



SCHOOL OF COMMERCE AND MANAGEMENT

DEPARTMENT OF MANAGEMENT STUDIES

CURRICULUM 2026

SHIV NADAR UNIVERSITY, CHENNAI

Department of Management Studies

VISION

- To be an institution of choice among aspiring managers to launch successful careers and engage in research as a means of keeping abreast of latest developments and generate new knowledge in management.

MISSION

M1: Develop industry ready and effective managers by imparting insightful knowledge and necessary skills.

M2: Provide an environment to aid continuous learning among students.

M3: Collaborate with industry for creating meaningful opportunities for students.

M4: Continuously strive to increase and improve research activities.

M5: Create and leverage opportunities in training and consultancy to foster linkages with industry.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- **PEO1:** Develop professional competence to become successful managers and entrepreneurs.
- **PEO2:** Handle diverse opportunities that arise due to changing environment.
- **PEO3:** Become problem solvers by acquiring the knowledge and thinking skills necessary on a continuous basis.
- **PEO4:** Work in teams and assume leadership roles during the career.
- **PEO5:** Be socially sensitive and ethically conscious citizens actively contributing to the country.

PROGRAM OUTCOMES (POs)

After the successful completion of the MBA degree program, the students should be able to:

PO1 -Domain Knowledge

Demonstrate a familiarity and understanding of principles and concepts in management.

PO2 -Business Environment Knowledge

Demonstrate knowledge of contemporary issues that have an impact on the business and industry.

PO3 - Critical Thinking and Problem-Solving Skills

Apply the relevant knowledge gained to read situations, analyze and solve business problems.

PO4 -Communication Skills

Ability to communicate effectively, to achieve organizational and individual goals.

PO5 -Team Skills

Work in teams of diverse people to meet organizational goals.

PO6 -Leadership Skills

Demonstrate leadership skills appropriate for managerial roles in organizations.

PO7 -Ethical Orientation

Identify and appreciate the ethical issues in management decision area.

PO8 -Lifelong Learning

Ability to pursue lifelong learning.

PEOs mapping with POs

Program Outcomes #	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO #								
PEO 1	3	3	3	3	3	3	1	3
PEO 2	3	3	3	1	1	3	1	3
PEO 3	2	3	3	1	1	2	1	3
PEO 4	2	2	1	3	3	3	1	3
PEO 5	1	1	1	1	1	1	3	3

CO-PO- MAPPING

SEM	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
I	Economic Analysis for Business	3	2	2	2				3
	Individual and Group Dynamics in Organizations	3	2	2	2	2	2	2	2
	Information Management	3	3	3	2	3	2	2	2
	Marketing Management	3	2	2	2	2	1		3
	Accounting for Management (TCP)	3	3	2	2	3			3
	Quantitative Methods for Business Decisions (TCP)	3	3	2	2				2
	Data Visualization	3	3	2	3				3
	Business Communication*	3	1	1	3	2	1	2	3
	Industry Analysis*	3	3	2	3	3	2	1	3
II	Business Analytics	3	3	3	2	3	1		2
	Financial Management	3	3	2	2	1			2
	Human Resource Management	3	3	2	2	3	1		3
	Operations Management	3	2	2	3	2	2	2	3
	Applied Operations Research (TCP)	3	2	2	2	2			2
	Business Research Methods (TCP)	3	3	2	2	3	2	1	2
	Data Intelligence Laboratory	3	3	2	2			3	3
	Horizontals*	*Shown in table separately							
	Go-To-Market (GTM) Strategy*	3	3	3	2	3	2		3
	Soft Skills I* (Professional Skills Development)	3	2	2	2				2

III	Business and Corporate Strategy	3	3	2	3	3	3	2	3								
	Business & Managerial Ethics*	3	2	2	1			3	3								
	Program Elective 1 - Specialization 1	*Shown in table separately															
	Program Elective 2 - Specialization 1																
	Program Elective 3 - Specialization 1																
	Program Elective 1 - Specialization 2																
	Program Elective 2 - Specialization 2																
	Program Elective 3 - Specialization 2	*Shown in table separately															
	AI, Generative AI, and Agentic AI Applications									3	3	3	3				3
	Soft Skills II* (Employment Enhancement Skills)									3	1	1	3	2	1	1	3
	Summer Internship									3	3	3	3	3	3	3	3
IV	Elective 4 - Specialization 1	*Shown in table separately															
	Elective 4 - Specialization 2																
	Capstone Project	3	3	3	3	3	3	3	3								
HORIZONTALS																	
S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8								
1	Digital Transformation Consulting	3	2	2	3	3	3	3	3								
2	Innovation and New Product Development	3	3	2	3	2	2		3								
3	Sustainable Development and ESG	3	3	3	2	2	1	1	2								
4	Technopreneurship	3	3	2	2	2	1	1	3								

SPECIALIZATION - MARKETING									
S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Social Media and Web Analytics	3	2	3	2				3
2	Services Marketing	3	3	3	1	1	1	1	3
3	Retail Management	3	3	3	1	1	1		3
4	Multi-Channel Sales Management	3	2	1	1	1			3
5	Marketing Research	1	3	3	2	2	2	3	2
6	International Marketing	3	3	2	3	3	1		3
7	Digital Customer Relationship Management	3	3	3	2			3	3
8	Consumer Behaviour and Analytics	3	3	2	1	1	1		3
9	Brand Management	3	3	2	3	3	1		3
10	B2B Technology Sales Management	3	2	2	1	1	1		3
11	Marketing Analytics (TCP)	2	2	3	2	2	2	2	3
12	Advertising and Digital Marketing (TCP)	3	3	3	3	3	3	3	3
SPECIALIZATION - FINANCE									
S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Strategic Restructuring and Sustainable Finance	3	3	3	3			2	3
2	Security Analysis and Portfolio Management	3	2	2	3	2	1	1	3
3	Financial Statement Analysis	3	3	2	3	2	1	1	3
4	Financial Cybersecurity and Fraud Management	3	2	2	2			2	3
5	Behavioural Finance	3	2	2	3			2	3
6	Banking Services Management	3	3	3	3	3	2	1	3
7	Financial Modelling and Analysis (TCP)	3	2	2	2			2	3
8	Financial Analytics (TCP)	3	2	2	2			2	3

SPECIALIZATION - HUMAN RESOURCE MANAGEMENT

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Talent Acquisition and Management	3	3	3	2	2			2
2	Strategic Human Resource Management	3	3	3	2			2	3
3	Organization Theory, Structure and Design	3	2	2	2	3	3	2	2
4	Managerial and Behavioural Ethics	3	3	3	2			2	3
5	Labour Legislation	3	3	3	3				3
6	HR Operations and Automations	3	2	2	3	3			2
7	Competency Framework for Manager Development	3	2	2	3				2
8	Compensation Management	3	2	2	3	3	3	2	2
9	People Analytics (TCP)	3	3	2	3				

SPECIALIZATION - SUPPLY CHAIN

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Warehouse Automation and Management	3	3	2	2				2
2	Retail and E-commerce Supply Chain Management	3	3	2	2				2
3	Procurement and Materials Management	3	3	2	2	2	1		2
4	Multimodal Transportation System	3	3	2	2	2	1	2	2
5	Digital Innovation and Technology in SCM	3	3	2	3	3	2	2	2
6	Supply Chain and Logistics Management	3	3	3	3	3	2	3	2
7	Supply Chain Analytics	3	3	2	2	1			2
8	Project Management (TCP)	3	3	2	2	2	1		2

SPECIALIZATION - OPERATIONS									
S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Supply Chain and Logistics Management	3	3	3	3	3	2	3	2
2	Supply Chain Analytics	3	3	2	2	1			2
3	Services Operations Management	3	2	1	2				2
4	Sales and Operations Planning	3	3	2	2	2			2
5	Operations Strategy	3	3	2	2	2			2
6	Operations Research Applications	3	3	2	2	2			2
7	Behavioural Operations Management	3	2	2	2	2			2
8	Project Management (TCP)	3	3	2	2	2	1		2
SPECIALIZATION - BUSINESS ANALYTICS									
S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Functional Analytics	3	3	3	2				2
2	Digital Transformation for Organizational Growth	3	3	2	2	2	1		3
3	Business Intelligence through Data Engineering	3	2	2	2				2
4	Block Chain Technology for Business Decisions	3	2	2	2			1	3
5	Big Data Analytics	3	3	3	3	3	2	3	2
6	Tools for Business Analytics (TCP)	3	3	2	2				2
7	Artificial Intelligence for Business (TCP)	3	3	3	2				2

CURRICULUM - 2026 (CHOICE BASED CREDIT SYSTEM)

Bridge Courses			
S. NO	COURSE CODE	COURSE TITLE	TOTAL HOURS
1	26BA4001	Accounting for Management	12 hrs.
2	26BA4002	Building Analytical Capabilities (Case Study)	6 hrs.
3	26BA4003	Legal Framework for Businesses	15 hrs.
4	26BA4004	Management Thoughts	15 hrs.
5	26BA4005	Quantitative Approach to Business Problems	12 hrs.

SEMESTER I								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
PREREQUISITE SKILL COURSE								
1	26BA4801	Data Management and Analysis (MS Excel)	EEC	2	0	0	2	1
THEORY								
1	26BA5001	Economic Analysis for Business	FC	3	3	0	0	3
2	26BA5003	Individual and Group Dynamics in Organizations	FC	3	3	0	0	3
3	26BA5005	Information Management	FC	2	2	0	0	2
4	26BA5007	Marketing Management	FC	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
5	26BA5701	Accounting for Management (TCP)	FC	4	2	0	2	3
6	26BA5703	Quantitative Methods for Business Decisions (TCP)	FC	4	2	0	2	3
PRACTICALS								
7	26BA5801	Data Visualization	FC	2	0	0	2	1
SKILL DEVELOPMENT								
8	26BA5101	Business Communication*	EEC	2	0	0	2	1
9	26BA5103	Industry Analysis*	EEC	2	0	0	2	1
TOTAL				25	15	0	10	21

**No End Semester Examination. Only Continuous Evaluation.*

SEMESTER II								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	26BA5002	Business Analytics	PC	3	3	0	0	3
2	26BA5004	Financial Management	PC	3	3	0	0	3
3	26BA5006	Human Resource Management	PC	3	3	0	0	3
4	26BA5008	Operations Management	PC	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
5	26BA5702	Applied Operations Research (TCP)	PC	4	2	0	2	3
6	26BA5704	Business Research Methods (TCP)	PC	4	2	0	2	3
PRACTICALS								
7	26BA5802	Data Intelligence Laboratory	PC	2	0	0	2	1
SKILL DEVELOPMENT								
8		Horizontals*	EEC	2	2	0	0	2
9	26BA5102	Go-To-Market (GTM) Strategy*	EEC	3	1	0	2	2
10	26BA5104	Soft Skills I* (Professional Skills Development)	EEC	2	0	0	2	1
TOTAL				29	19	0	10	24

**No End Semester Examination. Only Continuous Evaluation.*

SEMESTER III								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	26BA6001	Business and Corporate Strategy	PC	2	2	0	0	2
2	26BA6003	Business & Managerial Ethics*	PC	1	1	0	0	1
3		Program Elective 1 - Specialization 1	PE	3	3	0	0	3
4		Program Elective 2 - Specialization 1	PE	3	3	0	0	3
5		Program Elective 3 - Specialization 1	PE	3	3	0	0	3
6		Program Elective 1 - Specialization 2	PE	3	3	0	0	3
7		Program Elective 2 - Specialization 2	PE	3	3	0	0	3
8		Program Elective 3 - Specialization 2	PE	3	3	0	0	3
PRACTICALS								
9	26BA6801	AI, Generative AI, and Agentic AI Applications	PC	2	0	0	2	1
SKILL DEVELOPMENT								
10	26BA6101	Soft Skills II* (Employment Enhancement Skills)	EEC	2	0	0	2	1
11	26BA6851	Summer Internship	EEC					3
TOTAL				25	21	0	4	26

**No End Semester Examination. Only Continuous Evaluation.*

SEMESTER IV								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1		Program Elective 4 - Specialization 1	PE	3	3	0	0	3
2		Program Elective 4 - Specialization 2	PE	3	3	0	0	3
PRACTICALS								
		-	-	-	-	-	-	-
SKILL DEVELOPMENT								
3	26BA6998	Capstone Project	EEC					8
TOTAL				6	0	0	0	14

TOTAL NO OF CREDITS	85
----------------------------	-----------

L – Lecture periods per week

P – Practical periods per week

TCP – Theory-cum Practical

FC – Foundation Core Courses

PE – Professional Elective Courses

T – Tutorial periods per week

C – Credits

PC – Professional Core Courses

EEC – Employment Enhancement Courses

HORIZONTALS								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA5106	Digital Transformation Consulting	EEC	2	2	0	0	2
2	26BA5108	Innovation and New Product Development	EEC	2	2	0	0	2
3	26BA5110	Sustainable Development and ESG	EEC	2	2	0	0	2
4	26BA5112	Technopreneurship	EEC	2	2	0	0	2

MARKETING								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6988	Social Media and Web Analytics	PE	3	3	0	0	3
2	26BA6989	Services Marketing	PE	3	3	0	0	3
3	26BA6990	Retail Management	PE	3	3	0	0	3
4	26BA6991	Multi-Channel Sales Management	PE	3	3	0	0	3
5	26BA6992	Marketing Research	PE	3	3	0	0	3
6	26BA6994	International Marketing	PE	3	3	0	0	3
7	26BA6995	Digital Customer Relationship Management	PE	3	3	0	0	3
8	26BA6996	Consumer Behaviour and Analytics	PE	3	3	0	0	3
9	26BA6997	Brand Management	PE	3	3	0	0	3
10	26BA6998	B2B Technology Sales Management	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
11	26BA6993	Marketing Analytics (TCP)	PE	4	2	0	2	3
12	26BA6999	Advertising and Digital Marketing (TCP)	PE	4	2	0	2	3

FINANCE								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6980	Strategic Restructuring and Sustainable Finance	PE	3	3	0	0	3
2	26BA6981	Security Analysis and Portfolio Management	PE	3	3	0	0	3
3	26BA6982	Financial Statement Analysis	PE	3	3	0	0	3
4	26BA6984	Financial Cybersecurity and Fraud Management	PE	3	3	0	0	3
5	26BA6986	Behavioral Finance	PE	3	3	0	0	3
6	26BA6987	Banking Services Management	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
7	26BA6983	Financial Modelling and Analysis (TCP)	PE	4	2	0	2	3
8	26BA6985	Financial Analytics (TCP)	PE	4	2	0	2	3

HUMAN RESOURCE MANAGEMENT								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6971	Talent Acquisition and Management	PE	3	3	0	0	3
2	26BA6972	Strategic Human Resource Management	PE	3	3	0	0	3
3	26BA6974	Organization Theory, Structure and Design	PE	3	3	0	0	3
4	26BA6975	Managerial and Behavioural Ethics	PE	3	3	0	0	3
5	26BA6976	Labour Legislation	PE	3	3	0	0	3
6	26BA6977	HR Operations and Automations	PE	3	3	0	0	3
7	26BA6978	Competency Framework for Manager Development	PE	3	3	0	0	3
8	26BA6979	Compensation Management	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
9	26BA6973	People Analytics (TCP)	PE	4	2	0	2	3

SUPPLY CHAIN								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6958	Warehouse Automation and Management	PE	3	3	0	0	3
2	26BA6959	Retail and E-commerce Supply Chain Management	PE	3	3	0	0	3
3	26BA6960	Procurement and Materials Management	PE	3	3	0	0	3
4	26BA6961	Multimodal Transportation System	PE	3	3	0	0	3
5	26BA6962	Digital Innovation and Technology in SCM	PE	3	3	0	0	3
6	26BA6963	Supply Chain and Logistics Management	PE	3	3	0	0	3
7	26BA6964	Supply Chain Analytics	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
8	26BA6967	Project Management (TCP)	PE	4	2	0	2	3

OPERATIONS								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6963	Supply Chain and Logistics Management	PE	3	3	0	0	3
2	26BA6964	Supply Chain Analytics	PE	3	3	0	0	3
3	26BA6965	Service Operations Management	PE	3	3	0	0	3
4	26BA6966	Sales and Operations Planning	PE	3	3	0	0	3
5	26BA6968	Operations Strategy	PE	3	3	0	0	3
6	26BA6969	Operations Research Applications	PE	3	3	0	0	3
7	26BA6970	Behavioral Operations Management	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
8	26BA6967	Project Management (TCP)	PE	4	2	0	2	3

BUSINESS ANALYTICS								
S. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	26BA6952	Functional Analytics	PE	3	3	0	0	3
2	26BA6953	Digital Transformation for Organizational Growth	PE	3	3	0	0	3
3	26BA6954	Business Intelligence through Data Engineering	PE	3	3	0	0	3
4	26BA6955	Block Chain Technology	PE	3	3	0	0	3
5	26BA6956	Big Data Analytics	PE	3	3	0	0	3
THEORY-CUM PRACTICAL (TCP) COURSES								
6	26BA6951	Tools for Business Analytics (TCP)	PE	4	2	0	2	3
7	26BA6957	Artificial Intelligence for Business (TCP)	PE	4	2	0	2	3