:**
  Embedding ethical principles, corporate governance, and sustainability frameworks to cultivate responsible and socially conscious business leaders.

III. Nature of prospective target group of learners:

The prospective target group for an MBA through Online mode typically includes Individuals already employed in management, finance, human resources & logistics sectors seeking career advancement without interrupting their jobs. Online mode allows them to balance work commitments with studies. Recent graduates aspiring to become managers and administrators across industries and working professionals who are aiming for their career development.

- Those from diverse geographical locations interested in pursuing a MBA program in from a reputable institution without relocating, offering flexibility in learning.
- Professionals from other industries aspiring to transition, leveraging an MBA program to gain industry-specific knowledge and skills.
- Individuals managing or planning to start their own businesses who seek a comprehensive understanding of the industry's nuances and managerial strategies.

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- The Online mode appeals to diverse learners due to its flexibility, allowing students to study at their own pace and convenience. It accommodates various learner profiles, providing access to quality education regardless of geographical constraints or work commitments.

IV. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence:

An **"MBA"** conducted through Online mode can be highly appropriate for acquiring specific skills and competence due to several reasons:

- **Flexibility and Accessibility:**
  Online MBA programs provide flexibility in learning schedules, enabling working professionals to balance academic and career commitments. They enhance accessibility by allowing learners from diverse geographical locations to participate without relocation.
- **Industry-Relevant Curriculum:**
  The curriculum is designed to align with contemporary industry requirements and emerging business trends. It ensures the development of practical competencies and managerial skills applicable to real-world scenarios.
- **Global Reach and Diversity:**
  Online mode facilitates participation from students across different countries and professional backgrounds. This diversity enriches learning through cross-cultural perspectives and collaborative knowledge sharing.
- **Technology Integration:**
  Online MBA programs leverage digital platforms, analytics tools, and virtual simulations to enhance learning effectiveness. This integration strengthens students' technological proficiency and digital decision-making skills.
- **Networking Opportunities:**
  Virtual classrooms, webinars, and collaborative projects enable interaction with peers, faculty, and industry experts worldwide. These engagements foster professional networking and knowledge exchange.
- **Cost-effectiveness:**
  Online programs reduce expenses related to travel, accommodation, and infrastructure. This makes quality management education more affordable and financially accessible.
- **Adaptability to Industry Changes:**
  Online MBA programs can be updated rapidly to reflect evolving industry practices and technological advancements. This ensures learners acquire relevant and future-ready competencies.

V. Instructional Design:

Instructional design is the practice of designing, creating and delivering learning materials and programs. It can be applied to both physical and virtual education, including online courses.

The 5 steps of ADDIE instructional model is used with the steps such as

- Analyze
- Design
- Develop
- Implement
- Evaluate

  ADDIE is a systematic and widely used framework for designing effective instructional programs and learning experiences. The acronym stands for Analysis, Design, Development, Implementation, and Evaluation. Each phase is interrelated and ensures that instruction is learner-centered, goal-oriented, and outcome-based.

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Analysis
This is the foundation stage where instructional needs are identified. It involves analyzing learners' characteristics, learning gaps, performance problems, learning environment, and organizational goals. Clear instructional goals and constraints (time, resources, technology) are defined at this stage.

Design
In this phase, the instructional blueprint is created. Learning objectives are framed (often using Bloom's taxonomy), content is sequenced, assessment strategies are planned, and instructional methods and media are selected. The focus is on how learning will occur.

Development
Actual instructional materials are produced in this stage. This includes preparing lesson plans, e-content, presentations, activities, assessments, and learning resources. Content is developed as per the design specifications and reviewed for accuracy and alignment with objectives.

Implementation
The instructional program is delivered to learners. This may involve classroom teaching, online delivery, or blended learning. Facilitators are trained, learners are oriented, and instructional materials are used in real learning settings.

Evaluation
Evaluation determines the effectiveness of the instruction. It includes formative evaluation (ongoing feedback during all phases) and summative evaluation (assessment after implementation). Outcomes are measured against objectives, and findings are used for improvement.

In summary, the ADDIE model provides a structured, iterative approach to instructional design, ensuring quality, consistency, and continuous improvement in teaching–learning processes.

a. Curriculum Design & Credit Structure

List of Courses for the MBA Program

(Semester wise)

FIRST SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA11	Marketing Management	**Core- Major**	4-0-0-4	4	30	70	100
OLMBA12	Financial Management	**Core- Major**	4-0-0-4	4	30	70	100
OLMBA13	Human Resource Management	**Core- Major**	4-0-0-4	4	30	70	100
OLMBA14	Statistics for Business Decision	**Core- Major**	2-1-0-3	3	30	70	100
OLMBA15	Entrepreneurship and New Venture Creation	**Core- Minor**	3-0-0-3	3	30	70	100
OLMBA16	Financial Reporting and Cost Contr	**Core- Minor**	3-0-0-3	3	30	70	100
OLMBA17	AI Tools in Business	**SEC**	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

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SECOND SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA21	Managerial Economics	Core- Major	3-0-0-3	3	30	70	100
OLMBA22	Organizational Behaviour and Corporate Leadership	Core- Major	4-0-0-4	4	30	70	100
OLMBA23	Business Research Methods	Core- Major	3-1-0-4	4	30	70	100
OLMBA24	Accounting for Decision Making	Core- Major	3-1-0-4	4	30	70	100
OLMBA25	Production & Operations Management	Core- Minor	3-0-0-3	3	30	70	100
OLMBA26M/F/H	Discipline Specific Elective-1 (M/F/H)	Major- Elective -1	3-0-0-3	3	30	70	100
OLMBA27	Business Communication	SEC	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

THIRD SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA31	Innovation & Strategic Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA32	Operations Research	Core- Major	4-0-0-4	4	30	70	100
OLMBA33	Management Information System and Analytics	Core- Major	4-0-0-4	4	30	70	100
OLMBA34M/F/H	Discipline Specific Elective-2 (M/F/H)	Major- Elective	3-0-0-3	3	30	70	100
OLMBA35M/F/H	Discipline Specific Elective-3 (M/F/H)	Major - Elective	3-0-0-3	3	30	70	100
OLMBA36M/F/H	Discipline Specific Elective-4 (M/F/H)	Minor- Elective	3-0-0-3	3	30	70	100
OLMBA37	Business Data Analytics	SEC	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

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FOURTH SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA41	Internship Embedded Project work & Viva Voce (or) Research work,Dissertation & Thesis	**Core- Major**	0-0-0-51	17		200	200
				17		**200**	**200**

	Major and Minor Electives:	
	Student can choose any as per their choice	
	Marketing Management	
OLMBA26M	Core- Minor	Services Marketing, Promotion and Distributic
OLMBA34M	Core- Major	Digital Marketing
OLMBA35M	Core- Major	Consumer Behavior and Marketing Research
OLMBA36M	Core- Minor	Social Media Marketing
	Human Resource Management	
OLMBA26H	Core- Minor	Empowering HR with Technology and Trends
OLMBA34H	Core- Major	Strategic Human Resource Management
OLMBA35H	Core- Major	Employee Relations and Labour Legislations
OLMBA36H	Core- Minor	Compensation Management
	FINANCE	
OLMBA26F	Core- Minor	Strategic Cost Management
OLMBA34F	Core- Major	Strategic Financial Management
OLMBA35F	Core- Major	Advanced Financial Management
OLMBA36F	Core- Minor	Fin Tech Management

c. Duration of the Program

The Programme can be completed in a minimum of 2 years, and a maximum of 2n+2 years, as per UGC Regulations.

d. Faculty & Support Staff Requirements

Faculty shall be allocated as per the requirements stipulated in the UGC Regulations & Guidelines for ODL and Online, as the following Associate Professor / Assistant Professor: 2 nos.

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MANGALORE

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Support Staff also shall be allocated, as per the guidelines, for the first 5000 students shall be always ensured.

e. Instruction Delivery Mechanisms

Courses are delivered in a "self-study" mode with learning material in the form of SLM"s, (print form / eBook Form) and Self Assessments being available to the students. Additionally, Personal Contact Programs (PCP"s) in classroom lecture mode at campus and online via recorded lecture / virtual classroom sessions to be provided as per a fixed schedule towards the end of each term for the Distance Education.

For online mode both Synchronous and Asynchronous Instructional methodologies will be adopted in compliance with the UGC guidelines.

f. Instruction Media

Program Instruction shall be delivered using Print SLM, eBook/eSLM, as well as a Personal Contact Program that shall be conducted in classroom mode, as well as broadcast using the internet using virtual classroom platform for students unable to attend physically.

g. Student Support Service Systems

Learner Support Service via Web, Chat, Call Support. Access to counsellors at the Department on University campus. Access to Library resources at the University / Department.

VI. Procedure for admissions, curriculum transaction and evaluation:

A. ELIGIBILITY FOR ADMISSION

Eligibility for Admission into Online Programmes MBA are as follows:

S.No.	Programme	Admission Requirements
2.	**MBA**	Students with any Under Graduate Degree from UGC recognised institutions with 10+2+3 (or) 10+2+4 years of study and those **appearing** for their final examination (subject to passing) in the prescribed pattern are eligible to apply for MBA programme

- For admission into OL programme other than Indian students stated above, foreign students are also eligible to enrol in this programme.

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- Admission Eligibility requirements for OL programmes are the same as programme **“MBA”** – offered in full time regular (conventional) mode under respective Regulations.
- Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by the university from time to time.

B. PROGRAM DELIVERY – METHOD & TOOLS

Study material, in the form of e-books, shall be provided to each student at the beginning of the year. A Web based Portal which shall allow the student access to the following

- Admission & Enrolment Details
- Fee Details and Online Fee Payment Gateway
- Prospectus, Regulations & Syllabus
- Notifications (Admissions, fees, examinations etc) Course List, with completion status and scores /results
- eBook’s / e- Print of SLM’s.
- Self-Assessment/Practice Tests (unscored)
- Continuous Assessments /Assignments
- Online Classroom Lectures (Recorded or via Virtual Classroom session) as conducted each semester.
- Online Learners forum, for student-to-student interaction.
- Online Copy of the Grade sheet.

C. DURATION AND STRUCTURE OF PROGRAMME

The minimum and the maximum period for completion of programme will be as follows:

Programme (OL)	**Min. No. of years**	**Max. No. of years**
MBA	2	4

- This programme is designed to include the following components as prescribed in the respective curriculum:

  a. Core courses
  b. Elective courses
  c. Assignments
  d. Project work

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MANGALORE

SRINIVAS UNIVERSITY SRINIVAS NAGAR MUKKA SURATHKAL 574 146 MANGALORE

e. Internship

f. Research work and Dissertation

- The medium of instruction and examination in the above components are only in English.
- The curriculum and syllabi of the **"MBA"** –Online programme shall be as per the guidelines of the UGC / AICTE and approved by the Academic Council of this Institution.
- Each academic year shall normally be for one year which is divided into two semesters. The continuous internal assessments and semester-end examinations shall follow the Academic Calendar and Examination Schedule.
- The curriculum and syllabi of Online programmes **"MBA"** are the same as curriculum and syllabi of programmes MBA offered in full time regular (conventional) mode under respective regulations.
- The structure for framing assessment patterns and monitoring the teaching learning process of Online programmes **"MBA"** are the same as for programmes MBA offered in full time regular (conventional) mode under respective regulations.
- The curriculum of **"MBA"** –Online programmes shall follow the minimum prescribed credits required for the award of the degree as specified in the AICTE guidelines for this programme as given below:

Programmes	**Minimum Prescribed Credits**
MBA	96

The norms for delivery of courses offered through ODL mode are as follows:

UGC guidelines for academic delivery of courses through ODL and OL mode as per NEP 2020

NORMS FOR DELIVERY OF COURSES THROUGH ODL MODE

S.No	Subject credits	SLM Units(Block pattern)	Study hours of Learner(All inclusive- Practical sessions)	Synchronous - PCP-Theory	No.of Assignments	
1	2	6-10 Units	60 hours	6 hours	1	
	4	14-20 Units	120 hours	12 hours	2	
	6	20-28 Units	180 hours	18 hours	3	
	8	30-34 Units	240 hours	24 hours	4	Project work

D. DELIVERY OF ONLINE MATERIALS

As per UGC guidelines, Learning Materials are delivered through LMS (Learning Management System) platform with 4 Quadrant approach. Unit wise CIA (Continuous internal Assessment) is designed as per Blooms Taxonomy assessment recommendations and conducted online using LMS Platform as per the

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MANGALORE

SRINIVAS UNIVERSITY SRINIVAS NAGAR MUKKA SURATHKAL 574 146 MANGALORE

semester requirement of the course.

Quadrant I: e-Tutorial with audio, animation, simulation and video materials

Quadrant II: Lecture notes in the PDF, video demonstrations, interactive chats, web links, open-source simulators, case studies and role-plays will be provided as per the course needs.

Quadrant III: Discussion Forums, Feedback Forums, Helpdesk for Doubts clearing Sessions for every course unit will be coordinated by the coordinator and conducted by the respective faculties.

Quadrant IV: Self-Assessment like MCQ, Quizzes, Assignments, FAQ on course units, Clarification post assessment discussion forums.

Norms for Delivery of Courses in Online Mode

NORMS FOR DELIVERY OF COURSES THROUGH OL MODE								
S.No	Subject Credits	No.of weeks to cover the syllabus	Interactive sessions(Synchronous & Asynchronous)		Hours of Study Material		Self Study hours including assessments	Total hours of study
			Synchronous (Subject live sessions/webinars/Counselling)	Asynchronous (Discussion Forums/Mentoring)	AV content	ELM		
1	2	6 weeks	6 hours	12 hours	10 hours	10 hours	22 hours	60 hours
2	4	12 weeks	12 hours	24 hours	20 hours	20 hours	44 hours	120 hours
3	6	14 weeks	14 hours	28 hours	30 hours	30 hours	66 hours	180 hours
4	8	16 weeks	16 hours	32 hours	40 hours	40 hours	88 hours	240 hours

ASSESSMENTS AND EXAMINATIONS

- The weightage for different components of assessments for programmes offered through Online mode shall be as under:

  a) Formative Assessment (Continuous Internal Assessment) : 30 %.

  b) Summative assessment (End Semester Examination) : 70 %

  For project work the assessment pattern is as follows:

Review of Project Work		Dissertation & Viva-Voce	
Component	**Marks**	**Component**	**Marks**
First Review	5	Presentation	15
Second Review	10	Content Originality	15
Third Review	15	Study/Model and Analysis Validity	15
		Findings & Conclusion	15
		Future Scope	10
Total	**30**		**70**

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- End Semester Assessment Pattern for Online Learning Mode: The Examinations for online learning mode shall be conducted using the technology-enabled to conduct an online test with all the security arrangements ensuring transparency and credibility of the examinations, or through the Proctored Examination and in conformity with any other norms for such examination as may be laid down by the Commission.

- Appearing for semester-end theory examination for each course is mandatory and a student should secure a minimum of **50% marks for MBA** in each course in semester-end examination for the successful completion of the course.

- The components of continuous assessment for theory and practical courses shall be finalized in the first-class committee meeting.

- For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during the first appearance shall be considered for grading along with the marks scored in the semester-end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester-end examination to award grades and the internal assessment marks secured during study shall not be considered.

The procedures followed for awarding marks and fixing grades for Online programmes such "MBA" are the same as for programmes offered in the regular (conventional) mode.

F. PASSING, DECLARATION OF RESULTS AND GRADE SHEET

- All assessments for a course shall be made on an absolute marks' basis. However, the Class Monitoring Committee without the student members shall meet within 5 days after the End Semester Examination and analyse the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points for MBA are as follows:

Level	**Out standi ng**	**Excellent**	**Very good**	**Good**	**Above Average**	**Average**	**Poor**	**Fail**
Letter Grade	O	S	A	B	C	D	E	F
Grade Points	10	9	8	7	6	5	4	00
Score (Marks) Range (%)	≥ 90	<90	<80 ≥70	<70 ≥65	< 65 ≥60	< 60 ≥55	< 55 ≥ 50	<50

Marks

Maximum CIA (Continuous Internal Assessment)	**30**
Maximum TEE (Term End Semester Examinations)	**70**

- A student who earns a minimum of five grade points, declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and declared by the Controller of Examinations.
- Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester end theory examination answer script for more courses, on payment of prescribed fee to the Controller of Examinations.
- After results are declared, grade report shall be issued to each student, which contains the following details:

a. List of courses along with course code enrolled during the semester / arrear courses, if any;
b. Marks secured (CIA, TEE & Total);
c. Passing Minimum;
d. Grade Point Semester Wise Grade Point Average (GPA) of all courses enrolled from first semester onwards, if completed for the semester
e. Result

- GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.
- The formula for the conversion of CGPA to the equivalent percentage of marks is as follows:

Grade Point Average (G.P.A.)

$$= \frac{\textbf{Sum of multiplication of grade points and the credits of the courses (Total Credit Points)}}{\textbf{Sum of the credits of the courses (passed) in a semester (No. of Credits)}}$$

*** G.P.A. and No. of Credits will not be displayed for Students who have not cleared all the courses.**

Percentage Equivalent of Marks = CGPA X 10

- After successful completion of the programme, the Degree shall be awarded upon fulfilment of curriculum requirements and classification based on CGPA as follows:

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574 146
MANGALORE

Classification	CGPA
First Class with Exemplary	9.0 CGPA and Above (First Attempt within stipulated Time and no break of study)
First Class with Distinction	7.5 CGPA and Above (First Attempt within stipulated Time and no break of study)
First Class	6 CGPA and Below 7.5 CGPA
Second Class	5.0 and Below 6 CGPA

- For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of the performance of students and ranking, CGPA will be considered up to three decimal places.

G. POWER TO MODIFY THE REGULATION

Srinivas University's Academic Council has the RIGHT and POWER TO MODIFY any of the above regulations from time to time as per the guidelines.

VII. Requirement of the laboratory support and Library resources:

Students registered in the Online programme and who desire to avail themselves of library facilities will be permitted to make use of the Exclusive Library earmarked for ODL programmes in the University and also, they will be permitted to use the main University Library. Additional online resources are also provided via the Learning Management System, with access to library.

Courses that require Laboratory support shall be provided with online virtual lab and lab simulation tools and software, to allow students to practice accordingly.

CALCULATION FOR FEE FIXATION
Master of Business Administration (MBA)

1. Key Assumptions (Baseline Parameters)

Parameter	Value
Total Sanctioned Students Intake	**500**
60% Admission	**300**
Total Programme Duration	**2 Years (4 Semesters)**
Mode of Delivery	**Online**
Academic Year Intake	Two Times
Faculty Mix	Senior + Mid-level + Visiting

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Gross Revenue from Student Fees
300×₹70,500=₹21,150,000

Total Revenue = ₹2.115 Crores

2. Cost Head Classification

To realistically assess break-even, costs are categorized into:

1. Fixed Costs (Independent of student count)
2. Variable Costs (Per student dependent)
3. Fixed Cost Components (Annualized)

3.1 Academic Human Resources

Component	Qty	Annual Cost (₹)
Professors / Associate Professors	4	45,00,000
Assistant Professors	6	42,00,000
Digital Technical Staff	2	10,00,000
Academic Coordinator / HoD Allowance	1	6,00,000
Subtotal – Faculty Cost		**₹ 1,03,00,000**

3.2 Infrastructure & Campus Overheads

Component	Annual Cost (₹)
Classrooms (Maintenance, Utilities)	12,00,000
Computer Digital Library (Hardware AMC)	10,00,000
Electricity & Internet Bandwidth	8,00,000
Housekeeping & Security Allocation	6,00,000
Subtotal – Infrastructure	**₹ 36,00,000**

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3.3 Academic Administration & Compliance

Component	Annual Cost (₹)
Examination & Evaluation (Internal + External)	8,00,000
ERP / LMS	4,00,000
Journals and Online Resources	18,00,000
Accreditation & Regulatory Compliance	3,00,000
Subtotal	**₹ 33,00,000**

4. Variable Costs (Per Student Based)

Component	Cost per Student (₹)	Total for 300 Students (₹)
Study Materials / E-Resources	4000	12,00,000
Lab Consumables & software	2,500	7,50,000
Student Support Services	1,200	3,60,000
ID Cards, Records, Certifications	1,300	3,90,000
Total Variable Cost	**7,500**	₹ 27,00,000

5. Total Cost Summary (Annualized)

Cost Head	Amount (₹)
Fixed Costs	1,72,00,000
Variable Costs	27,00,000
Total Annual Operating Cost	**₹ 1,99,00,000**

Total Projected fee per student

Total Projected Fee per student in Indian Rupees.

Total Annual Operation Cost/ No. of expected admissions
= 1,99,00,000/ 300

= Rs. 66,333 /-

(Sixty-Six thousand Three Hundred Thirty-Three)
Proposed Fee per Student for the course - 70,500/-

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VIII. Quality Assurance Mechanism and Expected Programme Outcomes

The institution has established a comprehensive **quality assurance framework** to ensure that the Online MBA programme maintains high academic standards, aligns with industry expectations, and achieves the intended programme outcomes. The quality assurance mechanism follows the guidelines of **UGC (ODL and Online Regulations), NAAC quality parameters, and best practices in digital learning**. Continuous monitoring, benchmarking, and systematic review processes are implemented to enhance programme effectiveness.

a. Review Mechanism for Programme

The Online MBA programme will be periodically reviewed through a structured **academic and administrative evaluation mechanism** to ensure relevance, quality, and continuous improvement.

Programme Review Committee (PRC):

A Programme Review Committee comprising **subject experts, senior faculty members, industry representatives, instructional designers, and academic administrators** will oversee the academic quality of the programme.

Periodic Review Process:

1. **Annual Programme Review**
    - Evaluation of curriculum relevance, course delivery, assessment methods, and learning outcomes.
    - Analysis of student feedback, course completion rates, and examination performance.
2. **Curriculum Revision**
    - The curriculum will be reviewed every **2–3 years** to incorporate:
        - Emerging business trends
        - Technological advancements
        - Industry requirements
        - Global management practices.
3. **Stakeholder Feedback**
    - Inputs will be collected from:
        - Students
        - Alumni
        - Industry partners
        - Employers
        - Faculty members.
4. **Academic Board Oversight**
    - Recommendations from the Programme Review Committee will be placed before the **Board of Studies (BoS)** and **Academic Council** for approval.

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5. **Compliance Monitoring**
    - The programme will strictly adhere to **UGC ODL and Online Education Regulations** and institutional academic policies.

b. Course Benchmarking

Course benchmarking ensures that the Online MBA curriculum is **comparable with national and international standards** and meets industry expectations.

Benchmarking Practices:

1. **Comparison with Leading Institutions**
    - Course structure and syllabus will be benchmarked against top institutions offering MBA programmes such as **IIMs, leading universities, and reputed global online MBA programmes**.
2. **Alignment with Industry Needs**
    - Industry experts will be consulted to ensure course content reflects:
        - Current business practices
        - Digital transformation
        - Data-driven decision-making
        - Global management competencies.
3. **Outcome-Based Education (OBE) Framework**
    - Courses will be designed using **Outcome-Based Education principles**, linking:
        - Course Outcomes (COs)
        - Programme Outcomes (POs)
        - Programme Specific Outcomes (PSOs).
4. **Professional Standards**
    - Curriculum will integrate standards recommended by:
        - **AICTE management education frameworks**
        - **Professional bodies and industry associations**.
5. **Continuous Content Updating**
    - Learning resources including **e-content, case studies, recorded lectures, and digital materials** will be updated regularly to maintain relevance.

c. Mechanism for Monitoring Effectiveness

A systematic monitoring framework will ensure that the programme achieves its intended outcomes and maintains high academic standards.

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Monitoring Mechanisms:

1. Learning Analytics and LMS Monitoring

The Learning Management System (LMS) will track:

- Student participation in online lectures
- Assignment submissions
- Discussion forum engagement
- Course completion rates.

These analytics will help identify **learning gaps and provide timely academic support**.

2. Continuous Internal Assessment

Student performance will be monitored through:

- Online quizzes
- Assignments
- Case study analysis
- Project work
- Mid-term assessments.

3. Student Feedback System

Regular feedback will be collected on:

- Course content quality
- Teaching effectiveness
- Learning resources
- LMS usability.

Feedback results will be reviewed and corrective measures will be implemented.

4. Faculty Performance Review

Faculty teaching effectiveness will be evaluated through:

- Student feedback
- Peer review
- Academic performance indicators.

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5. Programme Outcome Assessment

Achievement of programme outcomes will be measured using:

- Course outcome attainment analysis
- Capstone project evaluation
- Placement and career progression data.

6. External Academic Audit

Periodic **external academic audits and expert reviews** will be conducted to ensure the programme meets **national quality standards**.

The CIQA is striving to bring newer initiatives pertaining to research, campus development, ICT adoption in teaching, providing better focus for the research scholars through workshops, coordinating Academic and Administrative Audit of the University, etc. At the end of every academic year, the University conducts assessment of the curriculum / course/ academic programme by students. The assessment focuses on broad areas like

1) reasons for selecting courses,
2) facilities available in the Departments,
3) quality of the syllabus,
4) internal assessment evaluation,
5) quality of the teacher in terms of regularity to classes, command over language, encouragement of students in the classes, completion of syllabus and
6) rating of the programme and the Department. This feedback contributes to the academic radar prepared by the CIQA.

Towards the Quality Assurance Mechanism for ODL Programs, the University shall establish a Centre for Internal Quality Assurance exclusively for programmes in the Online mode and follow the Quality Assurance Guidelines on learning materials in multiple media, human resources, curriculum and pedagogy, as specified in the UGC ODL Regulations.

The CIQA will be required to conduct training and capacity building of teaching and administrative staff and counsellors at regular intervals.

The University IQAC"s cell shall work closely with the CIQA to develop Feedback mechanisms, to allow for Program and Process Review on a regular basis. 360 Degree feedback, from Students, Faculty, Counsellors and Admin Staff shall be processed, and suggestions and improvements incorporated accordingly.

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The Course shall be benchmarked with the Courses conducted in campus, for full time students, to ascertain the quality. Students' learning outcomes as measured in the exams and test shall be compared on a regular basis.

Post completion of a Degree Program, students will be regularly polled / interviewed using email feedback surveys, to measure impact of the program on their professional and academic lives. These indicators shall be used to constantly improve upon the programs and make them at par industry standards and expectations.

3. ANNEXURE - DETAILED SYLLABI

INSTITUTE OF MANAGEMENT AND COMMERCE
DUAL SPECIALIZATION

MBA Semester Program 2025- 27

FIRST SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA11	Marketing Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA12	Financial Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA13	Human Resource Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA14	Statistics for Business Decision	Core- Major	2-1-0-3	3	30	70	100
OLMBA15	Entrepreneurship and New Venture Creation	Core- Minor	3-0-0-3	3	30	70	100
OLMBA16	Financial Reporting and Cost Control	Core- Minor	3-0-0-3	3	30	70	100
OLMBA17	AI Tools in Business	SEC	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

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SECOND SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA21	Managerial Economics	Core- Major	3-0-0-3	3	30	70	100
OLMBA22	Organizational Behaviour and Corporate Leadership	Core- Major	4-0-0-4	4	30	70	100
OLMBA23	Business Research Methods	Core- Major	3-1-0-4	4	30	70	100
OLMBA24	Accounting for Decision Making	Core- Major	3-1-0-4	4	30	70	100
OLMBA25	Production & Operations Management	Core- Minor	3-0-0-3	3	30	70	100
OLMBA26M/F/H	Discipline Specific Elective-1 (M/F/H)	Major- Elective -1	3-0-0-3	3	30	70	100
OLMBA27	Business Communication	SEC	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

THIRD SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA31	Innovation & Strategic Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA32	Operations Research	Core- Major	4-0-0-4	4	30	70	100
OLMBA33	Management Information System and Analytics	Core- Major	4-0-0-4	4	30	70	100
OLMBA34M/F/H	Discipline Specific Elective-2 (M/F/H)	Major- Elective	3-0-0-3	3	30	70	100
OLMBA35M/F/H	Discipline Specific Elective-3 (M/F/H)	Major - Elective	3-0-0-3	3	30	70	100
OLMBA36M/F/H	Discipline Specific Elective-4 (M/F/H)	Minor- Elective	3-0-0-3	3	30	70	100
OLMBA37	Business Data Analytics	SEC	2-0-0-2	2	50		50
				23	**230**	**420**	**650**

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FOURTH SEMESTER							
Subject Code	**Subject**	**Category of Courses**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLMBA41	Internship Embedded Project work & Viva Voce (or) Research work, Dissertation & Thesis	Core- Major	0-0-0-51	17		200	200
				17		**200**	**200**

Major and Minor Electives:

Marketing Management	
OLMBA26M	Services Marketing, Promotion and Distribution
OLMBA34M	Digital Marketing
OLMBA35M	Consumer Behavior and Marketing Research
OLMBA36M	Social Media Marketing
Human Resource Management	
OLMBA26H	Empowering HR with Technology and Trends
OLMBA34H	Strategic Human Resource Management
OLMBA35H	Employee Relations and Labour Legislations
OLMBA36H	Compensation Management
FINANCE	
OLMBA26F	Strategic Cost Management
OLMBA34F	Strategic Financial Management
OLMBA35F	Advanced Financial Management
OLMBA36F	Fin Tech Management

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SEMESTER 1

SEMESTER I

1. OLMBA11 - Marketing Management

Attribute	Details
Course Code & Name	OLMBA11 - MARKETING MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To equip students with the foundational principles of marketing, including orientation toward the marketplace, the holistic marketing concept, and the marketing mix. • To cultivate an understanding of product life cycles, new product development, and innovative pricing strategies. • To analyze and create effective marketing communication strategies across multiple platforms. • To examine the roles of retailers, wholesalers, and supply chain management.
Course Outcomes	**CO1:** Analyze fundamental marketing concepts to develop strategies that enhance customer value and build sustainable business relationships. **CO2:** Evaluate methods of market segmentation, targeting, and positioning to create strong brand strategies. **CO3:** Design comprehensive product life cycle strategies and pricing models. **CO4:** Develop and manage integrated marketing communication strategies leveraging various channels. **CO5:** Critically assess retailing, wholesaling, and market logistics practices to propose innovative solutions.
SLM Units(Block Patterns)	**BLOCK 1: UNDERSTANDING AND ANALYSING MARKETING MANAGEMENT (11 Hrs)** Definition of Marketing. Orientation towards the Marketplace: Product, Production, Selling, Marketing Concept. Holistic Marketing Concept: Relationship, Internal, Socially Responsible Marketing. Marketing Mix. 4 As of Marketing. Marketing and Customer Value. **BLOCK 2: IDENTIFYING MARKET SEGMENTATION & TARGETS (10 Hrs)** Geographic, Demographic, Psychographic, and Behavioural Segmentation. Major segmentation variables for Business Markets. Market Targeting and Target Market Strategies. Understanding Positioning and Value Proposition. Brand Mantras. Measuring Brand Equity. **BLOCK 3: BUILDING STRONG BRANDS BY SETTING PRODUCT STRATEGY (10 Hrs)** Product Life Cycle: Sales and Profit life cycle. Style, Fashion, and Fad Life cycle. Product Characteristics: Five Product Levels. Product Classification. Product Mix and Product lines. Packaging, Labelling, Warranties, and Guarantees. New Product Development. **BLOCK 4: CREATING VALUE THROUGH STRATEGIC PRICING (10 Hrs)** Understanding Pricing in a Digital World. Consumer Psychology and Pricing. Reference Prices. Setting the Price: Objective, Demand, Costs. Adapting the Price: Geographical, Discounts, Promotional. Initiating and Responding to price changes. **BLOCK 5: PROMOTING VALUE AND MANAGING MASS COMMUNICATIONS (10 Hrs)** Developing and Managing an Advertising Program. Deciding the budget. Sales Promotion. Sponsorship Decisions in Events and Experience. The six steps of Personal Selling. Word of Mouth Buzz. Channel Management Decisions. E-commerce and M-Commerce Marketing Practices. **BLOCK 6: INTEGRATED MARKETING COMMUNICATION AND DELIVERING VALUE (9 Hrs)**

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Attribute	Details
	Marketing Communication Mix. The Communications Process Models. Developing Effective Communications. Types of Retailers. Private Labels. Wholesaling. Market Logistics: Supply chain management, Order processing, Warehousing, Inventory.
Reference Books	• Philip Kotler, Kevin Lane Keller, (2021) Marketing Management (15e), Pearson. • Rajan Saxena. (2003), Marketing Management, Tata McGraw Hill. • J.Michael. Etzal, Bruce J.Walker, Marketing, MGH. • V.S.Ramaswamy and S.Namakumari, (2012). Marketing Management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	-	1	2	1	-	2	1	2	2
CO2	2	3	3	1	-	-	2	-	1	2	1	2
CO3	2	3	3	1	-	-	1	-	2	2	2	2
CO4	2	2	3	3	1	1	3	2	2	2	2	2
CO5	2	3	3	2	-	1	1	1	2	2	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	3
CO3	3	1	2
CO4	3	3	2
CO5	3	2	3

2. OLMBA12 - Financial Management

Attribute	Details
Course Code & Name	OLMBA12 - FINANCIAL MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4

Attribute	Details
Course Objectives	• To give insights into the basic concepts of Financial Management. • To give broad understanding and overview of Finance & its impact on business to students. • To familiarize students about the application of financial aspect in the industry setup. • To evaluate financial competency among students.
Course Outcomes	**CO1:** Strong understanding of the concepts of financial management. **CO2:** Examine the financial decision making process followed by the companies. **CO3:** Apply the Capital Budgeting methods in the industry setup. **CO4:** Analyse the receivables management strategies. **CO5:** Evaluate the emerging Trends in Financial Management for decision making.
SLM Units(Block Patterns)	**BLOCK 1: FUNDAMENTALS OF FINANCIAL MANAGEMENT (10 Hrs)** Financial Management - Meaning, Definition, Importance and Scope, Finance Manager - Role, Key activities. Changing role of Finance Manager, Objectives of Financial Management. Financing decisions, dividend decisions. **BLOCK 2: CAPITAL BUDGETING DECISIONS (10 Hrs)** Capital Budgeting Decisions -Meaning and significance, Techniques of Appraisal of Long-term projects; Traditional Techniques – Payback Period & Accounting Rate of Return Methods. Discounted Cash Flow Techniques – NPV, PI, IRR methods. **BLOCK 3: MEASUREMENT OF COST OF CAPITAL (10 Hrs)** Cost of Capital - Meaning, Definition, Importance, Measurement of Specific cost of capital, Cost of Debt, Cost of Preference Share and Cost of Equity shares, Calculation of overall cost of capital/ Weighted average cost of capital. **BLOCK 4: WORKING CAPITAL ESTIMATES FOR COMPANIES (10 Hrs)** Working Capital -Meaning and Definition, Concept & Types of Working Capital, Operating Cycle, Determinants of Working Capital, Estimation of Working Capital requirements, Company analysis of working capital. **BLOCK 5: RECEIVABLES AND INVENTORY MANAGEMENT (10 Hrs)** Introduction to Receivables Management, Credit Policy - Nature and Goals. Optimum credit policy, Credit Terms and Collection Policies. Inventory Management- Meaning, Nature and Objectives, Inventory Control Techniques (ABC analysis & EOQ models). **BLOCK 6: INTRODUCTION TO SUSTAINABLE FINANCE (10 Hrs)** Sustainable finance – meaning, fundamentals of sustainable finance – concept of environmental, social and governance (ESG) risk management, financial and sustainability reporting, green bonds, green loans.
Reference Books	• Prasanna Chandra, (2022) Financial Management. • I M Pandey (2021). Financial Management, Vikas Publishing. • R.P. Rustagi (2024), Financial Management – Theory, concepts and Problems. • M. Y. Khan and P.K. Jain (2018), Financial Management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

3. OLMBA13 - Human Resource Management

Attribute	Details
Course Code & Name	OLMBA13 - HUMAN RESOURCE MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To understand and equip students with comprehensive understanding of the principles, functions and practices of HRM. • To analyze the effective strategy for attracting selecting and retaining a talented work force. • To design and evaluate the training programs that enhance employee skills. • To analyze the alignment of HR strategies with organizational goals.
Course Outcomes	**CO1:** Demonstrate a comprehensive understanding of HRM functions and their strategic importance. **CO2:** Apply advanced techniques in recruitment, selection, and onboarding to build a competent workforce. **CO3:** Analyze workforce trends to create strategic HR plans that align with business objectives. **CO4:** Design and evaluate employee development programs to enhance performance. **CO5:** Adapt HR practices to meet the challenges of managing a global workforce in multicultural environments.
SLM Units(Block Patterns)	**BLOCK 1: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (10 Hrs)** Definition, Evolution & Development of HRM, Scope, objective & function of HRM, Strategic HRM vs Traditional HRM, Roles and responsibilities of HR professionals, HR Models (Matching, Harvard, Warwick, Ulrich, 5P model), Current issues and trends in HR. **BLOCK 2: RECRUITMENT SELECTION AND PLACEMENT (10 Hrs)**

Attribute	Details
	HUMAN RESOURCE PLANNING: Workforce planning, Job Analysis, Job Evaluation and Job design. RECRUITMENT & SELECTION: Importance & Factors influencing recruitment, attracting right talent, Future trends, Selection Process & Selection Tests, Orientation and Induction. **BLOCK 3: TRAINING & PERFORMANCE MANAGEMENT (10 Hrs)** Purpose & importance of Training, Training process & methods, Training Evaluation. Definition & importance of performance management, Distinction b/w performance management & appraisal, methods of performance appraisal, Career and succession planning. **BLOCK 4: COMPENSATION MANAGEMENT & EMPLOYEE RELATION (10 Hrs)** COMPENSATION: Basic determinants, compensation & reward system (Plans & Forms of pay), Establishing payrates, employee benefits. EMPLOYEE RELATION: Participation & Motivation, Managing grievances and discipline, settlement of disputes. **BLOCK 5: EMPLOYEE SAFETY & HEALTH (10 Hrs)** Nature and role of safety & Health, Developing safety programs, Types of Working Environment, Causes of accidents and its prevention, Supervisor's role in safety, Labor welfare activities, Sources of Stress, Methods of Stress relievers. **BLOCK 6: EMERGING TRENDS & INNOVATION IN HR (10 Hrs)** Introduction to emerging trends & innovation in HR, Engaging Gen Z with future of HR, Human Resources Meets Artificial Intelligence, HR Analytics Revolution.
Reference Books	• Amitabha Sengupta (2021). Human Resource management concepts, Practices & New Paradigms. • P. Subba Rao (2022). Essentials of Human Resource Management and Industrial Relations. • Gary Dessler/ Biju Varkkey (2023). Human resource management 17th edition, Pearson.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	1	1	2	1	1	2	2
CO2	2	2	3	1	2	1	2	2	1	1	2	3
CO3	2	3	3	2	1	-	1	2	2	2	2	2
CO4	2	2	3	1	1	1	2	3	1	1	2	3
CO5	2	2	3	2	2	2	2	3	3	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	2
CO3	2	2	3

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CO	PSO1	PSO2	PSO3
CO4	3	2	2
CO5	2	2	3

4. OLMBA14 - Statistics for Business Decision

Attribute	**Details**
Course Code & Name	OLMBA14 - STATISTICS FOR BUSINESS DECISION (Core- Major)
Credits	3 Credits
L-T-P-C	2-1-0-3
Course Objectives	• To understand the basic concept of data and represent data in tabular form and graphical presentation. • To apply and gain Knowledge of Measures of Central tendency and Dispersion. • To evaluate and develop a deeper understanding of Correlation and Regression. • To acquaint with the basic tool for analysis data using Excel.
Course Outcomes	**CO1:** Describe the quantitative methods with associated statistical techniques and their usefulness in managerial decision making. **CO2:** Understand business problems and to develop skill-set that is in demand in both the research and business environments. **CO3:** Apply statistical tools such as measures of central tendency, dispersion, and correlation to summarize and analyze business data effectively. **CO4:** Create predictive models using statistical techniques to solve real-world business challenges. **CO5:** To develop relevant computational skills through hands-on experience with Excel spreadsheet.
SLM Units(Block Patterns)	**BLOCK1: INTRODUCTION TO STATISTICS (9 Hrs)** Statistics: Definition, scope, Importance, limitations. Basic Statistical Concepts (Population, Census, Sample, Parameter). Collecting data (Primary and Secondary), Organizing data, Visualizing Data – Bar Chart, Pie Chart, Pareto Chart, Histogram, Frequency Polygon and Ogives. **BLOCK 2: MEASURES OF CENTRAL TENDENCY AND MEASURES OF DISPERSION (11 Hrs)** Mean, Requisites of good average, Step deviation method, weighted arithmetic mean. Median, Mode, Geometric mean, Harmonic Mean, Quartiles, Deciles, Percentiles –Applicability to Business Decisions. Significance of Measuring Dispersion. Classification of Measures of Dispersion (Absolute and relative), Range, Mean Deviation, Quartile Deviation, Standard Deviation, Coefficient of Variation **BLOCK 3: CORRELATION ANALYSIS AND REGRESSION ANALYSIS (14 Hrs)** Concept of Correlation, Usage, Properties of Correlation, Methods of Correlation (Scatter diagram, KARL PEARSONS co-efficient, Spearman's Rank Correlation Co-efficient), Co-efficient of determination, Correlation co-efficient for Bi-variate frequency distribution. Simple Regression Analysis, Equation of the Regression Line, Parameters of Simple Linear Regression Model, Methods to Determine Regression

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Attribute	Details
	Coefficients (Least Squares Normal Equations, Deviations Method), Regression lines for predicting values. **BLOCK 4: INDEX NUMBERS & TIMES SERIES FORECASTING (11 Hrs)** Concept and Types of Index Numbers, Uses, Problems in Constructing, Methods to construct Index Number (Simple Average, Weighted Average). Time Series - The Importance of Business Forecasting, Component Factors, Smoothing an Annual Time Series.
Reference Books	• Black, K. (2023). Business statistics: for contemporary decision making. • J K Sharma, Business Statistics, Pearson Education in South Asia. • Gupta, S. P. (2021). Statistical methods. Sultan Chand & Sons. • Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	1	-	-	1	-	-	1	2	2
CO2	2	3	2	2	-	-	1	1	1	2	2	2
CO3	1	3	3	2	-	-	1	1	-	1	2	3
CO4	1	3	3	3	-	-	1	1	1	2	2	3
CO5	1	3	2	3	-	-	2	1	-	1	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	2	3
CO3	3	2	3
CO4	2	3	3
CO5	2	3	2

5. OLMBA15 - Entrepreneurship and New Venture Creation

Attribute	Details
Course Code & Name	OLMBA15 - ENTREPRENEURSHIP & NEW VENTURE CREATION (Core- Minor)

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Attribute	Details
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To familiarize students with the concept of entrepreneurship & bring awareness about starting new business ventures. • To explain concepts of Entrepreneurship and build an understanding about business situations. • To analyze the role and importance of entrepreneurship for economic development. • To evaluate and create the stages of the entrepreneurial process and the resources needed.
Course Outcomes	**CO1:** Know basic entrepreneurial mindset & appreciate business startups culture. **CO2:** Understand various steps involved in starting a venture and to explore marketing methods & new trends. **CO3:** Apply the understanding of creativity, innovation and creativity process in idea generation. **CO4:** Analyse feasibility of business idea or opportunity for setting up new venture. **CO5:** Evaluate and interpret the systematic approach to planning adopted by an entrepreneur.
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO ENTREPRENEURSHIP (11 Hrs)** Entrepreneurship and Entrepreneur - Process of Entrepreneurship – Theories of Entrepreneurship – Attributes of successful entrepreneurs - Entrepreneurial Strategy Matrix; How to Identify Problems, Immersion Techniques, Decision Making - Objectives and Structure of Entrepreneurship Development Programs (EDP). **BLOCK 2: NEW VENTURES & BUSINESS PLANS (12Hrs)** Business idea – The Anatomy of a Business Idea - Challenges and Opportunities - Assessment of Environmental Factors - Comprehensive Analysis of Industry Landscape - Business Plan - Significance - Steps Involved in Creating a Business Plan: Vision and mission, Feasibility plan, Components of feasibility plan – Incubation Centre. **BLOCK 3: MANAGING GROWTH (11 Hrs)** Life cycle of an entrepreneurial venture - The Dynamic Role of an Entrepreneur - Growth through Expansion - Various Growth Strategies: Joint venture - Sub-Contracting - Business Acquisitions and Franchising. **BLOCK 4: FINANCING A NEW VENTURE (11 Hrs)** Methods of financing - Valuing early stage ventures, venture capital methods - Venture capital and new venture financing - Private Equity - Foreign Direct Investments - Foreign Institutional Investments - Government agencies assisting in financing - Export Oriented Units.
Reference Books	• S. S. Khanka, (2014). Entrepreneurship Development. • E. Gordon, Dr. K. N Natarajan (2017). Entrepreneurship Development. • Peters Hisrich. (2012), Entrepreneurship. • Adam Sutherland (2018). Be a Young Entrepreneur.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	2	1	2	2	3	2	2
CO2	2	2	3	1	1	1	2	2	2	3	2	3
CO3	1	2	3	2	1	1	2	2	1	3	2	2

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	3	3	2	1	2	2	1	2	3	2	3
CO5	2	3	3	1	2	2	2	2	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	1	3
CO2	2	2	3
CO3	2	2	3
CO4	2	2	3
CO5	2	2	3

6. OLMBA16 - Financial Reporting and Cost Control

Attribute	Details
Course Code & Name	OLMBA16 - FINANCIAL REPORTING AND COST CONTROL (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To enable students to understand and apply the principles of financial reporting and cost control. • To develop skills for analysing and interpreting financial data to support decision-making. • To foster the ability to apply theoretical knowledge to practical, real-world financial scenarios.
Course Outcomes	**CO1:** Recall the key concepts, principles, and terminologies of financial accounting and cost control. **CO2:** Apply appropriate accounting techniques to prepare and analyse financial statements and cost sheets. **CO3:** Analyze financial data to identify discrepancies and variances, and interpret their impact. **CO4:** Evaluate the effectiveness of accounting methods, including depreciation and cost variance analysis. **CO5:** Create accurate financial reports, reconciliations, and variance analyses.

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Attribute	Details
SLM Units(Block Patterns)	**BLOCK 1: OVERVIEW OF FINANCIAL ACCOUNTING (10 Hrs)** Introduction to Bookkeeping and Accounting, Branches of Accounting. Basic Terminologies in Accounting. Framework and Process of Accounting. Generally Accepted Accounting Principles (GAAP). **BLOCK 2: ACCOUNTING MECHANICS (12Hrs)** Accounting Equation. Single Entry System vs Double Entry System. Kinds of Accounts and Accounting Entries. Problems on Accounting Entries in Various Books: Journal, Ledger, and Subsidiary Books, including Petty Cash Book. **BLOCK 3: BRS AND ACCOUNTING STANDARDS (AS) (10 Hrs)** Introduction to Bank Reconciliation Statement (BRS): Objectives and Uses. Preparation of BRS and calculation of adjustments. International Accounting Standards (IAS). Impact of IAS on Business. **BLOCK 4: DEPRECIATION ACCOUNTING (13 Hrs)** Concept of Depreciation – meaning, features, objectives, causes, advantages. Various methods of calculating depreciation. Tax Implication of Depreciation. Practical problems on Straight line method, WDV, Units of Production, Sum of Year Digits Method. Introduction to Financial Statements. Adjustments – Balance sheet. Horizontal and Vertical Format as per latest companies act. Annual report analysis of various companies.
Reference Books	• Gupta, R.L. & Radhaswamy, M. (2021). Advanced Accounting. • Shukla, M.C. & Grewal, T.S. (2020). Advanced Accounting. • Jain & Narang (2021). Advanced cost Accounting. • N.K. Prasad, (2018). Principles and Practice of Cost Accounting.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	2	-	1	-	1	-	2	2
CO2	2	3	3	2	1	-	1	1	1	1	2	3
CO3	1	3	3	2	2	-	2	1	2	1	2	3
CO4	2	3	3	2	1	-	1	1	1	1	2	2
CO5	2	3	3	3	2	-	3	1	2	1	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	2
CO3	3	2	3
CO4	3	1	2

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CO	PSO1	PSO2	PSO3
CO5	3	3	2

7. OLMBA17 - AI Tools in Business

Attribute	Details
Course Code & Name	OLMBA17 - AI TOOLS IN BUSINESS (SEC)
Credits	2 Credits
L-T-P-C	2-0-0-2
Course Objectives	• To establish a foundational understanding of key AI concepts (ML, NLP, GenAI) and their strategic value. • To survey the practical applications of AI tools across core enterprise functions. • To introduce the transformative impact of Generative AI, including prompt engineering. • To develop a strategic framework for AI implementation and ethics.
Course Outcomes	**CO1:** Define and differentiate between AI, Machine Learning, NLP, and Generative AI. **CO2:** Identify and describe how specific AI applications drive value in marketing, sales, finance, and operations. **CO3:** Apply basic prompt engineering techniques to leverage Generative AI tools. **CO4:** Formulate a high-level AI implementation strategy, including assessing ethical and privacy risks. **CO5:** Evaluate emerging AI technologies to propose innovative solutions for organizational performance and competitive advantage.
SLM Units(Block Patterns)	**BLOCK 1: FOUNDATIONS OF AI IN BUSINESS (10 Hrs)** Introduction to AI and Business Value: Defining AI, ML, NLP, and Generative AI; The Business Case for AI. UNIT 2: AI Tools for Data Analysis and Automation: Predictive Analytics and BI Platforms; Robotic Process Automation (RPA); AI in Data Management. **BLOCK 2: AI APPLICATIONS ACROSS THE ENTERPRISE (10 Hrs)** AI in Marketing and Sales: AI-Powered CRM; Personalization Engines; AI in Advertising. UNIT 4: AI in Operations and Finance: Supply Chain Optimization; AI Fraud Detection; Algorithmic Trading. UNIT 5: AI for Customer Service and HR: AI Chatbots; Sentiment Analysis; AI-Driven Recruiting. **BLOCK 3: STRATEGY, IMPLEMENTATION, AND THE FUTURE (10 Hrs)** Generative AI for Business Innovation: Understanding LLMs; GenAI Tools for Content Creation; Prompt Engineering Basics. UNIT 7: AI Implementation Strategy: High-Impact Use Cases; Data Governance; Build vs. Buy Decisions. UNIT 8: Ethics, Risk, and Future Trends: AI Ethics, Bias, Data Privacy; Governance Frameworks.
Reference Books	• Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction machines: The simple economics of artificial intelligence*. Harvard Business Review Press. • Akerkar, R. (2019). *Artificial intelligence for business*. Springer. • Christian, B. (2020). *The alignment problem: Machine learning and human values*. W. W. Norton & Company.

CO-PO Mapping Matrix

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	3	1	-	1	-	2	2	3	2
CO2	2	2	2	3	1	1	1	1	2	2	2	3
CO3	1	2	2	3	1	-	2	1	1	3	3	3
CO4	2	2	3	2	3	2	2	2	2	3	2	3
CO5	2	3	2	3	3	2	2	3	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	3	3	2
CO3	2	3	2
CO4	2	2	3
CO5	3	3	2

SEMESTER 2

8. OLMBA21 - Managerial Economics

Attribute	Details
Course Code & Name	OLMBA21 - MANAGERIAL ECONOMICS (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To equip students with the foundational principles of managerial economics. • To develop skills to analyze market behavior, pricing, and competition. • To provide an in-depth understanding of production and cost theory. • To analyze and apply economic models to evaluate competitive strategies. • To foster a global perspective on international trade and globalization.
Course Outcomes	**CO1:** Analyze fundamental economic principles and concepts (demand, supply, elasticity) for managerial decisions. **CO2:** Evaluate the impact of various cost structures, pricing models, and production techniques on profitability. **CO3:** Apply concepts of market competition, pricing strategies, and equilibrium to formulate optimal strategies. **CO4:** Assess the economic implications of government policies, taxation, and regulation on business operations. **CO5:** Design and implement business strategies using tools like CVP analysis, risk analysis, and forecasting.
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO DEMAND, SUPPLY AND EQUILIBRIUM ANALYSIS (7 Hrs)** Scope of Managerial Economics. Theory of the Firm: Transaction cost, Constrain Optimisation, Principal-agent problem. Individual Demand: Demand Curve, normal vs inferior goods. Market Demand. Theory of Consumer Choice: Indifference curves, Marginal Rate of Substitution, Budget Line. Market Supply. **BLOCK 2: MEASUREMENT OF DEMAND (8 Hrs)** Price Elasticity of Demand: Point and Arc, Total Revenue and Marginal Revenue. Income and Cross-Price Elasticity. Substitution between Domestic and Foreign Goods. Optimisation analysis. Demand Estimation and Forecasting Techniques. **BLOCK 3: PRODUCTION AND COST ANALYSIS (8 Hrs)** Production function with one/two variable inputs: Isoquants, Marginal Rate of Technical Substitution. Optimal Combination of Inputs. Returns to scale. Short run and Long run cost curves. Economies of scale, Economies of scope, Learning curve, Breakeven Analysis. Cost Volume Profit Analysis. **BLOCK 4: MARKET STRUCTURE (7 Hrs)** Market structure: Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Price determination under perfect competition and Monopoly. Product variation and selling Expenses. Oligopoly: Kinked Demand Curve, Cartels. Game Theory: Dominant Strategy and Nash Equilibrium. **BLOCK 5: PRICING PRACTICES (7 Hrs)** Pricing of Multiple Products. Price Discrimination. International price discrimination and Dumping. Transfer Pricing. Pricing in Practice: Cost plus pricing, Peak-Load Pricing, Two-Part Tariff, Tying and Bundling. Other Pricing Practices: Skimming, value pricing. **BLOCK 6: REGULATION (8 Hrs)** Government regulation to support business and to protect consumers. Government Regulations that Restrict Competition. Public Utility Regulation. India fair competition laws. Importance of circular flow of Income. National Income Aggregates. Type of Inflation. Balance of Trade and Balance of Payment.

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Attribute	Details
Reference Books	• Salvatore, D. (2018). Managerial economics in a global economy. Oxford Univ Press. • Thomas, C. R., & Maurice, S. C. (2020). Managerial economics. • Baye, M. R., & Prince, J. (2021). Managerial economics and business strategy.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	1	-	1	-	2	1	2	2
CO2	2	3	3	1	1	-	1	-	2	2	2	2
CO3	2	3	3	1	2	1	2	1	3	3	2	2
CO4	2	2	3	1	3	2	2	1	3	2	2	2
CO5	2	3	3	2	2	1	2	2	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	3
CO3	3	1	3
CO4	2	1	2
CO5	3	2	3

9. OLMBA22 - Organizational Behaviour and Corporate Leadership

Attribute	Details
Course Code & Name	OLMBA22 - ORGANIZATIONAL BEHAVIOUR AND CORPORATE LEADERSHIP (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To familiarize the student on the concepts of intra-individual, inter-personnel and inter-group behavior. • To provide an understanding of how organizations can be managed more effectively. • To apply and implement a comprehensive framework for leadership development. • To familiarize students with an understanding of group behavior, power, politics, and conflict.

Attribute	Details
Course Outcomes	**CO1:** Outline the composition of organizational behavior. **CO2:** Discover management issues as related to organizational behavior. **CO3:** Apply relevant theories to solve problems of change and conflict within organizations. **CO4:** Analyze the behaviour of individuals and groups in terms of the key factors that influence Leadership. **CO5:** Evaluate differences and similarities between leadership, power and management.
SLM Units(Block Patterns)	**BLOCK 1: A PRELUDE TO ORGANIZATIONAL BEHAVIOR (10 Hrs)** Overview of Organizational Behavior, Conceptual Foundation, Emergence (Historical Background). Ethics and Organizational Behaviour, OB models- Feudal, Autocratic, Custodial, Supportive, Human Value, Contingency. Key levels of analysis in organizational behaviour. **BLOCK 2: INDIVIDUAL BEHAVIOR IN ORGANIZATION (9 Hrs)** Foundation of Individual Behavior, Personality and Individual Differences, Traits Theories, Big Five Personality Traits (OCEAN), MBTI. Transactional Analysis (TA). Perception- Process, Perceptional Errors and Bias. Attitude, Motivation (Maslow, Herzberg). Power and Politics. **BLOCK 3: GROUP DYNAMICS AND TEAM DEVELOPMENT (9 Hrs)** Group Dynamics, Stages of Formation (Tuckman's Model), Group Decision Making Techniques, Social Loafing. Role of Emotional Intelligence. Team-Types, Composition, Virtual Teams. Conflict Management-Types of Conflict, Resolution Strategies. **BLOCK 4: ORGANIZATIONAL CULTURE AND ENHANCING WELLBEING (10 Hrs)** Organizational Culture-Definition and Importance. Organizational change- Resistance and management, Lewin's Change Model, Kotter's 8-Step Process. Cross Culture Management, Stress Management, Work-Life Balancing. Impact of employee emotions and emotional intelligence. **BLOCK 5: CORPORATE LEADERSHIP (10 Hrs)** Corporate leaders- responsibilities. Leadership Theories-Contingency theory, Trait Approach, Behavioral theory. Leadership Styles. Hersey-Blanchard Model of Situational Leadership, Path-goal theory, Attribution theory of leadership. Difference between a Leader and a Manager. Neuro management. **BLOCK 6: EMERGING TRENDS AND CHALLENGES IN ORGANIZATION (12 Hrs)** Globalization, Emerging employment relationship, Knowledge Management. Workplace Trends- Hybrid Model of work, Flexi Time and Flexi place. Digital Transformation and Artificial Intelligence. Sustainability and Green Organizational Practices, Gig Economy. Diversity, equity and inclusion (DEI), CSR.
Reference Books	• Robbins, Timothy A. Judge, (2013). Organizational Behavior. • Moorhead and Griffin, (2015). Managing Organizational Behaviour. • L M Prasad (2024); Organizational Behaviour; Sultan Chand and Sons.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	2	1	2	2	1	1	2	2
CO2	2	3	2	1	2	1	2	3	2	2	2	2
CO3	2	2	3	1	2	1	2	3	2	2	2	3
CO4	2	2	2	1	2	1	2	3	2	2	2	3

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO5	2	2	2	1	2	1	2	3	1	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	1	3
CO3	2	1	3
CO4	2	2	3
CO5	2	1	2

10. OLMBA23 - Business Research Methods

Attribute	Details
Course Code & Name	OLMBA23 - BUSINESS RESEARCH METHODS (Core- Major)
Credits	4 Credits
L-T-P-C	3-1-0-4
Course Objectives	• To equip students with the necessary skills and knowledge to identify Research Problems. • To enable the students to develop an actionable research proposal. • To equip students with an understanding of relevant approaches and elements of undertaking a research enquiry. • To help organizations do research to solve problems.
Course Outcomes	**CO1:** Describe the key concepts in business research, hypothesis testing, sampling methods. **CO2:** Understand the role of business research in solving business problems and making strategic decisions. **CO3:** Create a research plan to address a specific business problem, incorporating appropriate designs. **CO4:** Analyze the results of a business research project using statistical tests. **CO5:** Evaluate the ethical considerations in business research and create a professional research report.
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO RESEARCH (9 Hrs)** Role of research in business decision-making, Types of research. Factors Affecting Business Research. Business Research and the Internet. Research Process Overview. Reviewing the literature. Formulating a research problem. **BLOCK 2: RESEARCH DESIGN (9 Hrs)** Business Research Design: Exploratory, Descriptive and Causal Designs. Sampling Design & Sample Theory. Levels of Measurements & Scaling Techniques: Nominal, Ordinal, Interval, Ratio. Popular Scaling Techniques- Likert Scale, Semantic Differential Scale, NPS.

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Attribute	Details
	BLOCK 3: RELIABILITY VALIDITY & NORMAL DISTRIBUTION (10 Hrs) Concept and importance of reliability and validity. Types of reliability - Test-retest, Inter-rater, Internal consistency. Types of validity - Content, Construct, Criterion-related. Normal Distribution & Standard Normal Variate (Z-score). **BLOCK 4: HYPOTHESIS TESTING (10 Hrs)** Steps in hypothesis testing, Formulation of null and alternative hypotheses. Types of Errors (Type I and Type II). Selection of Tests. Mean Comparison- Single mean, Two means (independent and paired). Z-Test, t-Test, Multiple Means (ANOVA). **BLOCK 5: NON-PARAMETRIC TESTS (10 Hrs)** Introduction to Non-Parametric Tests. Comparison with parametric tests. Assumptions of Non-Parametric Tests. Chi-Square Test of Independence, Steps in computation, Applications in research. **BLOCK 6: ETHICAL ISSUES IN BUSINESS RESEARCH AND REPORT WRITING (12 Hrs)** Ethical Issues in Business Research, Plagiarism and Intellectual Property Rights (IPR). Contents and Format of a Research Report. Use of citations and adherence to referencing styles (APA, MLA, etc.). Types of Research Reports. AI in research.
Reference Books	• Kothari, C. R. (2023). Research methodology: Methods and techniques (5th ed.). New Age International. • Sachdeva, J. K. (2023). Business research methodology (3rd ed.). Himalaya. • Sharma, J. K. (2019). Business statistics (5th ed.). Pearson.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	-	1	1	2	2	2	2
CO3	2	3	3	2	2	-	2	2	1	2	2	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	1	1	2	2	3	2	3	1	2	1	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	2	3
CO3	3	2	3
CO4	2	3	3
CO5	2	2	2

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11. OLMBA24 - Accounting for Decision Making

Attribute	Details
Course Code & Name	OLMBA24 - ACCOUNTING FOR DECISION MAKING (Core- Major)
Credits	4 Credits
L-T-P-C	3-1-0-4
Course Objectives	• To make students remember and understand accounting decision making. • To give broad overview of Decision making with the help of accounting data. • To familiarize students about the importance of financial information in organizations decision making. • To Provide solutions for the routine problems of realistic business situations.
Course Outcomes	**CO1:** Examine the business transactions related to financial data. **CO2:** Relate the decision-making process followed in modern organisations. **CO3:** Build the Budgetary control techniques. **CO4:** Fusion financial accounting and management accounting principles. **CO5:** Derive optimum results with optimum utilization of resources.
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO MANAGEMENT ACCOUNTING (9 Hrs)** Management Accounting-Definition, Nature and Scope, Functions, Tools & Techniques. Distinction between Financial Accounting and Management Accounting, and Cost Accounting. Role of Management Accountant in Modern Business World. **BLOCK 2: ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS (11 Hrs)** Financial Statement Analysis – Meaning, Objectives– Types - Tools or Methods. Problems on Common size financial statements, Trend analysis. Ratio analysis – Liquidity ratios, Profitability ratios and Solvency ratios, implication on decision making. **BLOCK 3: STATEMENT OF CHANGES IN FINANCIAL POSITION (10 Hrs)** Meaning and concept of Fund – Uses and limitations of Fund Flow Statement. Statement of changes in working capital – Statement of Funds from Operations. Cash flow Statement according to Ind–As–7 (Indirect Method only). **BLCOK 4: MARGINAL COSTING AND BREAK-EVEN ANALYSIS (9 Hrs)** Marginal costing – Meaning, Features and Relevance. Absorption costing. CVP analysis - Contribution analysis, P/V ratio – Break-even analysis, P/V and Break-even graphs. Standard costing. **BLOCK 5: COST ANALYSIS FOR DECISION MAKING (11 Hrs)** The role of costs, relevant costs, differential costs, Cost behavior, Managerial Decision making - make or buy, Product mix decisions, Accepting special orders, Decision to shut down or continue operations, Marginal pricing. **BLCOK 6: BUDGETARY CONTROL (10 Hrs)** Concept of Budget – Budgetary control – The Budgeting process - Types of Budgets - Functional budgets – cash budgets – Sales Budget - master budget, Fixed Vs. Flexible budgets. Zero based budgets.
Reference Books	• Charles T. Horngren, (2020) -Introduction to Management Accounting. • Anthony & Welsh. (2012). Fundamentals of Management Accounting. • Harper (2007). Management Accounting.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	1	2	1	2	2	2	3
CO3	2	3	3	2	1	1	2	2	1	2	2	3
CO4	3	3	3	1	2	-	1	1	1	2	2	3
CO5	2	3	3	2	1	1	1	1	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	3	2	3

12. OLMBA25 - Production & Operations Management

Attribute	Details
Course Code & Name	OLMBA25 - PRODUCTION & OPERATIONS MANAGEMENT (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To Develop Expertise in Designing and Managing Production and Operational Systems. • To Acquire Proficiency in Capacity Planning, Scheduling, and Inventory Management. • To Apply Quality Management Strategies and Foster Continuous Improvement. • To Understand the Role of Technology in Transforming Operations Management.
Course Outcomes	**CO1:** Apply Core Concepts and Principles of Production and Operations Management. **CO2:** Design and Enhance Production Systems for Optimal Efficiency. **CO3:** Leverage Tools for Effective Capacity Planning, Scheduling, and Inventory Control. **CO4:** Implement Effective Quality Management and Foster Ongoing Improvement. **CO5:** Integrate Technological Advancements into Production and Operations.
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT (8 Hrs)** Historical background of Modern Industry; types of Production systems; The role of operations manager; An introduction to production planning and control; Tools for Implementation of Operations;

Attribute	Details
	Manufacturing vs service operations; Recent trends in operations management. **BLOCK 2: FACILITY PLANNING AND LAYOUT (8 Hrs)** Facilities location decisions; Factors affecting facility location decisions; Facility location models; Facility layout planning; Warehouse operations; Service operations and office operations, types of plant layouts. **BLOCK 3: MATERIAL REQUIREMENT PLANNING AND QUALITY MANAGEMENT (8 Hrs)** Dependent inventory models; MRP structure; Maintenance Management: preventive maintenance, maintaining system reliability; Quality control concept; Quality circles & Total quality control; Control charts X and R charts, P control charts. **BLOCK 4: MATERIAL SOURCING AND PRICING (6 Hrs)** Introduction to Material Sourcing; Benefits of Effective Sourcing Decisions; Supplier Scoring and Assessment; Supplier Selection; Material Procurement Process; Pricing and Revenue Management for Multiple Customers; Material sourcing and pricing for Perishable Products.
Reference Books	• Chase, R. B., & Aquilano, N. J. (2021). Operations management (13th ed.). • Adam, E. E., & Erbert, R. J. (2008). Production and operations management. • Krajewski, L. J., & Ritzman, L. P. (2013). Operations management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	1	1	1	-	1	2	2	2
CO2	2	3	3	2	1	2	2	2	2	3	2	3
CO3	2	3	3	3	1	1	1	1	2	2	2	3
CO4	2	3	3	2	2	2	2	2	2	3	2	3
CO5	2	2	3	3	1	2	2	1	3	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	3
CO3	3	3	3
CO4	3	2	3
CO5	2	3	3

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13. OLMBA26M - Services Marketing, Promotion and Distribution

Attribute	Details
Course Code & Name	OLMBA26M - SERVICES MARKETING, PROMOTION AND DISTRIBUTION (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To equip students with the foundational principles of service marketing. • To cultivate an understanding of customer expectations, perceptions, and service recovery. • To analyze physical evidence and service delivery channels.
Course Outcomes	**CO1:** Recall and explain key concepts in service marketing, such as service quality, customer experience, service design, and service recovery. **CO2:** Summarize and explain the main features and characteristics of different types of services and service industries. **CO3:** Demonstrate proficiency in designing service delivery processes and customer touchpoints. **CO4:** Analyze the impact of service encounters and customer interactions on overall service experience. **CO5:** Critically evaluate the success and impact of service marketing initiatives.
SLM Units(Block Patterns)	**BLOCK 1: FOUNDATIONS OF SERVICES MARKETING** **BLOCK 1 : INTRODUCTION TO THE SERVICE ECONOMY: (6Hrs)** Introduction to services, Consumer Behaviour in Services. Customer Expectations And Perceptions. Customer Research And Relationships: Understanding Customer Expectations through Marketing Research, Building Customer Relationship. **BLOCK 2: SERVICE DESIGN AND STANDARDS (8 Hrs)** Service Recovery. Service Development And Design: Customer Defined Service Standards. Physical Evidence and the Servicescape. **BLOCK 3: DELIVERING AND PERFORMING SERVICES (7 Hrs)** Human Factors in Service Delivery: Employees' and Customers' Roles. Channel And Capacity Management: Delivering Service through Intermediaries and Electronic channels, Managing Demand and Capacity. **BLOCK 4: MANAGING SERVICE PROMISES (8 Hrs)** Integrated Communications And Pricing. Service Quality And Financial Impact: The Financial and Economic Effect of Service, The Integrated Gaps Model of Service Quality.
Reference Books	• Marketing for Hospitality and Tourism – Philip Kotler, John T. Bowen & James C. Makens (2023 Edition) • Tourism Marketing: A Strategic Approach – Metin Kozak & Seyhmus Baloglu (2023 Edition) • Services Marketing: Integrating Customer Focus Across the Firm – Valarie Zeithaml, Mary Jo Bitner, & Dwayne Gremler (2023 Edition)

CO-PO Mapping Matrix

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	1	1	-	2	1	1	1	2	2
CO2	3	2	2	1	-	-	1	-	2	1	2	2
CO3	2	2	3	2	1	1	2	2	2	3	2	3
CO4	2	3	3	1	1	1	2	1	2	2	2	3
CO5	2	3	3	2	2	-	2	1	2	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	1	2
CO3	3	2	3
CO4	3	1	2
CO5	3	2	3

14. OLMBA26H - Empowering HR with Technology and Trends

Attribute	Details
Course Code & Name	OLMBA26H - EMPOWERING HR WITH TECHNOLOGY AND TRENDS (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To define and explain key concepts of HR analytics. • To understand how HR technology aligns with organizational strategy. • To learn functional HR analytics for diverse HR processes.
Course Outcomes	**CO1:** Define and explain the key concepts and principles of human resource analytics, including data collection, HR metrics, and workforce planning. **CO2:** Summarize the steps involved in the human resource analytics process, from data preprocessing to data visualization. **CO3:** Apply data analysis tools and software to analyze HR data and extract meaningful insights. **CO4:** Analyze the effectiveness of HR programs and initiatives using HR analytics data. **CO5:** Evaluate the effectiveness of HR analytics in improving HR decision-making and organizational performance.

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Attribute	Details
SLM Units(Block Patterns)	**BLOCK 1: FOUNDATIONS OF HR ANALYTICS (8 Hrs)** Introduction to HR Analytics: Overview of HR Process, HR as an expense, the analytics and prediction. Strategic Framework for HR Analytics: Strategic Human capital measures, Technology Used, SWOT Analysis of HR analytics. **BLOCK 2: EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL ALIGNMENT (8 Hrs)** Talent Attraction and Retention. Organizational Alignment Analytics: HR Alignment Inventory. Performance Metrics and Policy Measurement: Predicting future 'performance'. **BLOCK 3: ORGANIZATION WIDE AUDIT AND FUNCTIONAL ANALYTICS (6 Hrs)** System and Practice Assessment. Functional HR Analytics: Recruitment, Staffing, Performance, Compensation, Training, Attrition Analytics. The HR Audit Process: Conducting HR Practice Audits, Data Triangulation. **BLOCK 4: ADVANCED HR SOLUTIONS AND EVALUATION (7 Hrs)** Data-Driven HR Solutions: HR Dashboards, Advanced Data Analytics (Forecasting, Predicting), KPI Catalogue Creation. Program Evaluation and ROI: Applied research for data-driven organization change, Evaluating critical HR initiatives.Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.,), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.
Reference Books	• HR Analytics- Understanding Theories and Applications" - Bhattacharya, Dipak Kumar - Sage Texts, India-2017 • Fundamentals of HR Analytics: A Manual on Becoming HR Analytical- Fermin Diez, Mark Bussin, Venessa Lee- Emerald Publishing Limited – 2019 • Compensation Management in a Knowledge-based World" by Richard I. Henderson- 2003

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	-	1	1	1	1	2	2
CO2	2	3	2	3	-	-	2	-	1	1	2	2
CO3	1	3	3	3	1	-	2	1	1	2	3	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	2	3	3	3	2	1	2	2	2	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	3	2	3
CO5	3	3	3

15. OLMBA26F - Strategic Cost Management

Attribute	Details
Course Code & Name	OLMBA26F - STRATEGIC COST MANAGEMENT (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To introduce the paradigm shift from traditional cost accounting to strategic cost management. • To provide a comprehensive understanding of advanced costing techniques, including ABC, Value Chain Analysis, and Target Costing. • To equip students with strategic frameworks for performance evaluation. • To explore contemporary cost management philosophies (JIT, TOC).
Course Outcomes	**CO1:** Differentiate between traditional and strategic cost management and apply Activity-Based Costing (ABC). **CO2:** Analyze an organization's value chain to identify cost drivers and apply Target Costing and Life Cycle Costing. **CO3:** Develop and interpret a Balanced Scorecard and analyze the Costs of Quality (COQ). **CO4:** Evaluate and apply advanced cost control techniques like Just-in-Time (JIT), Theory of Constraints (TOC), and Customer Profitability Analysis (CPA). **CO5 :** Apply Activity-Based Costing (ABC) and Responsibility Accounting techniques to manage organizational costs and enhance managerial accountability.
SLM Units(Block Patterns)	**BLOCK 1: FOUNDATIONS OF STRATEGIC COST MANAGEMENT (8 Hrs)** Introduction to Strategic Cost Management: Traditional vs. Strategic; Cost Leadership, Differentiation. Cost Concepts and Behavior Analysis: Cost Classification; Strategic CVP Analysis. Activity-Based Costing (ABC) and Management (ABM): ABC Methodology. **BLOCK 2: STRATEGIC COST ANALYSIS TOOLS AND TECHNIQUES (8 Hrs)** Value Chain Analysis: Porter's Value Chain; Supplier and Customer Linkage. Target Costing and Life Cycle Costing: Kaizen Costing. Quality and Environmental Cost Management: Total Quality Management (TQM); Costs of Quality (COQ) Framework. **BLOCK 3: PERFORMANCE, CONTROL, AND ADVANCED APPLICATIONS**: **(8 Hrs)** Strategic Performance Measurement: The Balanced Scorecard. UNIT 8: Budgeting, Control, and Responsibility Accounting: Flexible Budgets, Transfer Pricing. Advanced Cost Management Concepts: Just-in-Time (JIT), Theory of Constraints (TOC). Contemporary Issues in Cost Management: Customer

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Attribute	Details
	Profitability Analysis (CPA). **BLOCK 4:VALUE CHAIN ANALYSIS(7 Hrs)** Value Chain Analysis. Value Engineering (Present a case study of a company that successfully implemented value engineering.) Business Process Re-engineering , Lean Manufacturing
Reference Books	• Drury, C. (2018). Management and Cost Accounting (10th ed.). Cengage Learning. • Horngren, C. T., Datar, S. M., & Rajan, M. V. (2020). Cost Accounting: A Managerial Emphasis (16th ed.). • Pearson. • Kaplan, R. S., & Anderson, S. R. (2019). Advanced Management Accounting: A Strategic Approach (4th ed.). Pearson. • Shank, J. K., & Govindarajan, V. (2020). Strategic Cost Management: The New Tool for Competitive Advantage (3rd ed.).

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	1	2	1	2	2	2	3
CO3	2	3	3	2	2	1	2	2	1	2	2	3
CO4	2	3	3	2	1	1	2	1	2	3	2	3
CO5	3	3	3	3	2	2	2	2	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	3
CO3	3	2	3
CO4	3	2	3
CO5	3	3	3

16. OLMBA27 - Business Communication

Attribute	**Details**
Course Code & Name	OLMBA27 - BUSINESS COMMUNICATION (SEC)
Credits	2 Credits
L-T-P-C	2-0-0-2
Course Objectives	• To enable students, learn correct pronunciation, spelling, meaning and usage of English vocabularies. • To give English language skill practice to students to enhance their English proficiency. • To help students to become autonomous and self-directed English language learners.
Course Outcomes	**CO1:** Learn and master basic communicative English. **CO2:** Understand and demonstrate the use of basic and advanced proper writing techniques that today's technology demands. **CO3:** Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.
SLM Units(Block Patterns)	**BLOCK 1: ART OF COMMUNICATION (10 Hrs)** Receptive Skills, Reading & Speaking Skills - Definition, need and importance, Understanding and demo exercises with activities on reading and speaking skills. **BLOCK 2: VOCABULARY BUILDING (10 Hrs)** Reading for vocabulary building –synonyms, antonyms, homophones, homonyms, Suffixes, prefixes, collocations, words often confused. LISTENING SKILLS: Barriers for effective listening, Types of Listening - Techniques to improve listening skills. **BLOCK 3: PRODUCTIVE SKILLS (10 Hrs)** Productive Skills: Writing Skills- Drafting Brochure, Leaflet, Invitations, Reported Speech - Report drafting, Barriers and how to overcome noise. NON- VERBAL COMMUNICATION: Verbal and Non-verbal communication, Summarizing - Speech Writing - Essay Writing, Body Language.
Reference Books	• Sethi, J.Dhamija.P.V. (2005). A Course in Phonetics and Spoken English. • Balasubramanian.T. (2010). A Textbook of English Phonetics for Indian Students. • Yule, George. (2010). The Study of Language.

CO-PO Mapping Matrix

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	1	-	-	-	1	-	3	1	1	-	2	2
CO2	1	-	1	2	1	-	3	1	1	-	2	2
CO3	1	-	1	-	2	-	3	3	1	1	2	2
CO4	1	-	1	2	1	3	3	1	1	2	2	2
CO5	1	2	-	-	1	-	3	1	1	-	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	1	1	1
CO2	2	2	1
CO3	2	1	2
CO4	3	2	1
CO5	2	2	1

SEMESTER 3

17. OLMBA31- Innovation & Strategic Management

Attribute	Details
Course Code & Name	OLMBA31 Innovation & Strategic Management
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	• To equip students with the foundational principles of Innovation and strategic management, including orientation toward the industry, the holistic strategic thinking concept, and innovation in general • To cultivate an understanding of organizational life cycles, new product development, and innovative strategies tailored to dynamic corporate conditions. • To analyze and create effective strategies across multiple platforms, like marketing, human resource, Finance, Production management. • To examine the roles of functional level, mid-level, and corporate level management to enhance decision- making related to strategic positioning of an organization.
Course Outcomes	**CO1:** Analyze core strategic management concepts to formulate customer-centric and sustainable business strategies. **CO2:** Evaluate strategic positioning approaches to develop strong brand strategies and compelling value propositions. **CO3:** Design integrated organizational life cycle and strategic models aligned with market dynamics and behavioral factors. **CO4:** Develop cross-functional strategies across marketing, HR, finance, and production to effectively deliver value and engage target markets. **CO5:** Critically assess multi-level organizational and supply chain practices to propose innovative solutions that enhance efficiency and value chain performance.
SLM Units(Block Patterns)	**BLOCK 1: FUNDAMENTALS OF STRATEGIC MANAGEMENT AND INNOVATION (10 Hrs)** Definitions and Concepts: Evolution of strategic management and its management vs. operational management. Innovation Management: Types of innovation: Incremental, disruptive, architectural, and radical innovation. Role of innovation ecosystems and innovation clusters. Class of Decisions and Levels of Strategy: Decision-making under certainty, risk, and uncertainty. Corporate, business, and functional-level strategies. Core Competence: Identifying and nurturing core competencies. **BLOCK 2: STRATEGY IMPLEMENTATION AND LEADERSHIP (9 Hrs)** Innovation as a Business Strategy: Strategic Frameworks for Innovation: Blue Ocean Strategy: Creating uncontested market spaces. Value Innovation: Delivering exceptional value while reducing costs. Role of technology and R&D in driving business innovation. Steps in Strategy Implementation:. **BLOCK 3 : STRATEGY EVALUATION AND CONTROL (11 Hrs)** Operational Control Optimizing Processes: Lean Management: Principles and practical applications for waste reduction. Total Quality Management (TQM): Building a culture of continuous improvement. Technological Integration in Control Systems: Role of ERP (Enterprise Resource Planning) systems in operational efficiency. Real-time analytics and IoT for dynamic operational control.

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Attribute	Details
	BLOCK 4: STRATEGIC GROWTH, CORPORATE TURNAROUND, AND RESTRUCTURING (10 Hrs) Growth Strategies Expanding Horizons: Franchising models: Opportunities and challenges in global markets. Strategic alliances: Building synergies across industries. Leveraging Technology for Growth: Digital transformation as a driver of scalability and innovation. Stability Strategies Maintaining Competitive Edge: **BLOCK 5 : COMPETITIVE STRATEGIES AND GLOBALIZATION (11 Hrs)** Role of Technology in Competitive Analysis: Value Chain Analysis Contemporary Approaches: Digital Value Chain: . Porter's Generic Competitive Strategies Traditional Approaches: Cost leadership, differentiation, and focus. Modern Adaptations: Hybrid Strategies: Combining cost efficiency with differentiation. **BLOCK 6: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY (9 Hrs)** Corporate Social Responsibility (CSR) CSR Reporting Standards: Comparison of frameworks: GRI, UN SDGs, ISO 26000, and SASB standards. Legal mandates on CSR in India and global practices (e.g., Section 135 of the Indian Companies Act).
Reference Books	• Fred R. David, Forest R. David (2017), Strategic Management: Concepts and Cases (16e), Pearson Education Limited. • Azhar Kazmi & Adela Kazmi (2015), Strategic Management and Business Policy (4e), McGraw Hill Education. • Thompson, Strickland & Gamble (2021), Crafting and Executing Strategy: The Quest for Competitive Advantage (22e), • R. M. Srivastava (2016), Strategic Management: Concepts, Skills and Practices, PHI Learning Private Limited, New Delhi. • Jay B. Barney & William S. Hesterly (2018), Strategic Management and Competitive Advantage: Concepts (6e), Pearson Education.

CO–PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	3	2	3	1	-	2	1	2	2	3	3
CO3	2	3	3	2	2	-	2	2	2	2	3	3
CO4	2	2	3	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO–PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	3	2
CO3	3	3	2
CO4	3	2	3
CO5	3	3	2

18. OLMBA32 - OPERATIONS RESEARCH

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Attribute	Details
Course Code & Name	OLMBA32 - OPERATIONS RESEARCH
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	• To Remember various concepts Operation Research • To Understand mathematical models used in Operation Research • To Understand concepts that can be applied in real business situations • To Apply Operation Research on new business operations like e-commerce and on line supply chain companies • To Analyze the challenges these organizations are facing currently
Course Outcomes	**CO1:** Explain fundamental concepts and techniques of Operations Research for managerial decision-making. **CO2:** Apply linear programming methods and optimization solvers to analyze problems and interpret actionable solutions. **CO3:** Solve transportation and assignment problems using appropriate quantitative and optimization techniques. **CO4:** Develop and apply mathematical models, including integer programming and network models, to address complex operational problems. **CO5:** Evaluate the effectiveness of solution methods for cost optimization in logistics and resource allocation scenarios..
SLM Units(Block Patterns)	**BLOCK 1: INTRODUCTION TO OPERATIONS RESEARCH (11 Hrs)** Introduction to OR, Basic concepts of OR, origins from World War II military operations to modern day business applications. Definitions, Optimization, Techniques of OR, how OR addresses problems through systematic analysis and mathematical modelling. Models of OR, Advantages, Classifications, Phases of OR, Applications and Limitations of OR **BLOCK 2: LINEAR PROGRAMMING (9 Hrs)** Concept of Linear Programming and formulation of L.P. models, Used in resource allocation, logistics, production scheduling, finance, HR planning, and marketing campaigns. Business Cases in L.P, Modeling, Graphical Technique, problems, Simplex Algorithm and interpretation of final results, Duality Problems. Practical cases: Production Optimization, Media Planning, Transportation Problems, Blending Problems. **BLOCK3:TRANSPORTATION AND ASSIGNMENT (11 Hrs)** Analysis of transportation problems, Applications: Logistics, warehousing, supply chain distribution, cargo planning. Basic feasible solutions, Problems in West Cornder method, Problems in Least Cost Method, Problems Vogel's Approximation method, Problems in Modi Method, Solution to Problems, Assignment Problems, Assignment Method, Maximization Assignment Problems, Unbalanced Transportation Problems, Travelling Salesman Project, Find the shortest closed path visiting each node once.

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	BLOCK 4: NETWORK ANALYSIS (9 Hrs) Network construction, Project Management Technique for visualizing task dependencies and sequencing. Critical Path Method, Program Evaluation & Review Technique (PERT), CPM – Problems, PERT – Problems, PERT/CPM – Cost consideration, Time –Cost Optimization. **BLOCK 5: GAME & DECISION THEORY (11 Hrs)** Introduction & Assumptions in a game, Pay-off matrix and types of games, Pure strategy games, Games without saddle points - Introduction, Types of decision Making, Decision making under certainty, Decision making under uncertainty, Decision making under risk (EMV, EOL, EVPI), Business problems in decision making. **BLOCK 6: REPLACEMENT DECISIONS & SIMULATION (9 Hrs)** Replacement of items that deteriorates with time (Case I), Replacement of items that deteriorates with time (Case II), Optimum replacement policy, Replacement of items that fails suddenly, Determine the optimal time to replace the item before it becomes uneconomical. Types of simulation, Monte-Carlo method, Random number generation, Business cases in replacement decisions and Business applications of simulation models.
Reference Books	• Hillier, F. S., & Lieberman, G. J. (2024). *Introduction to operations research* (12th ed.). McGraw- Hill Education. • Ravindran, R. (2015). Operations research and management science. Himalaya Publishing House. • Panneerselvam, R. (2003). Operations research. New Delhi: Prentice-Hall of India. • Rama Murthy, P. (2018). Operations research. New Delhi: New Age International Publishers • Barron, E. N. (2024). Game theory: An introduction (3rd ed.). Wiley.

CO–PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	3	2	3	1	-	2	1	2	2	3	3
CO3	3	2	3	2	2	-	1	2	2	3	3	3
CO4	2	2	3	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO–PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	2	3
CO3	3	3	2
CO4	3	2	3

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CO5	3	3	2

19. OLMBA33 MANAGEMENT INFORMATION SYSTEM AND ANALYTICS

Attribute	Details
Course Code & Name	OLMBA33 MANAGEMENT INFORMATION SYSTEM AND ANALYTICS
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	• To develop understanding of major information systems, including TPS, DSS, and ERP. • To provide knowledge of E-Commerce and M-Commerce models, payment systems, and security issues. • To equip students with data analytics skills using tools such as Excel, Tableau, Python, and R. • To build competency in IT governance, cybersecurity risk management, and regulatory compliance. • To promote application of emerging technologies like AI, Blockchain, IoT, and Cloud Computing in business contexts.
Course Outcomes	**CO1:** Explain fundamental concepts and emerging trends in Information Technology. **CO2:** Analyze the role of MIS in strategic decision-making and organizational performance. **CO3:** Evaluate the impact of TPS, DSS, and ERP systems on business efficiency. **CO4:** Apply E-Commerce and M-Commerce models, digital payments, and security frameworks in practice. **CO5:** Develop data-driven strategies using analytics while considering ethical implications.
	BLOCK 1: INTRODUCTION TO INFORMATION TECHNOLOGY (11 Hrs) Fundamentals of Information (Concepts, Types and Classification of Information) Evolution of Information Technology (Historical Overview, Present Landscape, & Future Trends) Applications and Utility (Information Technology in Various Domains) Impact of IT on Business (Operations and Strategy) Emerging Trends in Information Technology (AI, IoT, Blockchain, Cloud Computing) **BLOCK 2: INFORMATION SYSTEMS AND STRATEGIC MANAGEMENT (9 Hrs)** Overview of Information Systems and MIS (Nature and Functions) Key Characteristics and Frameworks for Management Information Systems - Organizational and Control Issues in MIS Implementation -- Strategic Role and Utilization of Information Systems -- Competitive Advantage through Information Systems -- Planning and Growth Cycles in Information Systems -- Techniques for Information Systems Planning (Strategic Grid, Value Chain)--Critical Success Factors -- Risks and Mitigation Strategies in Information Systems.

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	BLOCK3: INFORMATION SYSTEMS FOR MANAGEMENT AND OPERATIONS (11 Hrs) Role of Information Systems Across Organizational Levels -- Types of Information Systems: (Transaction Processing Systems, Decision Support Systems and more, Operational and Management Support Systems) -- Advanced Systems -Overview of Enterprise Resource Planning (ERP)(Modules and Vendors) -- Success and Failure Factors of MIS Implementation, Information System Resources (Hardware, Software, DBMS, and Communication Systems) Internet and Office Automation Tool **BLOCK 4: E-COMMERCE AND M-COMMERCE (9 Hrs)** Building Infrastructure for E-Commerce -- Communication Networks Supporting E-Commerce, Payment Systems(Traditional and Emerging Trends) E-Commerce's Impact on Business Models and Operations -- E-Commerce in the Indian Business Context -- Business Models (B2B, B2C, C2C, and Beyond **BLOCK 5: DATA ANALYTICS AND DECISION-MAKING (10 Hrs)** Introduction to Data Analytic (Concepts and Applications) Types of Analytics (Descriptive, Predictive, and Prescriptive) Tools and Techniques for Data Analysis (Overview of Excel, Tableau, Python, R) Big Data and Its Impact on Decision-Making -- Data-Driven Strategies in Business Operations and Marketing ,Business Intelligence -- Visualization Techniques for Data Presentation -- Ethical Considerations and Data Privacy Issues. **BLOCK 6: IT GOVERNANCE AND CYBER SECURITY (10 Hrs)** IT Governance Frameworks(COBIT, ITIL, ISO 27001) IT Risk Management and Policy Development -- Fundamentals of Cyber security(Threats, Vulnerabilities, and Attack Vectors) Cybersecurity Technologies (Firewalls, Encryption, Intrusion Detection Systems) Legal and Regulatory Aspects of Cyber security -- Cyber security in E-Commerce and Cloud Computing -- Incident Management and Response Planning
Reference Books	• Sanjay Saxena.(2001). A first Course in Computer. (First edition)Vikas Publishing house. • Sanjay Saxena.(2000). MS Office. Vikas Publishing House. (first edition) • Efraim Turban (2021) : Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability (first edition) • Kenneth C. Laudon (2020) ; Management Information Systems: Managing the Digital Firm

CO–PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	2	1	3	1	-	2	1	2	1	3	2
CO3	3	2	3	2	2	-	1	2	2	1	3	3
CO4	2	2	1	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO–PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	2	3
CO3	1	3	2
CO4	1	2	3
CO5	1	3	2

20. OLMBA34H - STRATEGIC HUMAN RESOURCE MANAGEMENT

Attribute	**Details**
Course Code & Name	OLMBA34H - STRATEGIC HUMAN RESOURCE MANAGEMENT (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	•To Understand how SHRM contributes to informed decision-making by providing timely and relevant information to leaders and managers. •To Learn to Apply various strategic human resource management decisions in real life situations •To Analyze the impact of SHRM on organization performance •To Develop skills to design HR strategies aligned with business objectives. •To Explore global trends and practices in strategic HRM.
Course Outcomes	**CO1**: To understand and demonstrate SHRM theories, models, and practices and how they align HR functions with organizational strategies**.** **CO2**: To gain insights into managing organizational change and fostering a culture of innovation through effective HR strategies. **CO3:** To apply and develop the ability to integrate HR practices with business strategies to enhance organizational performance and achieve competitive advantage **CO4**: To analyze the challenges and strategies of managing human resources in global and multicultural environments**.**

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Attribute	Details
	CO5: To interpret strategies to improve employee engagement, retention, and overall performance in alignment with business objectives.
SLM Units (Block pattern)	**BLOCK 1 INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT (10 Hrs)** Definition, scope, and importance of SHRM. Difference between traditional HRM and SHRM. Role of SHRM in achieving organizational goals. Evolution of HRM to SHRM. **BLOCK 2: STRATEGIC HR AND WORKFORCE PLANNING (11 Hrs)** Definition and importance in achieving business objectives. Aligning HR strategy with organizational strategy. Environmental scanning and forecasting workforce needs. Managing change through strategic HR initiatives **BLOCK 3-FORMULATION OF HR STRATEGIES AND IMPLEMENTATION (12 Hrs)** HR Strategy Formulation Process Steps in Formulating HR Strategy: Environmental scanning (internal and external analysis), implementing HR Strategies, Key Components of Implementation: Translating strategy into action plans, Change management and communication strategies, Resource allocation and policy development, Challenges in Implementation: Common barriers Monitoring and Evaluating HR Strategies, Measuring Success: Metrics for evaluating HR strategies **BLOCK 4 – TALLENT ACQUISITION AND MANAGEMENT (12 Hrs)** Definition and Importance, Differences between Talent Acquisition vs. Recruitment, The role of SHRM in Talent Acquisition and Management, Current trends and challenges, Talent gaps and succession planning, Employer Branding, Sourcing Strategies: Internal vs. External sourcing Innovative tools (e.g., LinkedIn, AI-powered tools) Data-Driven Recruitment Metrics for success (Time-to-hire, Quality of hire), Separation Management- Meaning, Types of separation, process of Separation Management
Reference Books	• StrategicHuman Resource Management, Ananda Das Gupta, ,1th edition, 25 march, 2020 https://doi.org/10.4324/9780429327728 • Human Resource Management: Functions, Applications, and Skill Development: Robert N. Lussier | John R. Hendon-5TH Edition 2024 • Human Resource Management: A Transformative Approach: Cam Caldwell, PhD, Verl Anderson, PhD-2019

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	-	1	2	1	-	2	1	2	2
CO2	2	3	3	1	-	-	2	-	1	2	1	2
CO3	2	3	3	1	-	-	1	-	2	2	2	2

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	2	3	3	1	1	3	2	2	2	2	2
CO5	2	3	3	2	-	1	1	1	2	2	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	3
CO3	3	1	2
CO4	3	3	2
CO5	3	2	3

21. OLMBA35H EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS

Attribute	**Details**
Course Code & Name	OLMBA35H EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS
Credits	3
L-T-P-C	3-0-0-3
Course Objectives	•To provide a comprehensive understanding of industrial relations and their importance in maintaining workplace harmony. •To familiarize students with key labor legislations in India and their practical implications for employees and employers. •To develop the ability to analyze and resolve workplace conflicts, focusing on collective bargaining and negotiation strategies. •To explore contemporary issues in employee relations, including global workforce trends, employee wellness, and stress management
Course Outcomes	**CO1:** To Know on the concepts of employee relations and industrial peace and harmony. **CO2:** To Apply the concepts of grievance handling, resolution, disputes, settlement and conflicts in organizations **CO 3**: To develop better understanding of the prevailing laws and government policies regarding labor. **CO 4:** Apply labour legislation principles to resolve workplace disputes and ensure legal compliance. **CO5:** Analyze the role of trade unions, collective bargaining, and grievance handling in industrial relations.
SLM Units (Block pattern)	**BLOCK 1 EMPLOYEE RELATIONS AND CONTEMPORARY ISSUES IN EMPLOYEE RELATIONS (12 Hrs)** Overview: Concept and importance of Employee relations, Comparison between

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	Industrial relations (IR) and Employee relations (ER), Paradigm shift from IR to ER, Trends in employee relations management, Understanding IR – ER shift in industrial set up and current trends. The role of ER manager, The future of employee relations, Characteristics of industrial employees in the modern organizations. Employee relations during crises – Recession, Employee Wellness understanding, global workforce emerging issues – world view study. **BLOCK 2: COLLECTIVE BARGAINING AND NEGOTIATION (12 Hrs)** Conflict and Negotiations, form of negotiation, Situations requiring negotiation, Integrative and distributive negotiation strategies, the basic negotiation process-strengthening collective bargaining, Phases of Collective Bargaining, Collective Bargaining Advantages, Employee counselling methods principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, , Case study on collective bargaining and industrial negotiations. **BLOCK 3: EVOLUTION OF LABOUR LEGISLATION IN INDIA (11 Hrs)** History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Code of Discipline Concept and steps of Grievance, Need for a Grievance Redressal procedure, Employee Grievance handling procedure, Model of Grievance redressal Procedure , Legislative aspects of the grievance redressal procedure in India, Industrial Employment (SO) Act, 1946. **BLOCK 4:TRENDS IN EMPLOYEE RELATIONS (ER) MANAGEMENT (10 Hrs)** Employer responsibility to create harassment free work place, stress free environment in work place, Introduction, Careerism, Stress and Employee wellness in organization, organizational Justice, organizational Misconduct, Employee relations during crises – Recession, workers participation in Management practices in other countries
Reference Books	• Srivastava S.C,(2006).Industrial Relations and Labour Laws, Vikas Publishing House. • Singh B.(2000).Industrial Relations and Labour Law- Excel Books publishing. • Sarma A.M,(2014).Industrial Jurisprudence and Labour Legislation, 5thedn - Himalaya Publishing House. • Kapoor N.D,(2003). Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi publisher.

CO-PO Mapping Matrix

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

22. OLMBA36H MINOR HUMAN RESOURCE MANAGEMENT – COMPENSATION MANAGEMENT

Attribute	**Details**
Course Code & Name	OLMBA36H - COMPENSATION MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To understand compensation concepts, philosophies, and system design. • To design competitive and equitable pay structures aligned with organizational strategy. • To analyze performance-based compensation, including incentives and total rewards. • To examine employee benefits, non-monetary rewards, and global compensation practices. • To evaluate pay equity, ethics, HR technology, and emerging compensation trends.
Course Outcomes	**CO1:** Explain fundamental concepts and strategic principles of compensation management. **CO2:** Design equitable pay structures and incentive systems using market and internal

	data. **CO3:** Analyse performance-based compensation and total rewards frameworks. **CO4 :** Evaluate employee benefits and global compensation practices for motivation and retention. **CO5:** Assess contemporary compensation issues including pay equity, ethics, HRIS, and emerging trends.
SLM Units (Block pattern)	**BLOCK 1: Introduction to Compensation Management (12 Hrs)** Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches **BLOCK 2: Designing Compensation Systems Pay Structures (12 Hrs)** Designing pay levels, grades, and ranges. Market Competitiveness: Conducting and using salary surveys. Pay-for-Performance: Merit pay. Incentives and bonuses. Executive Compensation: Components, trends, and issues in executive pay. Global Compensation: Managing compensation in multinational corporations. **BLOCK 3: Performance-Based Compensation (10 Hrs)** Performance Management Systems: Aligning performance with compensation. 15 25 Incentive Plans: Types of incentives (individual, team, and organizational), and their effectiveness. 3 Employee Benefits and Services: Types of benefits, administration, and impact on employee satisfaction. 15 25 Non-Monetary Compensation: programs, carcer development opportunities, and work-life balance initiatives. Recognition 4 Total Rewards: Integrating compensation and benefits to enhance employee motivation and retention. **BLOCK 4: Contemporary Issues and Future Trends in Compensation (11 Hrs)** Technology in Compensation Management: Use of HRIS and other software in managing compensation. Ethics and Fairness in Compensation: Ensuring equitable pay practices and transparency. Pay Equity: Addressing gender and diversity pay gaps. Trends in Compensation: Gig economy, flexible working arrangements, and their impact on compensation.
Reference Books	• Dipak Kumar Bhattacharya, Compensation Management , Oxford University Press , 2014 • Richard.I. Henderson: Compensation Management In A Knowledge Based World - Prentice-Hall, 2012, 9th Ed • Milkovich & NewMan, Compensation, Tata McGraw –Hill,New Delhi, 2015

CO-PO Mapping Matrix

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

23. OLMBA34F STRATEGIC FINANCIAL MANAGEMENT

Attribute	**Details**
Course Code & Name	OLMBA34F STRATEGIC FINANCIAL MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To Learn different methods to achieve various aims. • To illustrate how SFM contributes to informed decision-making. • To apply concepts in real financial situations. • To Analyze data that supports growth in a faster way • To Evaluate all available options. • To manage and minimize risk using Strategic models and methods.
Course Outcomes	CO 1: To illustrate the concept of SFM and its importance in organizational growth and success. CO 2: To define strategic financial management practices with the overall strategic objectives. CO 3: To Apply the SFM skills in uncertain situations of the organization in the area of decision making. CO 4: To make judgements in capital Budgeting and risk analysis. CO 5: To Apply the models and Methods Suitable for facing future changes and challenges.
	BLOCK1:FINANCIAL STRATEGY AND PLANNING (12 Hrs)

SLM Units (Block pattern)	Definition, characteristics, scope and importance of strategic financial management, constraints to strategic financial management, financial forecasting, techniques, financial planning process, decision-making and problem- solving process. Agency theory, agency costs, constituents and criticism of agency theory **BLOCK2: EVALUATION OF RISKY PROPOSALS FOR INVESTMENT DECISIONS (12 Hrs)** Evaluation of Risky Proposals for Investment Decisions (Theory), Decision tree analysis **BLOCK3: LEASING DECISIONS (10 Hrs)** Leasing decisions (Theory) lease financing (Theory) Evaluation of lease vs Buy options **BLOCK4: SECURITIZATION- CONCEPT, PRINCIPLES OF SECURITIZATION, MECHANISM AND PROBLEMS OF SECURITIZATION. (11 Hrs)** Securitization- Concept, Principles of Securitization (Theory) - Mechanism and Problems of Securitization.(Theory)
Reference Books	• Khan, M. Y., & Jain, P. K. (2011). *Financial management: Text, problems and cases* (6th ed.). Tata McGraw-Hill Education • Chandra, P. (2011). *Financial management: Theory and practice* (8th ed.). McGraw-Hill Education (India) Pvt. Ltd. • Sofat, R., & Hiro, P. (2015). *Strategic financial management* (2nd ed.). Prentice Hall India Pvt. Ltd. • Sheridan, J. F., & Keown, A. J. (2018). *Financial management: Principles and applications* (13th ed.). Pearson Education Ltd. • Wiley. (2023). *Wiley CMA exam review 2023 study guide part 2: Strategic financial management* (1st ed.). Wiley.

24. OLMBA35F - ADVANCE FINANCIAL MANAGEMENT

Attribute	**Details**
Course Code & Name	OLMBA35F ADVANCE FINANCIAL MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To remember various advanced financial management concepts and theories • To understand the implications of financial decision on the growth of an organization • To apply techniques of financial management • To analyze various results of financial investment and implications

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	• To evaluate various financial reports • To teach students to create and have a first-hand knowledge and expertise in handling the various aspects of finance in an organization
Course Outcomes:	**CO1**: Understand the fundamentals of financial management and its various aspects. **CO2**: Apply concepts of dividend policy and capital structure in financial planning. **CO3**: Analyse mergers and acquisitions for effective financial decision-making. **CO4**: Solve practical problems using time value of money and leverage calculations. **CO5**: Understand long-term financing and venture capital processes for business growth.
SLM Units (Block pattern)	**BLOCK 1: TIME VALUE OF MONEY (12 Hrs)** Meaning, Concept & Definitions, Reasons for the time value (Case Study Analysis – Use real-world examples like savings accounts or investment opportunities to illustrate why money is worth more today than tomorrow.), Methods of calculating the Time value of Money, Compounding and Discounting, Present Value and Future Value. Annuities. **BLOCK 2: DIVIDEND POLICIES (12 Hrs)** Meaning, Concept of Dividend and Dividend Policy. Factors affecting Dividend Policy (Group Discussion – Divide students into groups to discuss various factors that affect dividend policy). Dividend Models - MM Model. Walters Model. Gordons Model (Including practical cases). **BLOCK 3 : CAPITAL STRUCTURE (11 Hrs)** Meaning and Importance, Theories of Capital Structure (Provide a detailed explanation of each theory, emphasizing their assumptions and real-world applications.). Net Income (NI) Approach. Net Operating Income (NOI) Approach. Traditional Approach. Miller and Modigliani Approach (MM). Practical Problems **Block 4: MERGERS AND ACQUISITIONS (10 Hrs)** Meaning and Concept, Advantages and Reasons for Mergers and Acquisitions. Types of Merges and Acquisitions Determination of goodwill and cost of control.
Reference Books	• Prasanna Chandra (2024). Financial Management. McGraw Hill Education. • I M Pandey (2020). Financial Management. McGraw Hill Education. • Sehgal & Haley (2022). Introduction to Financial Management. Tata McGraw Hill Education.

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	• James C. Van Horne & John M. Wachowicz (2019). Fundamentals of Financial Management (14th Edition). Pearson Education. • Hampton, J. (2022). Financial Management: Creating Value in a Dynamic World (7th Edition). Pearson Education

25. OLMBA36F - FINTECH MANAGEMENT

Attribute	Details
Course Code & Name	**OLMBA36F - FINTECH MANAGEMENT**
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To understand the foundational principles of FinTech, including its evolution, ecosystem, and disruption of traditional financial services. • To examine innovative technologies such as block chain, AI, and Big Data and their applications in financial services. • To analyze FinTech business models, success factors, and responses from traditional players.
Course Outcomes	**CO1:** Critically analyze the FinTech ecosystem and its technological and market dynamics. **CO2:** Design FinTech innovation strategies and business models for startups and incumbent players. **CO3:** .Apply knowledge of regulation and compliance to develop sustainable FinTech solutions. **CO4:** Assess the role of customer-centric innovation and digital transformation in financial services. **CO5:** Forecast future trends in FinTech and propose strategies for value creation.
SLM Units (Block pattern)	**BLOCK 1 : INTRODUCTION TO FINTECH** Definition and Historical Evolution of FinTech Overview of FinTech Technologies: AI, Blockchain, Big Data, and IoT, Differences Between Traditional Financial Services and FinTech Startups, Impact of the Financial Crisis on FinTech Growth. Concept of “Disintermediation” in Financial Services **BLOCK 2: FINTECH ECOSYSTEM** The Structure of the FinTech Ecosystem: Startups, Regulators, Financial Institutions, Core Attributes: Talent, Policy, Capital, Demand, and Solutions.

	Role of Governments and Regulators in Promoting FinTech (*e.g., Sandboxes*).Overview of Regional Ecosystems: US, UK, Singapore, China, Collaboration Models: FinTechs vs. Incumbents **BLOCK 3: BUSINESS MODELS AND INNOVATION IN FINTECH** Introduction to FinTech Business Models: Crowdfunding, Robo-Advisors, P2P Lending, Components of a Business Model Canvas for Fintech, Insurtech: How Technology is Transforming Insurance *(e.g., Usage-Based Insurance*),The Role of Big Data and AI in Predictive Analytics, Identifying Success Factors for FinTech Innovations **BLOCK 4: REGULATIONS AND ETHICS IN FINTECH** Global Regulatory Frameworks: US, UK, EU, and Asia,AML (Anti-Money Laundering) and KYC (Know Your Customer) Compliance, Data Privacy Regulations (e.g., GDPR) and FinTech's Role, Ethical Implications: Consumer Trust, Transparency, and Cybersecurity, Impact of Regulation on Innovation and Growth
Reference Books	• **Nicoletti, B. (2017)**. The future of FinTech: Integrating finance and technology in financial services. Palgrave Macmillan. • **Chishti, S., & Barberis, J. (2020)**. The FINTECH Book: The financial technology handbook for investors, entrepreneurs, and visionaries. Wiley. • **Tapscott, D., & Tapscott, A. (2021)**. Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world. Portfolio. • **Tanda, A., & Schena, C. M. (2019)**. FinTech, BigTech, and banks: Digitalisation and its impact on banking business models. Palgrave Macmillan. • **Puschmann, T. (2017)**. Digital finance and FinTech: Current research and future research directions. Business & Information Systems Engineering, 59(1),

26. OLMBA34M - Digital Marketing (Core- Major)

Attribute	**Details**
Course Code & Name	OLMBA34M - Digital Marketing (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To Understand the Fundamentals of Digital Marketing • To Develop Expertise in Website Development & SEO • To Master Social Media and Influencer Marketing Strategies • To Gain Proficiency in Performance Marketing & Paid Advertising

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Attribute	Details
	• To Explore Content, Video, and Mobile Marketing Techniques
Course Outcomes	**CO1:** Understand the Foundations of Digital Marketing **CO2:** Develop SEO & Website Optimization Skills **CO3:** Design and Execute Social Media Marketing Strategies **CO4:** Master Paid Advertising and Performance Marketing **CO5:** Utilize Content, Video & Mobile Marketing Techniques
SLM Units (Block pattern)	**BLOCK 1: INTRODUCTION TO DIGITAL MARKETING & STRATEGY (10 Hrs)** Evolution & Scope of Digital Marketing, Traditional vs. Digital Marketing, Consumer Behavior in the Digital Age, Digital Marketing Funnel, Key Performance Indicators (KPIs) & Metrics, AI & Automation in Digital Marketing, Digital Marketing Ethics & Data Privacy. **BLOCK 2: WEBSITE DEVELOPMENT & SEARCH ENGINE OPTIMIZATION (11Hrs)** Website Planning & Wireframing, UX/UI Design Principles, CMS Platforms (WordPress, Shopify), Basics of Search Engine Optimization (SEO), On-Page & Off-Page SEO Techniques Local SEO & Google My Business Optimization. Storytelling in Digital Marketing Blog & Article Writing for SEO Video Marketing (YouTube, Instagram Reels, TikTok) Mobile Marketing (SMS, In-App Ads, Push Notifications) Podcast & Webinar Marketing **BLOCK 3: SOCIAL MEDIA MARKETING (SMM) & INFLUENCER MARKETING (11 Hrs)** Social Media Strategy (Facebook, Instagram, LinkedIn, Twitter, TikTok) Paid vs. Organic Social Media Campaigns Community Building & Engagement Influencer Marketing & UGC (User Generated Content) Crisis Management in Social Media. **BLOCK 4: PERFORMANCE MARKETING – PPC, SEM & EMAIL MARKETING (13 Hrs)** Pay-Per-Click (PPC) fundamentals, Search Engine Marketing (SEM), Google Ads network, Campaign structuring and bidding strategies, Display and retargeting ads, Email marketing strategy, Automation and drip campaigns, A/B testing and optimization.Web Analytics (Google Analytics, Heatmaps), AI & Machine Learning in Marketing Predictive Analytics & Customer Insights, Chatbots & Conversational Marketing Growth Hacking Techniques.
Reference Books	• Ryan, D., & Jones, C. (2016). Understanding digital marketing: Marketing strategies for engaging the digital generation (4th ed.). Kogan Page. • Carter, B., Brooks, G., Catalano, F., & Smith, B. (2010). Digital marketing for dummies. John Wiley & Sons. • Ahuja, V. (2015). Digital marketing. Oxford University Press. • Gay, R., Charlesworth, A., & Esen, R. (2007). Online marketing: A customer-led approach. Oxford University Press. • Priluck, R. (2019). Social media and mobile marketing strategy. Oxford University Press. • Gupta, S. (2018). Driving digital strategy: A guide to reimagining your business. Harvard Business Review Press.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	1	2	1	2	2	2	2
CO2	2	3	2	3	-	-	2	2	1	2	3	3

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO3	3	2	3	3	2	1	3	2	2	3	2	3
CO4	2	3	3	3	1	-	2	1	2	2	3	3
CO5	3	2	3	3	1	-	3	2	2	3	2	3
CO6	2	3	3	3	2	-	2	1	2	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	3	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	2
CO5	3	3	3
CO6	2	3	3

27. OLMBA35M - Consumer Behavior and Marketing Research

Attribute	Details
Course Code & Name	OLMBA35M - Consumer Behavior and Marketing Research (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To introduce the key psychological, social, and cultural drivers of consumer behavior. • To analyze the consumer decision-making process using real-world applications. • To apply perception, motivation, learning, and attitude theories to marketing strategy and brand positioning. • To examine the impact of digital platforms and e-commerce on consumer choices and engagement. • To understand the influence of culture, social class, and reference groups on buying behavior. • To emphasize ethical consumer research, data privacy, and responsible marketing practices
Course Outcomes	**CO1:** Analyse consumer decision-making and psychological influences. **CO2:** Understand consumer motives, personality, and cognition. **CO3:** Analyse perception, learning, memory, and attitudes in marketing.

Attribute	Details
	CO4: Get Deeper insights to social, cultural, and digital influences on consumer behaviour. **CO5:** Design and conduct ethical marketing research using traditional and AI methods.
SLM Units (Block pattern)	**BLOCK 1: FOUNDATIONS OF CONSUMER BEHAVIOR IN THE DIGITAL ERA (10 Hrs)** Introduction to Consumer Behavior - "What's in Your Cart?". The Consumer Decision-Making Process: Rational vs. Emotional Buying, Fast vs. Slow Thinking (Daniel Kahneman's Theory) - "Rational vs. Emotional Shopping Showdown". Psychological Influences on Consumer Behavior (Perception, Learning, Motivation, Attitudes). Behavioral Economics & Heuristics: Nudge Theory & Choice Architecture, Loss Aversion & Endowment Effect. Consumer Personality and Lifestyle (Big Five Personality Traits, VALS Model). Influence of Culture and Subculture on Buying Behavior. **BLOCK 2: CONSUMER MOTIVATION, PERSONALITY AND CONSUMER BEHAVIOR (12 Hrs)** Arousal of Motives: Physiological Arousal, Emotional Arousal, Cognitive Arousal. Maslow's Hierarchy of Needs. A Trio of Needs: Power, Affiliation, Achievement. Measurement of Motives: Self-Reported Measures of Motives & Qualitative Measures. Qualitative Measures of Motives: Metaphor Analysis, Storytelling, Word Association and Sentence Completion, Thematic Apperception Test, Drawing pictures and Photo Sorts. Theories of Personality: Freudian Theory, Neo-Freudian Personality Theory and Trait Theory. Cognitive Personality Factors: Need for Cognition & Visualizers versus Verbalizers. Consumer Ethnocentrism: Antecedents and Consequences. Cosmopolitanism, Anthropomorphism, Brand Personification. **BLOCK 3: CONSUMER PERCEPTION, LEARNING AND ATTITUDE (12 Hrs)** Sensory Dynamics of Perception: Sensation, The Absolute Threshold, Differential Threshold and Subliminal Perception. Elements of Perception: Perceptual selection, Perceptual Organisation, Perceptual Interpretation. Perceived Risk: Types of Perceived Risk & How Consumers Handle Risk. Element of Consumer Learning: Motivation, Cues, Response, Reinforcement. Behavioural Learning : Classical Conditioning, Instrumental Conditioning, Modeling or Observational Learning. Information Processing: Sensory Store, Short-Term Store, Long Term Store, Rehearsal and Encoding, Retention, Retrieval. Tricomponent attitude model: Cognitive, Affective and Conative Stage. Ideal Point Model. Cognitive Dissonance Theory, Attribution Theory, Self Perception Theory, Foot In The Door Technique. **BLOCK 4: CONSUMER PSYCHOLOGY OF INFLUENCE (11 Hrs)** Social Influences: Reference Groups, Family, and Social Class. Digital Consumer Behavior and Online Decision-Making - E-Commerce UX Audit. Cultural & Social Influences on Consumer Behavior: Influence of Subcultures & Reference Groups, Social Identity & Brand Attachment. Interdisciplinary Research Issues in Consumer Behavior: cognitive psychology, clinical psychology, behavioural economics, social psychology, sociology, semiotics and literary criticism, computer science and anthropology.
Reference Books	• Consumer Behaviour – Leon G. Schiffman, Joseph Wisenblit & Leslie Lazar Kanuk (Pearson) • Consumer Behavior: Buying, Having, and Being – Michael R. Solomon (Pearson) • Consumer Behavior: A Strategic Approach – Henry Assael (Cengage Learning) • Consumer Behavior: Building Marketing Strategy – Del I. Hawkins & David Mothersbaugh • Consumer Behavior and Marketing Strategy – J. Paul Peter & Jerry C. Olson • Consumer Psychology – Cathrine Jansson-Boyd • Marketing Research – Naresh K. Malhotra & David F. Birks (Pearson) • Essentials of Marketing Research – William G. Zikmund, Barry J. Babin, Jon C. Carr & Mitch Griffin

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	1	-	2	1	2	2	2	2
CO2	3	2	2	1	1	-	1	1	2	1	2	2
CO3	3	3	2	1	1	-	2	1	2	2	2	2
CO4	2	2	2	2	2	1	2	2	3	2	2	3
CO5	2	3	3	3	3	1	3	2	2	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	2
CO3	3	1	2
CO4	3	2	2
CO5	3	3	3

28. OLMBA36M - Social Media Marketing

Attribute	Details
Course Code & Name	OLMBA36M - Social Media Marketing (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To understand the dynamics of social media and its role in modern marketing. • To learn how to develop a comprehensive social media marketing strategy. • To explore content creation, curation, and community management techniques. • To master social media advertising and paid campaign management. • To measure and analyze social media performance using appropriate analytics tools.
Course Outcomes	**CO1:** Explain the social media ecosystem and the unique characteristics of different platforms. **CO2:** Formulate effective social media marketing strategies aligned with business goals. **CO3:** Create engaging content and manage online communities to foster brand loyalty. **CO4:** Design and execute paid social media advertising campaigns to maximize ROI. **CO5:** Utilize social media analytics tools to track performance, derive insights, and optimize campaigns.

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Attribute	Details
Module Details	**BLOCK 1: Introduction to Social Media Marketing (11 Hrs)** Evolution of social media. The social media landscape: Major platforms (Facebook, Instagram, LinkedIn, Twitter/X, TikTok) and their demographics. Role of social media in the digital marketing mix. Consumer psychology and social sharing. Social media ethics and privacy regulations. **BLOCK 2: Social Media Strategy and Planning (12 Hrs)** Setting social media goals and KPIs. Conducting a social media audit. Competitor analysis on social platforms. Defining target personas. Developing a social media content calendar and choosing the right mix of platforms for B2B vs. B2C. **BLOCK 3: Content Creation and Community Management (12Hrs)** Types of social content: text, images, videos, reels, stories, and live streams. Visual storytelling and branding. User-Generated Content (UGC) and viral marketing concepts. Community building, engagement strategies, and managing customer service via social channels. Handling social media crises. **BLOCK 4: Paid Social Media Advertising (10Hrs)** Organic vs. Paid reach. Introduction to Meta Business Manager (Facebook/Instagram Ads), LinkedIn Ads, and Twitter Ads. Campaign structures, targeting options (custom audiences, lookalike audiences), bidding strategies, and A/B testing. Influencer marketing and partnership campaigns.
Reference Books	• "Social Media Marketing Workbook" by Jason McDonald • "Jab, Jab, Jab, Right Hook" by Gary Vaynerchuk • "The Art of Social Media" by Guy Kawasaki and Peg Fitzpatrick

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	2	-	2	1	2	2	2	2
CO2	2	3	3	2	1	-	2	2	2	3	2	3
CO3	2	2	2	3	2	1	3	2	2	3	2	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	2	3	3	3	1	-	3	1	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	3	2
CO2	3	3	3
CO3	3	3	2
CO4	3	3	2

CO	PSO1	PSO2	PSO3
CO5	2	3	2

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