



GRG School of Management Studies
PSGR Krishnammal College for Women



REVISIONS IN SYLLABUS

MBA PROGRAMME

[2021 - 2023]



April 2022

The following changes are proposed to be incorporated in the; Assessment and Evaluation / Course Learning Outcomes / CO-PO Mapping / Coverage of courses / Pedagogy / Evaluation and Grading components in courses given below for MBA 2021 - 23 batch

THE PROGRAMME

1. The full-time, two-year MBA programme offered by the Department of Management, (GRG School of Management Studies), PSGR Krishnammal College for Women comprises four semesters of about 90 working days each.
2. The programme requires a minimum of 90 credits equivalent of courses to be completed by students. One credit is equivalent to approximately 15 hours of contact sessions.
3. Students may choose to do up to a maximum of 110 credits equivalent of courses.
4. The programme includes Foundation Courses, Advanced Courses, and Applied Courses.

PROGRAMME EDUCATIONAL OBJECTIVES

PEO1: To enable students to acquire knowledge in core, functional, and interdisciplinary areas of management at foundational, advanced, and applied levels

PEO2: To impart critical and analytical thinking, decision making, communication, interpersonal, entrepreneurial and leadership skills to students

PEO3: To promote ethical, societal and environmental consciousness among students

PEO4: To augment the necessary competencies of students for undertaking diverse career in management

PROGRAMME OUTCOMES AND COMPETENCIES

Programme Outcomes	Competencies for Measuring Programme Outcomes			
PO1: Apply conceptual foundations of management to solve ethically business, environment, and societal problems for sustainable development	Critical Thinking	Problem Solving	Decision Making	Social Responsibility
PO2: Develop Global Outlook and Cross-Cultural	Global Orientation	Decision Making	Learning Skills	

Programme Outcomes	Competencies for Measuring Programme Outcomes			
Understanding in business				
PO3: Evaluate and determine solutions to business problems using Critical Thinking and Problem-Solving Skills	Critical Thinking	Problem Solving	Decision Making	Learning Skills
PO4: Utilize Leadership, Interpersonal, Team Working and Communication skills in chosen profession to accomplish shared objectives	Leadership	Interpersonal	Teamwork	Oral and Written Communication
PO5: Analyse business opportunities and discover entrepreneurial spirit	Entrepreneurship	Social Responsibility	Learning Skills	
PO6: Utilize ICT to design strategies for business growth and development	Critical Thinking	Decision Making	Learning Skills	
PO7: Develop lifelong learning to acquire new knowledge and skills	Learning Skills			

PEO and PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PEO1	3	3	3	3	3	3	3
PEO2	3	3	3	3	3	2	3

PEO3	3	3	3	3	3	3	3
PEO4	3	3	3	3	3	3	3

3- High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

TYPES AND LEVELS OF COURSES

1. An induction programme is offered to the students to inculcate in them the ethos and culture of the institution, the systems and processes, and bond with other students and faculty members
2. The 'Bridge' Course is intended to prepare the students for the MBA programme
3. The 'Foundation' Courses are intended to provide basic and fundamental knowledge on subjects such as economics, accounting, management of organizations, public administration, financial management, human behaviour at work, human resources management, technology management and marketing management
4. The 'Advanced' Courses are intended to be those that the students choose to study in their areas of interest and those that provide integrative knowledge of business and management
5. The 'Applied' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
6. The 'Community Immersion Programme' (CIP) is intended to be a yearlong work carried out by the students, in teams, during the third and fourth semesters of the MBA programme. Students are expected to serve the community by addressing the issues identified.
7. The 'Internship' (INP) is intended to be a semester-long work carried out by the students during the second year of the MBA Programme. Students are expected to apply their knowledge and skills to specific management problems/ issues
8. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation
9. The course 'Business Review' (BSR) is intended to keep the students abreast with the changes in the business environment

PEDAGOGY, ASSESSMENT AND EVALUATION

1. The concerned course facilitator shall announce to the students the broad outline of the pedagogy and assessment to be adopted for each course which is in-line with the AICTE Examination reforms. The details of the pedagogy will also be a part of the session plan and course details uploaded on technology-enabled Learning Management System of GRGSMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation and Advanced courses. CIA shall carry a weightage of 60% and the ESE 40%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as assignments, case discussion, simulation, classroom participation, student presentations, field study, exercise, peer evaluation and quiz. The faculty concerned may decide appropriate mixture of components for their courses, provided that the quiz component of CIA shall carry 10% weightage. The

remaining weightage (50%) of the CIA shall comprise four - five other components.

4. For the courses that do not have End Semester Examination, the concerned faculty shall decide three to five assessment components for CIA.
5. For courses that have End Semester Examination, a quiz shall be conducted of 60 minutes duration through online mode comprising of objective questions towards the end of each semester. The Quiz shall comprise of 50 questions equally distributed across the parts of the course coverage, of which 50% of the questions will be of K1 and K2 levels; 50% of the questions will be of K3 and K4 levels of Blooms Taxonomy
6. Courses offered in Coursera have been grouped and offered under the course AI for Business and Management. Students are required to complete the requirements for these courses as laid by Coursera and by the respective course facilitator. This course will be yearlong course
7. AI for Business and Management, Business Review and Community Immersion Programme will be non-credit courses and be evaluated and graded as 'Completed/Not Completed'. Students securing 'Not Completed' grade in any of these courses will need to repeat the same when it is offered next time.

SCHEME OF EXAMINATION

The End Semester Examinations shall be of three hours duration. The maximum marks in ESE shall be 100 to be pro-rated to 40%.The End Semester Examination question papers shall flow the below pattern:

Level of Course	Section A	Section B
Foundation	Five questions with internal choice, each question set corresponding to each part (each question carrying eight marks) and will be of K1 and K2 levels of Blooms Taxonomy	Five questions with internal choice, each question set corresponding to each part (each question carrying twelve marks) and will be of K2, K3 and K4 levels of Blooms Taxonomy
Advanced	Five questions with internal choice, each question set corresponding to each part (each question carrying eight marks) and will be of K2 and K3 levels of Blooms Taxonomy	Five questions with internal choice, each question set corresponding to each part (each question carrying twelve marks) and will be of K3 and K4 levels of Blooms Taxonomy

COMPETENCIES AND RUBRICS

Critical Thinking: Comprehensive exploration of issues, ideas or events before accepting or formulating an idea or opinion or conclusion			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Identifying	Does not	Identifies the main issue	Identifies the basics of

Critical Thinking: Comprehensive exploration of issues, ideas or events before accepting or formulating an idea or opinion or conclusion			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
and summarizing the issue	identify, or is confused or identifies a different issue		the issue and also recognizes the nuances of the issue
Evidence	Does not draw support/evidence from source(s)	Draws support/evidence from source(s) with sufficient evaluation/interpretation to develop a clear idea.	Draws support/evidence from source(s) with sufficient evaluation/interpretation to develop a clear idea. Viewpoints of others are evaluated thoroughly
Key assumptions	Does not surface the assumptions and ethical issues that underlie the issue	Identifies some of the key assumptions and ethical issues	Identifies and questions the validity of the key assumptions and addresses the ethical dimensions that underlie the issue
Personal perspective and position	Fails to clarify presented position relative to one's own	Identifies, appropriately, one's own position on the issue	Identifies, appropriately, one's own position on the issue and also acknowledges other's points of view
Conclusions, implications, and consequence	Fails to identify conclusions, implications, and consequences of the issue	Identifies and discusses conclusions and implications	Identifies and discusses conclusions, implications, and consequences

Decision Making: Selecting effective course of action from among the alternatives			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Problem Statement	Identifies and states the problem without providing evidence to support the problem	Identifies and states problem, provides evidence of the problem using at least 2 facts	Identifies and states the problem, provides evidence of the problem using at least 3 facts
Identification of Alternatives	Identifies alternatives that are not all	Identifies alternatives that are seemingly	Identifies alternatives that are seemingly equal and that reflect

Decision Making: Selecting effective course of action from among the alternatives			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	seemingly equal, reflects limited understanding of the situation	equal and that reflect a basic understanding of the situation	an in-depth understanding of the situation
Identification of criteria for assessing alternatives and analyzing the criteria	Identifies only some important criteria	Identifies the important criteria that should be considered	Identifies the important criteria reflecting a thorough understanding of the situation
Making decision	Selects an alternative, but is not able to present a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement, provides insights that arose during the selection process. Considers ethics in the decision making

Problem Solving: Discovering, analysing and solving business problems systematically			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Problem Statement	Identifies and states the problem without providing evidence to support the problem	Identifies and states problem, provides evidence of the problem using at least 2 facts	Identifies and states the problem, provides evidence of the problem using at least 3 facts
Identification of Alternatives	Identifies alternatives that are not all seemingly equal, reflects limited understanding of the situation	Identifies alternatives that are seemingly equal and that reflect a basic understanding of the situation	Identifies alternatives that are seemingly equal and that reflect an in-depth understanding of the situation
Making decision	Selects an alternative, but is not able to present a well-supported answer to the	Selects an alternative and presents a well-supported answer to the problem	Selects an alternative and presents a well-supported answer to the problem statement, provides insights that

Problem Solving: Discovering, analysing and solving business problems systematically			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	problem statement	statement	arose during the selection process. Considers ethics in the decision making
Implementing the Solution	Applies the tools/formula to reach a solution. Several errors are present	Adequately applies the tools/formula to reach a valid solution. Minor errors are present	Accurately applies the tools/formula to reach a valid, accurate solution. No errors are present
Evaluating the results	Reviews results superficially in terms of the problem defined with no consideration of need for further work	Reviews results in terms of the problem defined with little, if any, consideration of need for further work	Reviews results relative to the problem defined with thorough, specific considerations of need for further work

Global Orientation: Understanding the opportunities and challenges while operating in a global business environment			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Applying knowledge to global contexts	Defines global challenges in basic ways	Formulates elementary solutions to global challenges that use at least two disciplinary perspectives	Applies knowledge and skills while addressing global problems using interdisciplinary perspectives
Global ethical and social awareness	Identifies basic ethical dimensions of some local or national decisions that have global impact	Explains to some extent the ethical, social, and environmental consequences of local and national decisions on global systems	Explains clearly the ethical, social, and environmental consequences of local and national decisions on global systems
Cultural diversity	Demonstrates some openness to varied cultures	Explains and connects two or more cultures with some acknowledgement of power structures	Adapts and applies a deep understanding of two or more cultures and how power structures affects global businesses

Learning Skills: Purposeful continuous learning activity undertaken with the objective of improving knowledge, skill and competence			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Observations made	Unclear and Imprecise observations	Adequate degree of observations	Sophisticated and thoughtful observations
Depth of Reflection	Demonstrates little or no understanding of the reflections presented	Demonstrates limited understanding of the reflections presented	Demonstrates thorough understanding of the reflections presented
Insights obtained	Provides little or no insight, more descriptive than reflective	Provides some insight, reflections presented but lacks depth	High degree of insights, in-depth reflections presented

Social Responsibility: Considering the effects of business decisions on the social system			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Social and ethical awareness	Fails to demonstrate an awareness of social and ethical responsibilities	Demonstrates an awareness of social and ethical responsibilities	Demonstrates an in depth awareness of social and ethical responsibilities
Recognize the importance of standards of ethical business conduct	Fails to identify how standards of ethical business conduct impact decisions	Identifies the most obvious ways that standards of ethical business conduct impact decisions	Identifies multiple ways that standards of ethical business conduct impact decisions
Recognize the environmental, social, and ethical implications of business decisions	Fails to identify more than one dimension in a business context	Identifies environmental, social and ethical factors in a business context but incompletely articulates their complexity	Identifies environmental, social and ethical factors in a business context and articulates their complexity

Leadership: Influencing the activities of an individual or a group towards achievement of an objective or outcome			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Vision	Vision is unclear	Hints at their vision	Demonstrates clear vision

Leadership: Influencing the activities of an individual or a group towards achievement of an objective or outcome			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Planning and Delivery	Lacks a clear plan to achieve the vision	Plans clearly as how to achieve the vision	Plans clearly as how to achieve the vision and manages the challenges
People management	Finds people, but does not motivate them to work towards the vision	Finds people and motivates them to work towards the vision	Finds the right people and constantly motivates them to work towards the vision
Communication	Does not communicate clearly vision to others	Communicates clearly the vision to others	Communicates clearly the vision to others and listens to ideas
Mentorship	Does not motivate or develop the leadership capacities of others	Has the capacity to motivate and develop the leadership capacity of others	Motivates and develops the leadership capacities of others
Integrity	Does not exhibit integrity or led by example	Shows some integrity, led by example	Exhibits a high standard of integrity, led by example, maintains high personal standards
Accountability	Does not hold self-accountable for actions	Inconsistently holds self-accountable for actions	Holds self and others accountable for their actions
Involvement	Does not seek involvement opportunities	Seeks involvement opportunities for self and others	Seeks and generates opportunities for involvement for self and others

Teamwork: Working effectively with a group of people to achieve a shared objective			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Participation in activities	Constantly need prompting to participate in activities or discussion	Participates in activities and discussions with minimal prompting	Consistently participates in activities and discussions without prompting
Attitude	Consistently	Demonstrates a	Consistently

Teamwork: Working effectively with a group of people to achieve a shared objective			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
towards peers	demonstrates a negative and disrespectful attitude toward peers and usually has a negative attitude about group tasks	positive and respectful attitude towards peers and often has a negative attitude about group tasks	demonstrates a positive and respectful attitude toward peers and always has a positive attitude about group tasks
Working with Others	Rarely listens to, shares with, or supports others and is often disruptive to peers in the group	Sometimes listens to, shares with, and supports others and is sometimes disruptive to peers in the group	Always listens to, shares with, and supports others and is rarely disruptive to peers in the group
Efforts	Demonstrates no effort	Demonstrates efforts but not consistently	Demonstrates consistent efforts

Interpersonal: Interacting effectively with people both individually and in groups			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Communication	Does not communicate clearly	Communicates clearly using appropriate words, displays minimal non-verbal communication	Communicates clearly using appropriate words and displays appropriate non-verbal communication
Listening	Does not listen to peers or responds to them	Listens to peers and responds sometimes	Listens actively to peers and responds well
Emotional Intelligence	Not able to manage one's own emotions and understand emotions of others	Manages one's own emotions reasonably and understands others' emotions sometimes	Manages one's own emotions well and understands others' emotions
Conflict resolution	Not able to work with others to resolve interpersonal conflict and disagreements in a positive way	Works with others to resolve interpersonal conflict and disagreements in a positive way but not consistently	Consistently works with others to resolve interpersonal conflict and disagreements in a positive way

Respect	Sometimes impolite to members of their group and does not work cooperatively	Helpful and polite to members of their group. Does not respect individual differences	Helpful and polite to others in the group, respects individual differences
Entrepreneurship: Identifying an opportunity and converting it into a business plan			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Business idea generation	Generates business idea that is not well thought out, and does not improve the life of others, is not needed, or not appropriate	Generates business idea that is mostly well thought out, and improves the life of others but not necessarily needed or original	Generates business idea that is well thought out, original, needed, and improves the life of others
Innovative thinking	Proposes solutions by reformulating a collection of available ideas/ solutions, that does not create new opportunities and/or solve business problems	Proposes solutions, which are not necessarily novel and unique, to create new opportunities and/or solve business problems	Proposes novel or unique solutions to create new opportunities and/or solve business problems
Opportunity recognition	Poorly understands the opportunity evaluation tools to identify outcome-driven business opportunities	Understands the opportunity evaluation tools to identify outcome-driven business opportunities	Clearly understands and applies opportunity evaluation tools to identify outcome-driven business opportunities
Business Plan	Develops a business plan with an idea which is not realistic, is not well planned, and each part of the business plan is not developed	Develops a business plan with somewhat realistic idea, partially well planned, and a few sections of the business plan are not fully developed	Fully develops a business plan with a realistic idea; and each part of the business plan is fully developed

Oral Communication: Expressing ideas clearly, logically and persuasively in oral format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Eye Contact	No eye contact with audience, as entire report is read from notes	Consistent use of direct eye contact with audience, but still returns to	Holds attention of entire audience with the use of direct eye contact, seldom

Oral Communication: Expressing ideas clearly, logically and persuasively in oral format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
		notes	looking at notes
Voice	Vocal delivery is too soft to hear, too fast to understand and/or long, unintended silences and speech disruptions (repetitions; filled pauses, e.g., “um”) frequently distract audience	Vocal delivery is clear and distinct. Rate, volume, and tone facilitate audience comprehension	Vocal delivery is varied and dynamic. Speech rate, volume, and tone enhance listener interest and understanding
Organisation	Cannot understand presentation because there is no sequence of information	Student presents information in logical sequence which audience can follow	Student presents information in logical, interesting sequence which audience can follow
Language	Grammar, pronunciation, and/or word choice are severely deficient	Delivery is free of serious errors in grammar, pronunciation, and/or word Usage	Delivery is free of errors in grammar and pronunciation; word choice aids clarity and vividness
Sources and Evidence	No citations, sources are not credible, references are not presented at the end	Almost all sources are mentioned, appropriate sources, presents a few references at the end	Appropriate citations, credible and appropriate sources, presents references at the end
Multimedia support and visual aids	Little or no multimedia or uses it in distracting or ineffective manner (difficult to read, has lots of errors)	Balanced use of appropriate multimedia that enhances the overall presentation	Creative and impactful use of multimedia that enhances the effectiveness of the presentation

Written Communication: Expressing ideas clearly, logically and persuasively in written format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Structure and organisation	Lack of logical flow, poor sentence and paragraph structure, no	Logical flow, paragraphs and sentences could be structured better, not properly	Logical flow, well-structured paragraphs and sentences, proper alignment

Written Communication: Expressing ideas clearly, logically and persuasively in written format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	alignment	aligned at a few places	
Content and Clarity	Irrelevant information mostly copy pasted from internet. No information or conclusion	Appropriate subtopics included but not completely covered Provides reasonable introduction and conclusion. Presents in own words	Addresses the topic with relevant introduction/ broad area; details with appropriate sub headings; presents with examples in real life scenario; concludes with a projection/ vision/ or a strong close. Frames the contents completely on one's own
Grammar	Numerous spelling errors, non-existent or incorrect punctuation, severe errors in grammar, incomplete sentences	Very few spelling errors, correct punctuation, grammar, complete sentences	No spelling errors, correct punctuation, grammar, complete sentences
Academic Integrity	Other sources are not acknowledged	Other sources are acknowledged to some extent	Appropriate use of others work, acknowledges via in-text citations/references

Revisions in MBA (2021-23) Curriculum

Semester	Course Code	Course Title	Newly Introduced/ Revised/ Renamed	Percentage Revision
III	MB21DD2	Data Analysis for Decision Making - 2	Revised	30
	MB21LAB	Legal Aspects of Business	Revised	10
IV	MB21AIM	AI for Business and Management	Newly Introduced	
	MB21SMT	Strategic Management	Revised	10
	MB21CIP	Community Immersion Programme	Newly Introduced	
Electives	MB21EEP	Essentials of Entrepreneurship	Revised	20
	MB21IPM	Innovation and Product Management	Newly Introduced	
	MB21FNM	Financial Markets	Revised	10
	MB21OSC	Essentials of Operations and Supply Chain Management	Revised	10
	MB21TAD	Talent Acquisition and Deployment	Revised	15
	MB21DMK	Digital Marketing	Revised	05
	MB21MKA	Marketing Analytics	Revised	20
	MB21SVM	Services Marketing	Revised	05

GRG School of Management Studies

PSGR Krishnammal College for Women, Coimbatore

MBA (2021-23) Curriculum
[Choice Based Credit System]

Code	Title	Level	Mode	Credits
SEMESTER 2				
MB21BRM	Business Research Methods	Applied	CIA	3
MB21FMT	Financial Management	Foundation	ESE	3
MB21GPA	Government and Public Administration	Foundation	CIA	3
MB21HRM	Human Resource Management	Foundation	ESE	3
MB21IT2	Information Technology for Management - 2	Foundation	ESE	3
MB21MMT	Marketing Management	Foundation	ESE	3
MB21SRB	Social Responsibility of Business	Foundation	CIA	3
MB21MDE	Multidisciplinary Elective	Advanced	CIA	3
MB21LS3#	Leadership Skills - 3	Applied		
MB21MP1*	MBAPLUS-1	Advanced		2
	Total (Excluding MBAPLUS-1)			24
SEMESTER 3				
MB21DD2	Data Analysis for Decision Making - 2	Applied	CIA	3
MB21IBM	International Business and Management	Advanced	ESE	3
MB21LAB	Legal Aspects of Business	Advanced	CIA	3
MB21VEG	Values, Ethics and Governance	Advanced	ESE	3
	Elective - 01	Advanced	ESE	3
	Elective - 02	Advanced	ESE	3
	Elective - 03	Advanced	ESE	3
	Elective - 04	Advanced	ESE	3
MB21BSR#	Business Review	Advanced		
MB21SAB*	Study Abroad Programme	Advanced	CIA	3
	Total (Excluding Study Abroad Programme)			24
SEMESTER 4				
MB21AIM#	AI for Business and Management	Applied		
MB21SMT	Strategic Management	Applied	CIA	3
	Elective - 05	Advanced	ESE	3
	Elective - 06	Advanced	ESE	3
MB21INP	Internship	Applied	CIA	6
MB21CIP#	Community Immersion Programme	Applied		
MB21MP2*	MBAPLUS-2	Advanced		2
	Total (Excluding MBAPLUS-2)			15
	TOTAL CREDITS (Including Semester 1 Credits - 27)			90

* for selected students

will be non-credit courses

Course Title: GOVERNMENT AND PUBLIC ADMINISTRATION
Course Code: MB21GPA

Course Outcomes

- CO1: Examine the geographical spread of business in India and the evolution of businesses in various regions (K4)
 CO2: Explain the salient features of the Indian Constitution (K2)
 CO3: Outline the factors that influence the political support for the formulation of a policy (K2)
 CO4: Examine the effectiveness of the administrative system (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	2	3	-	-	-	3
CO2	-	-	3	-	-	-	3
CO3	-	-	3	-	-	-	3
CO4	-	-	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (11 hours)

Indian Business History

Introduction - Indian Business during the Period of British East India Company - Developing an Identity by Indian Business - Maturity of Indian Business - Indian Business after Independence and during the Pre-liberalisation Era and After

Part 2 (12 hours)

Indian Constitution

Key Concepts in the Constitution of India - Preamble to the Constitution - Fundamental Rights (Art. 12-35) - Amendment of the Indian Constitution and Emergency Provision, Directive Principles of State Policy (DPSP) and Fundamental Duties - The Union Executive - Union Legislature - Union Judiciary

Part 3 (12 hours)

Public Policy and Administration

Concept and Significance; Public Policy - Concepts and Approaches; Public Administration - Evolution and Approaches; New Public Administration; Policy Formulation, Implementation and Evaluation

Part 4 (10 hours)

The Administrative System

The State Executive - Panchayati Raj, Urban, Local Bodies, Cooperative Societies in India - Election Systems in India

Pedagogy

Lecture and Discussion, Case Discussion, Article Review, Seminar

Evaluation and Grading

Presentation	-	40%
Debate	-	30%
Quiz	-	30%

Reference Books

1. Dwijendra Tripathi (2004). *Oxford History of Indian Business*, OUP India
2. S.G. Subramanian (2020). *Indian Constitution and Indian Polity*, 2/e, New Delhi: Pearson Education
3. Alka Dhameja and Sweta Mishra (2016). *Public Administration: Approaches and Applications*, New Delhi: Pearson Education

Course Title: MULTIDISCIPLINARY ELECTIVE

Overview

Multidisciplinary elective provides an opportunity for the students to explore an area of interest apart from business and management by choosing a course of their choice from disciplines like arts, humanities, science, computational sciences, psychology etc., offered on campus/online mode. Students are required to complete the assignments/exercises/assessments as specified by the course facilitator. Of the two multidisciplinary electives offered, students may choose an elective of their choice.

Course Title: ENVIRONMENTOLOGY

Course Code: MB21ME1

Course Outcomes

- CO1: Demonstrate understanding of the characteristics of the ecosystem, its services and management of the resources for sustainable development (K2)
- CO2: Analyze the ecosystem services and their significance and develop conservation strategies to protect the nature (K4)
- CO3: Analyse the resources available, human impact on it and propose improvements in the existing management policies (K4)
- CO4: Assess the ecosystem services and manage it through Environmental Protection Acts, Policies and Programs (K5)
- CO5: Apply the recent trends in environmentally sustainable management through community participation in resource management (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	-	-	2

CO2	3	-	-	-	-	-	2
CO3	-	-	-	-	-	-	2
CO4	-	2	-	-	-	-	2
CO5	-	-	-	3	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Ecosystem and its Components

Ecosystems- Definition - Structure: Biotic and Abiotic Factors and Function of Ecosystem: Food Chain, Food Web, Ecological Pyramid, Types of Ecosystem - Pond Ecosystem, Gross Productivity- Net Productivity - Limiting Factors - in Ecosystems - Plant Animal Interaction

Part 2 (9 hours)

Ecosystems Services

Overview of Ecosystem Services- Introduction - Conceptual Bases - Provisioning Services: Food, Raw Material, Fresh Water and Medicinal Resources - Regulatory Services: Climate, Habitat Loss, Air Quality, Water Quality - Cultural Services: Tourism and Recreation - Global Value of Ecosystem Services- Threats to Ecosystem Services

Part 3 (9 hours)

Ecosystem Sustainance

Ecosystems and Sustainable Human Well-Being -- Human Impacts - Ecological Foot Prints - Indian Scenario - Afforestation, Restoration of Water Resources, Solid Waste Management, and Ecosystem Restoration - Carbon Sequestration - Biological- Geological- Technological

Part 4 (9 hours)

Environmental Acts and Policies

Wild Life (Protection) Act 1972 - Water (Prevention and Control of Pollution) Act 1974 - Air (Prevention and Control of Pollution) Act 1981 - Environmental Protection Acts 1986 - Solid Waste Management Rules 2016; E-Waste (Management) Amendment Rules 2018, Plastic Waste Management (Amendment) Rules 2021 - India's National Action Plan on Climate Change

Part 5 (9 hours)

Recent Trends in Environmental Management

Industrial Ecology and Recycling Industry - Role of Natural Products and Bio-Diversity in International Trade, Energy Production and Trade, Energy Balance and Energy Audit - Eco-marketing - Role of GIS and Remote Sensing in Environmental Management

Pedagogy

Lecture, Discussion, Seminar, Case Discussion, Eco Tour

Evaluation and Grading

Assignment	-	10%
Case Discussion	-	20%
Report	-	40%
Seminar	-	10%
Quiz	-	20%

Reference Books

1. Grunewald, Karsten, Bastian, Olaf (2015). *Ecosystem Services - Concept, Methods and Case Studies*: Springer Publications
2. McCarthy, D. & Morling, P. (2014). *A Guidance Manual for Assessing Ecosystem Services at Natura 2000 Sites*: Royal Society for the Protection of Birds: Sandy, Bedfordshire
3. Mark Everard (2015). *Ecosystem Services - Key issues*: Routledge

Course Title: POSITIVE PSYCHOLOGY
Course Code: MB21ME2

Course Outcomes

- CO1: Demonstrate the fundamentals of positive psychology (K2)
 CO2: Analyse the approaches to wellbeing and assessment strategies (K4)
 CO3: Apply the goal pursuit and self-change concepts (K3)
 CO4: Analyse the nature of emotions and apply the regulation skills (K4)
 CO5: Apply the stress coping strategies based on the situations (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	-	-	2
CO2	-	-	-	-	-	-	2
CO3	-	-	-	-	-	-	2
CO4	-	-	-	-	-	-	2
CO5	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction

Positive Psychology: Historical Roots; Basic Concepts: Good Life - Positive and Negative Emotions - Flourishing Vs. Languishing - Positive Social Relationships -

Strengths and Virtues - Compassion and Empathy; Myths about Positive Psychology; Scope and its Future

Part 2 (9 hours)

Science of Wellbeing and Happiness

Definitions; Benefits of Wellbeing; Determinants of Happiness: Genetics and Personality - Life Circumstances - Intentional Activities; Models of Happiness Boosters: Eudaimonic Activity - Positive Activity - Hedonic Adaptation Prevention - Prioritizing Positivity; Determinants of Happiness

Part 3 (9 hours)

Goal Pursuit and Change

Definition; Goals and Wellbeing; Goal Pursuit: Different Models; Goal Characteristics; Measuring Goals; Initiating Changes; Transitions Model: Bridget's Model - Transtheoretical Model

Part 4 (9 hours)

Positive Emotions and Emotional Intelligence

Emotions: Nature and Functions - Emotional Literacy - Managing and Communicating; Biology of Emotions; Role of Cognition and Behavior; Broaden and Built Theory; Emotional Intelligence: Definition - Models: Ability Model - Competency Model - Emotional - Social Intelligence Model - Trait Model

Part 5 (9 hours)

Stress, Posttraumatic Growth and Resilience

Stress: Definition - Types - Consequences; Coping Strategies; Measures of Coping Strategies; Resilience: Adaptation following Adversities - Predictors - Outcomes - Posttraumatic Growth: Models - Measuring - Outcomes - Facilitators

Pedagogy

Lecture, Discussion, Case Discussion, Seminar, Exercises

Evaluation and Grading

Assignment	-	20%
Group Discussion	-	20%
Journaling	-	20%
Seminar	-	20%
Quiz	-	10%
Self-reflective Exercises	-	10%

Reference Books

1. Hart (2021). *Positive Psychology the Basics*. Routledge
2. William C. Compton Edward Hoffman (2020). *Positive Psychology: The science of happiness and flourishing*: Sage Publications
3. Stephen Joseph (2015). *Positive Psychology in Practice*: Wiley Publications

Course Title: DATA ANALYSIS FOR DECISION MAKING - 2
Course Code: MB21DD2

Course Outcomes

CO1: Apply built-in functions in Excel for structuring data (K3)
 CO2: Make use of built in functions to validate data, perform database operations (K3)
 CO3: Utilize Power BI for creating dashboards and generating reports (K3)
 CO4: Apply appropriate classification methods to predict business scenario (K3)
 CO5: Make use of prescriptive modeling and analysis for business situations (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	2
CO2	3	-	-	-	-	2	2
CO3	3	-	3	-	-	3	2
CO4	3	-	3	-	-	3	2
CO5	3	-	-	-	-	2	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Structuring the Data

Formulas - Basic Formulas - Advanced Formulas - Functions - Application of Functions
 - Financial Functions - Lookup Functions - Data Validation - Exercises

Part 2 (9 hours)

Database Operations and Decision Making Tools

Database operations - Sorting - Filtering - Simple and Composite Criteria - Pivot Table - Grouping, Slicing and Dicing - Table Lookup - Vlookup - Hlookup - Data table
 - Scenario Building - Presentation of Data using Charts, Data Visualization using Tableau

Part 3 (9 hours)

Creating Dashboards using Power BI

Introduction to Dashboards - Establishing Relationships - Add Visuals - Preparing and Publishing Reports

Part 4 (9 hours)

Predictive Modelling and Analysis

Time Series Analysis and Forecasting - Econometric Models - Regression based Trend Models - Operational Models - Financial Models - Marketing Models

Part 5 (9 hours)

Prescriptive Analytics

Introduction to Prescriptive Analytics - Optimization Models - Application of Linear Optimization - Simulation Models

Pedagogy

Lecture, Exercises using Spreadsheet and Tableau

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercises	Critical Thinking, Learning Skills	10
	Practical Examination		10
CO2	Exercises	Problem Solving, Learning Skills	10
	Practical Examination		10
CO3	Exercises	Decision Making, Learning Skills	10
	Practical Examination		10
CO4	Assignment	Critical Thinking, Learning Skills	10
	Practical Examination		10
CO5	Exercises	Problem Solving, Learning Skills	10
	Practical Examination		10

Reference Books

1. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics - Data Analysis and Decision Making*, 6/e; New Delhi: Cengage Learning
2. Hillier S Frederick, et.al., (2019), *Introduction to Management Science*, 6/e, New Delhi: McGraw Hill Publication
3. Errin O'Connor (2020), *Microsoft Power BI Dashboards*, 1/e, New Delhi: Pearson Education
4. Seema Acharya, (2018), *Data Analytics using R*, New Delhi: McGraw Hill Education
5. Evans, R. James (2021). *Business Analytics - Methods, Models and Decisions*, 3/e; Noida: Pearson Education

Course Title: INTERNATIONAL BUSINESS AND MANAGEMENT
Course Code: MB21IBM

Course Outcomes

- CO1: Explain the differences prevailing between countries in the political and cultural frontiers (K4)
 CO2: Analyse the various investment patterns across the world and relate with the trade theories (K4)
 CO3: Appraise the monetary system practised in different parts of the world (K5)
 CO4: Develop strategies for entering into international business (K6)
 CO5: Design appropriate functional strategies for management of international business (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-		2
CO2	3	3	-	-	-		2
CO3	3	3	3	-	-		2
CO4	3	3	3	-	-		2
CO5	3	3	-	-	-		2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Globalisation and National Differences

Globalisation - Country Differences - National Differences in Political Economy - Political Economy and Economic Development - Differences in Culture - Ethics

Part 2 (9 hours)

Global Trade and Investment Environment

Global Trade, Investment, and Economic Integration - International Trade Theories - Political Economy - Foreign Investment - Trade Barriers - Regional and Global Economic Integration

Part 3 (9 hours)

Global Monetary System

Global Monetary System - Foreign Exchange Market - International Monetary System - Global Capital

Part 4 (9 hours)

The Strategy and Structure of International Business

Strategies and Structure of International Business - Strategy of International Business - Organisation of International Business - Entry Strategies - Choice of Entry Strategies - Exports and Imports

Part 5 (9 hours)

Management of International Business

Management of International Business - Control in International Business - International Operations Management - International Financial Management - International Marketing Management - International HR Management

Pedagogy

Lecture, Article Review, Seminar, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Global Orientation, Critical Thinking, Learning skills	10
CO2	Article Review	Global Orientation, Critical Thinking, Learning skills	10
CO3	Presentation	Global Orientation, Critical Thinking, Learning skills	10
CO4	Case Discussion	Global Orientation, Decision Making, Learning skills	10
CO5	Case Discussion	Global Orientation, Decision Making, Learning skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Hill, Charles W.L, Hult M. Thomas. G, Mehtani Rohit (2021). *International Business: Competing in the Global Marketplace*, 12/e; New Delhi: McGraw Hill Education

Reference Books

1. Hill, Charles W.L. (2017). *Global Business Today*, 10/e; New Delhi: McGraw Hill Education
2. Daniels, John D and Radebaugh, Lee H *et.al.* (2016). *International Business: Environments and Operations*, 15/e; New Delhi: Pearson Education Asia

Course Title: LEGAL ASPECTS OF BUSINESS
Course Code: MB21LAB

Course Outcomes

- CO1: Outline the fundamentals of business and commercial laws with significant focus from a management studies student's perspective (K2)
 CO2: Examine in-depth the various aspects of commercial laws and their contemporary relevance to businesses (K4)
 CO3: Assess the need for progressive development of commercial law in India to suit the emerging needs and innovative ways in which business is being done (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2
CO3	3	-	2	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (15 hours)

Contracts

The Indian Contract Act, 1872 - Establishing Contractual Relationships - Consideration and Legality of Object - Competency of Parties - Free Consent - Void Agreements and Types of Contracts - Performance and Discharge of Contract - Remedies for Breach of Contract - Special Contracts

Part 2 (15 hours)

Partnerships and Negotiable Instruments

The Indian Partnership Act, 1932 - Partnership: Nature and Formation - Rights, Duties and Liabilities of Partners - Dissolution of a Partnership Firm

Negotiable Instruments Act, 1881 - Negotiable Instruments: An Introduction - Negotiation and Assignment - Presentment of Negotiable Instruments - Dishonour and Discharge of Negotiable Instruments

Part 3 (15 hours)

The Companies Act

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus - Memorandum and Articles, Share Capital and Debentures, Membership - Management, Meetings and Winding Up of Company - Limited Liability Partnership - Intellectual Property Rights

Pedagogy

Lecture, Case Discussion, Seminar, Assignment

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning skills	30
CO2	Assignment	Critical Thinking, Learning skills	30
CO3	Assignment	Critical Thinking, Learning skills	30
CO1 - CO3	Quiz		10

Text BookKumar, Ravinder (2021). *Legal Aspects of Business*, 5/e; New Delhi: Cengage Learning**Reference Books**

1. Pathak, Akhileshwar (2018). *Legal Aspects of Business*, 7/e; New Delhi: McGraw Hill Education
2. Saravanavel, P., Sumathi, S. (2015). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing

Course Title: VALUES, ETHICS AND GOVERNANCE
Course Code: MB21VEG

Course Outcomes

- CO1: Explain the importance of corporate governance (K5)
 CO2: Analyze the role of stakeholders in corporate governance (K4)
 CO3: Examine the role of government and regulators in promoting corporate governance (K4)
 CO4: Examine the implications of Indian culture and heritage on business (K4)
 CO5: Analyse the ethical practices adopted by various organisations in India (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	2
CO3	3	-	2	-	-	-	-

CO4	3	-	2	-	-	-	2
CO5	3	-	2	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Understanding Corporate Governance

Corporate Governance: Overview - Theory and Practice of Corporate Governance - Landmarks in the Emergence of Corporate Governance - Corporate Governance in India

Part 2 (9hours)

Stakeholders in Corporate Governance

Rights and Privileges of Shareholders - Investors' Problems and Protection - Corporate Governance and Other Stakeholders

Part 3 (9 hours)

Role of Directors and Auditors in Governance

Board of Directors - Role, Duties and Responsibilities of Auditors - The Role of Government in ensuring Corporate Governance- Corporate Social Responsibility

Part 4 (9 hours)

Introduction to Ethics and its Applications in Business

Values - Indian Culture and Heritage - Ethics - Morality and Moral Standards - Principles of Ethics - Law, Ethics and Business

Part 5 (9 hours)

Individual and Organisational Ethics

Rights and Obligations of Individuals in the Organisation - Professional Ethics - Ethics and Environment

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Decision Making, Critical Thinking	10
CO2	Exercise	Critical Thinking, Learning Skills	10
CO3	Assignment	Critical Thinking, Decision Making	10
CO4	Exercise	Critical Thinking, Learning Skills	10

CO5	Case Discussion	Decision Making, Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Fernando, A.C (2018). *Corporate Governance: Principles, Policies and Practices*, 3/e; New Delhi: Pearson Education

Reference Books

1. Mandal, S.K (2017). *Ethics in Business and Corporate Governance*, 2/e; New Delhi: McGraw Hill Education
2. Ghosh, B.N (2017). *Business Ethics and Corporate Governance*, New Delhi: McGraw Hill Education

Course Title: BUSINESS REVIEW
Course Code: MB21BSR

Course Outcomes

- CO1: Develop insights on the recent developments in the field of business and management (K6)
CO2: Demonstrate critical thinking skills while analysing information (K2)
CO3: Demonstrate interpersonal skills while working in teams (K2)
CO4: Design and deliver effective presentations (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	-	-	3
CO2	-	-	3	-	-	-	-
CO3	-	-	-	3	-	-	-
CO4	-	-	-	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines

The primary objective of the Business Review is to enable the students update themselves and develop insights on the current happenings in the business environment. A team shall comprise of three to four students. Each team shall select a topic that is contemporary and provides them scope to conduct an in-depth and critical analysis. Each team will make a presentation on the insights obtained on the chosen topic. Apart from the presentation, individual student is expected to maintain

a reflective diary on the learning from each of the presentation's made which will be evaluated by the faculty every month. This course runs across the first three semesters.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies
CO1	Presentation	Critical Thinking, Global Orientation, Learning Skills
CO2	Reflective Diary	Critical Thinking
CO3	Presentation	Interpersonal Skills
CO4	Presentation	Oral Communication

Course Title: AI FOR BUSINESS AND MANAGEMENT
Course Code: MB21AIM

Course Outcomes

CO1: Examine the significance of AI and its future applications (K4)
 CO2: Apply Watson AI services for business applications (K4)
 CO3: Develop AI powered chatbots for specific applications (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	3	3
CO2	3	-	-	-	-	3	3
CO3	3	-	3	-	-	3	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (15 hours)

Introduction to Artificial Intelligence

Introduction to AI - Applications and Examples of AI - AI Concepts, Terminology, and Application Areas - AI Issues, Concerns and Ethical Considerations - The Future with AI, and AI in Action

Part 2 (15 hours)

Getting Started with AI using IBM Watson

Watson AI Overview - Watson AI Services - Application of Watson AI Services - Common Use Cases for AI

Part 3 (15 hours)

Building AI Powered Chatbots without Programming

Introduction - Building AI Powered Chatbots

Pedagogy

Discussion, Assignment, Project

Evaluation and Grading

Course Outcome	Assessment Method	Competencies
CO1	Assignment	Critical Thinking, Learning Skills
CO2	Presentation	Critical Thinking, Problem Solving, Learning Skill
CO3	Project	Critical Thinking, Problem Solving, Learning Skill
CO1 - CO3	External Assessment	

Course Title: STRATEGIC MANAGEMENT
Course Code: MB21SMT

Course Outcomes

CO1: Analyze the internal and external environmental factors that influence a business (K4)

CO2: Design appropriate strategies for managing a business successfully in a global context (K6)

CO3: Formulate appropriate control measures for managing business operations (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	-	-	3
CO2	3	3	3	-	-	-	3
CO3	3	3	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (15 hours)

Strategic Leadership

Strategic Leadership - Competitive Advantage - Strategy Making Process - Strategic Planning - Strategic Decision Making - External Analysis - Internal Analysis - Competitive Advantage through Functional level Strategies

Part 2 (15 hours)

Strategy Formulation

Business Level Strategy - Business Level Strategy and the Industry Environment - Strategy and Technology - Strategy in the Global Environment - Corporate Level Strategy

Part 3 (15 hours)

Strategy Implementation and Control

Stakeholders and Corporate Performance - Ethics and Strategy - Organizational Architecture - Structure - Organizational Culture - Organizational Processes - Leadership Implications - Establishing Strategic Controls; The Quality Imperative: Continuous Improvement to build Customer Value - Six Sigma Approach, ISO 9001 and The Balanced Scorecard Methodology

Pedagogy

Lecture, Case Discussion, Article Review, Responsive Learning, Reflective Diary

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Peer Evaluation	Critical Thinking, Global Orientation, Learning Skills	30
CO2	Assignment	Critical Thinking, Global Orientation, Learning Skills	30
CO3	Presentation	Critical Thinking, Global Orientation, Learning Skills	30
CO1 - CO3	Quiz		10

Text Book

Hill, Charles W.L., Schilling Melissa A. and Gareth Jones R. (2021). *Strategic Management: Theory: An Integrated Approach*, 12/e; New Delhi: Cengage Learning

Reference Books

1. Thomas Wheelen L., David Hunger J., Alan Hoffman N., Charles Bamford E. and Purva Kansal (2018). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 15/e; New Delhi: Pearson Education

2. Pearce, A. John, Robinson, B. Richard and Mital, Amita (2017). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: McGraw Hill Education
3. Hitt, A. Michael, Ireland R. Duane, Hoskisson E. Robert and S. Manikutty (2018), *Strategic Management: A South Asian Perspective*; 9/e; Cengage, New Delhi.

Course Title: INTERNSHIP
Course Code: MB21INP

Course Outcomes

- CO1: Apply critical thinking to analyze the issue or problem or an opportunity identified (K3)
 CO2: Propose alternative solutions (K6)
 CO3: Evaluate the proposed alternatives and choose the best solution (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	3	-	-	-
CO2	3	-	3	3	-	-	-
CO3	3	-	3	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for Internship

The primary objective of the 'Internship' (INP) programme is to enable students gain an exposure to industry and understand current and contemporary management practices by spending about 8-10 weeks in an organization and apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified in the organization. The Internship programme runs throughout the fourth semester of the MBA programme.

Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report.

The expected outcomes from the Internship programme may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a 'Case Study'
- c. Publication of a paper, in collaboration with the faculty
- d. 'Placement' in the company

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Oral Communication	15
CO2	Presentation	Critical Thinking, Decision Making	25
	Report	Written Communication	10
CO3	Viva Voce	Critical Thinking, Decision Making	50

The first two Course Outcomes put together shall constitute the CIA.

Course Title: Community Immersion Programme
Course Code: MB21CIP

Course Outcomes

CO1: Identify the issues or problems in the chosen community (K3)

CO2: Propose solutions and action plans to address the chosen issue (K6)

CO3: Take part in the execution of chosen plan with measurable outcomes (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	-	-
CO2	3	-	3	-	-	-	-
CO3	3	-	-	3	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for 'Community Immersion Programme'

The objective of the 'Community Immersion Programme' is to sensitize students on their responsibility towards the community through a 30-hour fieldwork in the chosen villages. The 'Community Immersion Programme' will be a yearlong work carried out by the students during semesters 3 and 4. Students are expected to identify the issues prevailing in the community, primarily relating to UN Sustainable Development Goals such as health, hygiene, education, skill development, financial literacy and inclusion, farming, empowerment etc and address them by planning and implementing innovative and sustainable solutions. Students in teams will work on specific areas of action, and together, they will bring about substantial transformation in the lives of the villagers in the community. The programme will serve as a 'Live Lab' for the students to experience and demonstrate empathy, social responsibility, and transformative leadership. At the beginning of semester 3,

students shall undertake a livelihood survey of the villages chosen and submit a problem statement that they would be addressing in about 500 words. Upon approval from the faculty guide, they shall later submit a detailed plan of action for the stated problem comprising of how the problem will be addressed, with whom they are associating (if any), and the timeline for executing the plan, with expected outcome and impact. Each team is expected to execute the proposed plan of action and submit a detailed report on the outcome of the Programme, the impact it has created in the community and the learning. Each team will make a presentation on their work and a team of two faculty members will evaluate the presentation. The programme will not only transform the students' perspectives on their responsibility towards the community, but also transform the lives of the villagers, empowering them to lead better lives thereafter.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies
CO1	Problem Summary	Critical Thinking
CO2	Proposal	Critical Thinking, Social Responsibility
CO3	Report, Presentation	Problem Solving, Social Responsibility, Teamwork, Learning Skills

Course Title: ESSENTIALS OF ENTREPRENEURSHIP
Course Code: MB21EEP

Course Outcomes

- CO1: Explain the need for entrepreneurial mind-set in pursuing the path of entrepreneurship (K5)
 CO2: Develop ideas for spotting and utilizing the opportunities existing in the environment (K6)
 CO3: Examine how to create sustainable change in the society through social entrepreneurial models (K4)
 CO4: Develop a structured business plan to bridge ideas and action (K6)
 CO5: Evaluate various strategies for funding, launching, growing and ending ventures (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
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CO1	3	-	-	-	-	-	-
CO2	3	-	3	-	3	-	2
CO3	3	-	3	-	-	-	-
CO4	3	-	3	-	3	-	2
CO5	3	-	3	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

The Entrepreneurial Perspective

The Nature and Importance of Entrepreneurship - Entrepreneurial Mind-set - Characteristics of Successful Entrepreneurs - Common Myths about Entrepreneurship - Entrepreneurial Process

Part 2 (9 hours)

From Idea to Opportunity

Creativity and the Business Idea - Generating and Exploring New Opportunities - Identifying and Analysing Domestic and International Opportunities - Protecting the Idea - Legal Issues for the Entrepreneur

Part 3 (9 hours)

Value Creation through Social Entrepreneurship

Social Entrepreneurship - Functions of Social Entrepreneurs - Difference between Social and Commercial Entrepreneurship - Social Value Creation - Creating an Impact - Sustainability

Part 4 (9 hours)

From Opportunity to the Business Plan

The Business Plan - The Marketing Plan - The Organisational Plan - The Financial Plan

Part 5 (9 hours)

From the Business Plan to Funding, Launching, Growing and Ending the the Venture

Sources of Funds - Informal Risk Capital - Strategies for Growth and Managing the Implications of Growth - Accessing Resources for Growth from External Sources - Strategies for Harvesting and Ending the Venture

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	10
CO2	Exercise	Critical Thinking, Entrepreneurship,	10

		Learning Skills	
CO3	Presentation	Critical Thinking, Social Responsibility	10
CO4	Business Plan	Critical Thinking, Entrepreneurship, Learning Skills	10
CO5	Case Discussion	Critical Thinking, Decision Making	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Hisrich, D. Robert, Peters, P. Michael, Shepherd, A. Dean and Sinha, Sabyasachi (2020). *Entrepreneurship*, 11/e; New Delhi: McGraw Hill Education

Reference Books

1. Barringer R. Bruce. Ireland, R. Duane (2019). *Entrepreneurship: Successfully Launching New Ventures*, 6/e; New Delhi: Pearson Education
2. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

Course Title: INNOVATION AND PRODUCT MANAGEMENT

Course Code: MB21IPM

Course Outcomes

- CO1: Explain the strategic aspects of product development (K5)
 CO2: Develop product concepts to meet market requirements (K6)
 CO3: Examine the scope for innovation in new product development (K4)
 CO4: Evaluate product concepts using various tools and criteria (K5)
 CO5: Plan systematic product development and launch (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	-	-
CO2	3	-	3	-	3	-	-
CO3	3	-	3	-	3	-	-
CO4	3	-	3	-	-	-	2
CO5	3	-	3	-	3	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Overview; Opportunity Identification and Selection

Strategic Elements of Product Development - New Products Process - Opportunity Identification and Selection - Strategic Planning for New Products - Role of Product Managers

Part 2 (9 hours)

Concept Generation

Creativity and the Product Concept - Finding and Solving Customers' Problems - Analytical Attribute Approaches - Perceptual Mapping - Trade-off Analysis - Qualitative Techniques

Part 3 (9 hours)

Innovation Management

Importance of Innovation - Types and Models of Innovation - Innovation as a Management Process - Market Adoption and Technology Diffusion - Managing Innovations within Firms - Operations and Process Innovation

Part 4 (9 hours)

Concept Evaluation

The Concept Evaluation System - Concept Testing - The Full Screen - Sales Forecasting and Financial Analysis - Product Protocol

Part 5 (9 hours)

Development and Launch

Product Design - Product Use Testing - Strategic Launch Planning - Implementation of the Strategic Plan - Market Testing - Launch Management

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Project

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	10
CO2	Exercise	Critical Thinking, Entrepreneurship	10
CO3	Presentation	Critical Thinking, Entrepreneurship	10
CO4	Exercise	Decision Making, Learning Skills	10
CO5	Project	Critical Thinking, Entrepreneurship, Learning Skills	10

CO1 - CO5	Quiz	10
CO1 - CO5	End Semester Examination	40

Text Book

Crawford, Merle & Benedetto, Di Antony (2020). *New Product Management*, 11/e, McGraw Hill

Reference Books

1. Trott, Paul (2017). *Innovation Management and New Product Development*, 6/e, Pearson
2. Ulrich, Karl, Eppinger Steven & Yang, C Maria (2020). *Product Design and Development*, 7/e, McGraw Hill

Course Title: SMALL BUSINESS MANAGEMENT
Course Code: MB21SBM

Course Outcomes

- CO1: Explain the basics of small business management (K5)
CO2: Evaluate small businesses in various sectors (K5)
CO3: Develop knowledge in marketing of small business (K6)
CO4: Formulate a plan for small business entry and management (K6)
CO5: Explain the significance of MSMEs and family businesses in India (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	-	-
CO2	3	-	3	-	-	-	2
CO3	3	-	2	-	-	-	-
CO4	3	-	3	-	3	-	2
CO5	3	-	-	-	3	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage**Part 1 (9 hours)*****Entrepreneurs and Ideas***

The Basis of Small Business - Small Business Myths - Opportunities and Rewards - Small Business Entrepreneurs - Small Business Ideas - Women Entrepreneurship in Small

Businesses

Part 2 (9 hours)

Small Business Paths and Plans

Small Business Entry - Paths to Part Time Entrepreneurship - Paths to Full Time Entrepreneurship - Small Business Strategies - Business Plans

Part 3 (9 hours)

Marketing in the Small Business

Small Business Marketing - Small Business Promotion - Small Business Pricing, Distribution and Location

Part 4 (9 hours)

Management in the Small Business

Small Business Accounting - Cash and Asset Management - Small Business Finance - Small Business Protection - Human Resource Management

Part 5 (9 hours)

MSMEs & Family Businesses

Role and Importance of MSMEs in India - Government Policies and Schemes - Challenges facing the MSME sector - Role of Family Businesses in India - Types of Family Business - Pitfalls of a Family Business - Improving the Performance of the Family Business

Pedagogy

Lecture, Seminar, Case Discussion, Business Plan

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	10
CO2	Case Discussion	Critical Thinking, Decision Making, Learning Skills	10
CO3	Presentation	Critical Thinking, Learning Skills	10
CO4	Business Plan	Critical Thinking, Entrepreneurship, Learning Skills	10
CO5	Assignment	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Course Title: BANKING AND INSURANCE
Course Code: MB21BAI

Course Outcomes

- CO1: Explain the role of banks in Indian Financial System (K5)
 CO2: Assess the various risks involved in banking (K5)
 CO3: Explain the role of technology in banking (K5)
 CO4: List and classify the various risks involved in real life scenario (K4)
 CO5: Select an appropriate insurance product based on the requirement (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2
CO3	2	-	-	-	-	2	2
CO4	2	-	-	-	-	-	2
CO5	2	-	2	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Banking and Sources of Bank Funds

Financial System - Current Issues and Future Challenges - Monetary Policy - Implications for Bank Management - Bank Liabilities - Deposits - Non-Deposit Sources

Part 2 (9 hours)

Uses of Bank Funds

Uses of Bank Funds - Capital Adequacy Regulations - Lending Function - Credit Process - Fund Based and Non-Fund Based Lending - Managing Credit Risk - Managing Market Risk - The Changing Face of Banking Risk

Part 3 (9 hours)

Retail Banking

Banking Functions - Retail Banking and Laws in Everyday Banking - International Banking - High-Tech Banking - Payment and Settlement Systems and Electronic Banking - Currents Trends - Fintech

Part 4 (9 hours)

Introduction to Risk Management and Insurance

Understanding Risk - Introduction to Insurance - Principles of Insurance - Insurance Sector in India - Historical Framework - Insurance Sector Reforms - Players in Insurance Sector - IRDA and its Functions

Part 5 (9 hours)**Life Insurance and General Insurance**

Fundamentals of Life Insurance - Types - Claim Management of Life Insurance - Introduction to General Insurance - Function of Insurers - Underwriting - Reinsurance

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	10
CO2	Case Discussion	Critical Thinking, Decision Making, Learning Skills	10
CO3	Presentation	Critical Thinking, Learning Skills	10
CO4	Assignment	Critical Thinking, Learning Skills	10
CO5	Exercises	Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Suresh, Padmalatha and Paul, Justin (2018). *Management of Banking and Financial Services*, 4/e; New Delhi: Pearson Education

Reference Books

1. Rejda, E. George (2017). *Principles of Risk Management and Insurance*, 13/e; New Delhi: Pearson Education
2. Gupta, P. K. (2019). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing House
3. Hubbard R. Glenn, O' Brien Patrick Anthony (2019). *Money, Banking and the Financial System*, 2/e; New Delhi: Pearson Education

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: MB21IFM

Course Outcomes

CO1: Examine the dimensions of financial management in the global context (K4)
 CO2: Evaluate the various international financing options (K5)

CO3: Examine the Foreign Exchange Market and its development (K4)

CO4: Choose an appropriate derivative contract to manage foreign exchange risk (K5)

CO5: Choose an appropriate corporate exposure management strategy (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	-	-	-	-	-
CO2	3	3	3	-	-	-	-
CO3	2	3	-	-	-	-	2
CO4	3	3	3	-	-	-	3
CO5	3	3	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Financial Management in a Global Context

World Economy - The Global Financial Markets - The Indian Economy and Financial Market - The Emerging Challenges - The Nature and Measurement of Exposure and Risk - Exchange Rates - Interest Rates - Inflation Rates and Exposure

Part 2 (9 hours)

Global Financial Markets

Domestic and Off-Shore Markets - Euromarkets - Interest Rates in Global Money Markets - An Overview of Money Market Instruments - Long-Term Borrowings in the Global Capital Markets - Equity Financing in the International Markets

Part 3 (9 hours)

Foreign Exchange Market

Structure of the Foreign Exchange Market - Types of Transactions and Settlements - The Indian Exchange Rate Scenario - Exchange Rate Regimes

Part 4 (9 hours)

Managing Foreign Exchange Risk with Derivatives

Forwards, Swaps and Interest Parity - Currency and Interest Rate Futures - Currency Options - Financial Swaps

Part 5 (9 hours)

Corporate Exposure Management

Corporate Exposure Management - The Risk Management Process - Exposure Management - Transactions Exposure - Operations Exposure - Interest Rate Exposure

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Global Orientation	10
CO2	Exercise	Critical Thinking, Global Orientation	10
CO3	Presentation	Critical Thinking, Global Orientation, Learning Skills	10
CO4	Case Discussion	Critical Thinking, Global Orientation, Learning Skills	10
CO5	Case Discussion	Critical Thinking, Global Orientation, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Note: The coverage in this course will not have numerical problems

Text Book

Apte P.G., Kapshe (2020). *International Financial Management*, 8/e; Chennai: McGraw Hill Education (India) Private Limited

Reference Books

1. Eun S. Cheol, Resnick G. Bruce. (2017). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education
2. Thummuluri Siddaiah (2016). *International Financial Management: An Analytical Framework*, 2/e; Chennai: Pearson India Education Services Private Limited.

Course Title: FINANCIAL ANALYTICS

Course Code: MB21FNA

Course Outcomes

CO1: Explain the various sources of financial data and application of Financial Analytics (K5)

CO2: Analyse the characteristics of time series data (K4)

CO3: Test the models of forecasting and understand the relationship between data (K4)

CO4: Test and model volatility (K6)

CO5: Explain the relationship between variables using dynamic models (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2
CO3	3	-	2	-	-	2	2
CO4	3	-	2	-	-	-	2
CO5	2	-	-	-	-	2	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course CoveragePart 1 (9 hours)*Introduction to Financial Analytics and Sources of Data*

Definition, Relevance and Scope of Financial Analytics - Recent Trends in Financial Analytics - Sources of Data, Internal and External Sources - Cleaning and Pre-Processing Financial Data

Part 2 (9 hours)*Testing and Characteristics of Time Series Data*

Types of Data - Financial Time Series - Characteristics - Review of the Statistical Properties; Time Series Econometrics - Basic Concepts - Stochastic Processes - Unit Root - Tests of Stationarity - The Augmented Dickey-Fuller (ADF) Test

Part 3 (9 hours)*Forecasting Models*

Introduction to OLS - Autoregressive Integrated Moving Average (ARIMA) - Assumptions, Modeling and Residual Diagnostics

Part 4 (9 hours)*Modeling Volatility*

Volatility Clustering, Heteroskedasticity, The ARCH and GARCH Models - Estimation

Part 5 (9 hours)*Dynamic Models*

Cointegration Test - Granger Causality Test - Introduction to Vector Error Correction (VEC) Model and Vector Auto Regression (VAR)

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Article Review

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Article Review	Decision Making, Learning Skills	10
CO2	Assignment	Decision Making, Learning Skills	10

CO3	Exercise	Critical Thinking, Learning Skills	10
CO4	Exercise	Critical Thinking, Learning Skills	10
CO5	Article Review	Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Reference Books

1. Damodar Gujarati, Dawn Porter, Manoranjan Pal (2020). *Basic Econometrics*; McGraw- Hill Education
2. Michael Rees (2018). *Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA*; Wiley India
3. James, James. H and Mark, Watson. W (2017). *Introduction to Econometrics*, 3/e, Pearson Education
4. Brooks, Chris (2019). *Introductory Econometrics for Finance*, 4/e, Cambridge University Press

Course Title: FINANCIAL MARKETS
Course Code: MB21FNM

Course Outcomes

- CO1: Explain the functions of financial markets (K5)
CO2: Categorise financial instruments based on their features (K4)
CO3: Examine the roles of intermediaries and different methods of issue (K4)
CO4: Explain the trading mechanism and the role of regulators in protecting investor's interest (K5)
CO5: Explain the functions of the regulators (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	2	-	-	-	2
CO3	3	-	3	-	-	-	-
CO4	3	3	2	-	-	-	2
CO5	3	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Financial and Money Market

Financial Market - Role - Functions and Constituents - Call Money Market - Commercial Paper Market - Commercial Bill Market - Certificate of Deposit Market - Treasury Bill Market

Part 2 (9 hours)

Capital Market

Indian Capital Market - Evolution and Growth - Capital Market Instruments - Capital Market Reforms - Foreign Exchange Market - Derivatives Market - Commodity Markets

Part 3 (9 hours)

New Issue Market

Public Issue of Securities - New Issue Market (NIM) - A Conceptual Framework and Evaluation - Prospectus

Part 4 (9 hours)

Secondary Market

Stock Exchange - Functions - Trading and Regulatory Framework - Indian Stock Exchanges - Investor Protection - Listing and Delisting

Part 5 (9 hours)

Regulation

Role and Functions of RBI - Securities Contract (Regulation) Act - Powers and Functions of SEBI - Insider Trading - Internet Stock Trading

Pedagogy

Lecture, Field Study, Simulation, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking	10
CO2	Exercise	Critical Thinking, Learning Skills	10
CO3	Presentation	Critical Thinking, Decision Making	10
CO4	Case Discussion	Decision Making, Global Orientation, Learning Skills	10
CO5	Assignment	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Gurusamy, S. (2015). *Financial Markets and Institutions*, 4/e; New Delhi: Vijay Nicole Imprints

Reference Books

1. Mishkin S Frederic and Eakins Stanley (2017). *Financial Markets and Institutions*, 8/e; New Delhi: Pearson Education
2. Bhole, L.M. (2017). *Financial Institutions and Markets*, 6/e; New Delhi: McGraw Hill Education

Course Title: FINANCIAL SERVICES

Course Code: MB21FNS

Course Outcomes

CO1: Analyze the functioning of the financial service industry (K4)

CO2: Examine financial products offered by financial services organization (K4)

CO3: Evaluate the financial service options based on industry information (K5)

CO4: Evaluate and devise strategies to promote venture capital financing and mutual funds (K5)

CO5: Explain the significance of advisory financial services (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	2
CO2	3	-	3	-	-	-	2
CO3	2	-	3	-	-	-	2
CO4	2	3	2	-	-	-	2
CO5	3	3	3	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage**Part 1 (9 hours)*****Introduction to Financial Services***

Financial Services - Concept, Participants and Functions, Regulatory Framework, Non-Banking Financial Companies

Part 2 (9 hours)***Leasing & Hire Purchase***

Leasing - Concept and Classification, Significance, Contract Act, Reporting Framework and Taxation in Leasing; Hire Purchase - Conceptual & Legal Framework - Taxation Aspects

Part 3 (9 hours)***Factoring and Bills Discounting***

Factoring - Types - Evaluation of Factoring as off Balance Sheet Finance - Concept and Mechanism, Functions - Forms of Factoring, Bills Discounting - Bill of Exchange, Discounting Bill of Exchange, Types of Bills - Bill Market Scheme

Part 4 (9 hours)***Venture Capital Financing and Mutual Funds***

Venture Capital Financing - Features, Selection of Investment, Structuring the Deal, Investment Nurturing, Structural Aspects, Indian Venture Capital Scenario - Management of Mutual funds - Operations of Mutual Funds

Part 5 (9 hours)***Advisory Financial Services***

Corporate Restructuring - Conceptual and Financial Framework, Legal Aspects - Custodial Services - Depository System - Credit Rating - Agencies, Process, Symbols

Pedagogy

Lecture, Field Study, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning Skills	10
CO2	Field Study	Critical Thinking, Decision Making, Learning Skills	10
CO3	Assignment	Critical Thinking, Problem Solving, Learning Skills	10
CO4	Case Discussion	Decision Making, Global Orientation, Learning Skills	10
CO5	Presentation	Critical Thinking, Global Orientation, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Khan, M.Y. (2019). *Financial Services*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Thummuluri Siddaiah (2015). *Financial Services*, 1/e (reprint); New Delhi: Pearson India

2. Renuka Sharma and Kiran Mehta (2017). *Financial Services*, 1/e; New Delhi: Cengage
3. Shanmugam, R. (2017). *Financial Services*, 2/e; New Delhi: Wiley India

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MB21SAP

Course Outcomes

- CO1: Analyze different financial assets for investment decisions (K4)
 CO2: Evaluate the performance of stock or portfolio within a complex professional setting (K5)
 CO3: Explain fundamental, technical and efficient market analysis (K5)
 CO4: Develop investment strategies in stock market (K6)
 CO5: Design optimal portfolio using theories and practices (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	2	3
CO2	3	-	3	-	-	2	3
CO3	3	-	-	-	-	2	-
CO4	3	-	3	-	-	2	3
CO5	2	-	3	-	-	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Securities

Investment - Objectives - Need - Investment Vs. Speculation, Investment Process, Investment Categories, Markets for Securities and their Functions, Institutional Investors and Changing Markets

Part 2 (9 hours)

Risk and Return

Risk - Types - Measurement - Beta Estimation - Systematic and Unsystematic Risk, Risk in Contemporary Mode - Security Returns - Measurement - Using Beta to Estimate Return

Part 3 (9 hours)

Fundamental Analysis

Economic Analysis - Forecasting Techniques and Stock Investment Decision; Industry Analysis - Industry Life Cycle; Company Analysis - Internal and External Information

Part 4 (9 hours)**Technical Analysis**

Technical Analysis - Dow Theory - Market Indicators - RSI - ROC - ADX and Alligator

Part 5 (9 hours)**Efficient Market Theory & Portfolio Analysis**

Random Walk, Efficient market hypothesis - Markowitz Portfolio Theory - CAPM - APT - Portfolio Process - Portfolio Selection - Evaluation Measures of Portfolio

Pedagogy

Lecture, Exercise - Live Market Analysis, Company Analysis, Peer learning

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Decision Making, Learning Skills	10
CO2	Virtual Stock Trading	Critical Thinking, Decision Making, Learning Skills	10
CO3	Presentation	Critical Thinking	10
CO4	Market Analysis	Critical Thinking, Decision Making, Learning Skills	10
CO5	Assignment	Critical Thinking, Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Note: The coverage in this course will not have numerical problems.

Text Book

Chandra, Prasanna (2021). *Investment Analysis and Portfolio Management*, 6/e: New Delhi: McGraw Hill Education

Reference Books

1. Fischer, E. Donald and Ronald, J. Jordan (2018). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education.
2. Ranganathan, M and Madhumathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

Course Title: ESSENTIALS OF OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Course Code: MB21OSC

Course Outcomes

- CO1: Evaluate the key performance measures in operations and supply chain management for competitive success and long term survival (K5)
 CO2: Develop strategies for designing and managing supply chain networks (K6)
 CO3: Formulate strategies for managing inventories in supply chain (K6)
 CO4: Propose a framework for managing resources in supply chain (K6)
 CO5: Develop strategies for managing uncertainties in supply chain (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	-	-	3
CO2	3	-	3	-	-	-	3
CO3	3	-	-	-	-	-	3
CO4	3	-	-	-	-	-	3
CO5	3	-	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Operations Management and Value Chain, Operations Strategy

Introduction to Operations Management - Understanding Goods and Services - Value Chain Framework - Measuring Performance in Operations and Value Chains - Understanding Customer Wants and Needs - Evaluating Goods and Services - Operations and Strategic Planning - A Framework for Operations Strategy - Technology and Operations Management

Part 2 (9 hours)

Designing Operations and Supply Chain

Designing Goods and Services - Customer-focused Design - Designing Manufactured Goods - Service-Delivery System Design - Service Encounter Design - Global Supply Chains - Supply Chain Design Trade-Offs - Location Decisions - Supply Chain Optimization - Process Selection, Design and Analysis - Facility and Work Design

Part 3 (9 hours)

Planning and Managing Inventories in Supply Chain

Demand Forecasting - Forecasting Techniques - Capacity Measurement - Long Term and Short Term Capacity Strategies - Inventory Management Techniques - Supply Chain Management - Measuring Supply Chain Performance

Part 4 (9 hours)**Resource Management and Operations Scheduling and Sequencing**

Resource Planning Framework - Aggregate Planning options and strategies - Disaggregation in Manufacturing - Capacity Requirements Planning - Operations Scheduling and Sequencing - Vehicle Routing and Scheduling

Part 5 (9 hours)**Control of Operations and Supply Chain**

Quality Management - The GAP Model - Six Sigma - Quality Management Tools and Strategies - Quality Control and SPC - Lean Operating Systems - Lean Tools and Approaches - Managing Uncertainties in Supply Chain - Risk Management in Supply Chains - Supply Chains in e-Commerce - Sustainability in Supply Chains - Application of IT in Supply Chain

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Course Outcome	Assessment Component	Rubrics	Marks
CO1	Case Discussion	Decision Making, Global Orientation, Learning Skill	10
CO2	Exercise	Decision Making, Learning Skill	10
CO3	Assignment	Critical Thinking, Learning Skill	10
CO4	Presentation	Critical Thinking, Learning Skills	10
CO5	Assignment	Decision Making, Learning Skill	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

David A. Collier and James R. Evans (2021). *Operations and Supply Chain Management*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2019). *Supply Chain Management: Strategy, Planning and Operation*, 7/e; New Delhi: Pearson Education
2. Mahadevan, B., (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education
3. Shah, Janat (2016). *Supply Chain Management - Text and Cases*, 2/e; New Delhi: Pearson Education

Course Title: COMPENSATION
Course Code: MB21CMP

Course Outcomes

CO1: Examine the factors influencing compensation (K4)
 CO2: Analyze the objectives and functions of compensation management (K4)
 CO3: Compare job-based pay with competency/skill-based pay (K4)
 CO4: Justify the provision of fringe benefits (K5)
 CO5: Analyse the role of non-financial benefits (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-
CO3	3	-	2	-	-	-	3
CO4	3	-	2	-	-	-	3
CO5	3	-	2	-	-	-	-

3- High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Compensation Management

Conceptual Framework: Total Compensation - Theories of Wages - Compensation Philosophy, Strategy, Policy - Psychological Contract - Legal Issues - Factors affecting Compensation

Part 2 (9 hours)

Objectives and Principles of Compensation Management

Compensation Management: Objectives and Principles - Methods of Wage Payment - National Wage Policy - Wage Policy at Organisational Level - Components/ Functions of Compensation Management - Divergent Systems and Institutions for Wage Determination in India

Part 3 (9 hours)

Types of Pay

Contingent Pay - Types - Performance-related Pay - Performance Appraisal - Potential Appraisal - Competency-based Pay - Skill-based Pay - Team-based Rewards - Gainsharing - Profit-Sharing - Other Cash Payments and Allowances. Administering and Controlling Salary Costs and Salary Review

Part 4 (9 hours)

Financial Benefits

Fringe Benefits: Objectives and Significance - Factors - Administration - Approaches - Types - Current Practices - Recent Trends - Internal Audit of Compensation and Benefits

Part 5 (9 hours)

Non-Financial Benefits

Non-Financial Benefits - Role - Types - Effective Non-Financial Benefits - Non-Financial Metrics - Recognition - Types - Advantages - Designing a Recognition Scheme - Problems. Compensation and Reward Management Policy, Processes, and Procedures - Controlling Pay Roll Costs - Trends

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Problem Solving	10
CO2	Field Study	Critical Thinking, Problem Solving	10
CO3	Case Discussion	Critical Thinking, Decision Making, Learning Skills	10
CO4	Case Discussion	Critical Thinking, Decision Making, Learning Skills	10
CO5	Presentation	Critical Thinking	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Sharma, R.C. and Sulabh Sharma (2019). *Compensation Management*, New Delhi: SAGE Publications.

Reference Books

1. Dipak Kumar Bhattacharya, (2014). *Compensation Management*, 2/e; New Delhi: Oxford University Press
2. Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: McGraw Hill Education

Course Title: HR ANALYTICS
Course Code: MB21HRA

Course Outcomes

- CO1: Examine the significance of HR analytics in the current business context (K4)
 CO2: Choose the appropriate analytics technique for the given scenario (K6)
 CO3: Explain the various metrics used in talent sourcing and acquisition (K5)

CO4: Compare the metrics used for measuring individual and team performance (K4)

CO5: Develop a talent engagement and retention survey (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	2	-	-	2	2
CO3	3	-	-	-	-	-	-
CO4	3	-	-	-	-	-	2
CO5	3	-	3	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Metrics and Analytics

HR Sources of Data and Information - HR Metrics Overview - Types of Metrics - HR Value Impact Measures - Moving from Metric to Analytics - Meaning and Definition of People Analytics - Purpose - Future Trends - Internet of Things and AI - HR Forecasting - HR Planning - HR Auditing - Organizational Attractiveness

Part 2 (9 hours)

Analytics Techniques

Analytics Levels - Quantitative Techniques - Descriptive Analytics, Creating HR Dashboards using MS Excel and Power BI; - Diagnostic Analytics - Predictive Analytics - Factor Analysis, Cluster Analysis, Correlation, Regression, Discriminant Analysis; - Qualitative Techniques - Content Analysis, Focus Group Discussion, Personal Interview Method, Projective Techniques, Sentiment Analysis

Part 3 (9 hours)

Talent sourcing and Acquisition Analytics

Importance - Sourcing - Application Phase - Pre-interview Assessment Analytics - Interviews - Selection Analytics - Psychographic Profiling - Using Social Media Platforms for Recruitment and Selection - Analytics for Organisational Socialization

Part 4 (9 hours)

Performance Management Analytics

Linking Individual Objectives to Organisational Objectives - Defining Performance Measures - Performance Incentives and Promotion - Providing Insights to Senior Management - Analytics for Individual, Team and Leadership Performance - Analytics for High performance HR Practices - Analytics for Organizational Culture

Part 5 (9 hours)

Talent Engagement and Retention Analytics

Importance of Employee Engagement - Employee Engagement Surveys - Making Employee Engagement Surveys Predictive - Moving beyond the Survey - Employee Engagement Measures - Proactive Talent Retention Models - Data for Talent Attrition - Predictive Modeling - The Segmentation Strategy of Talent Retention Model Insights

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning Skills	10
CO2	Case Discussion	Critical Thinking, Problem Solving, Learning Skills	10
CO3	Presentation	Decision Making	10
CO4	Exercise	Decision Making, Learning Skills	10
CO5	Assignment	Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Swati Dhir and Suparna Pal (2021). *Human Resource Analytics: Theory and Application Techniques*, 1/e; New Delhi: Cengage Learning

Reference Books

1. Nishant Uppal (2021). *Human Resource Analytics: Strategic Decision Making*, 1/e New Delhi: Pearson Education
2. Sesil James C. (2017). *Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration*, New Delhi: Pearson Education
3. Pratyush Banerjee, Jatin Pandey and Manish Gupta (2019). *Practical Applications of HR Analytics*, 1/e; New Delhi: SAGE Publications
4. Pease Gene, Byerly Boyce and Fitz-enz Jac (2016). *Human Capital Analytics*, New Delhi: Wiley India

Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Course Code: MB21IHR

Course Outcomes

- CO1: Examine the cultural differences across countries (K4)
 CO2: Compare the HRM activities in the different stages of internationalization (K4)
 CO3: Explain the factors to be considered while selecting employees for international assignments (K5)
 CO4: Design a pre departure training programme (K6)
 CO5: Compare the key differences in salary compensation for PCHs, HCNs and TCNs (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	-
CO2	3	3	-	-	-	-	-
CO3	3	3	3	-	-	-	-
CO4	3	3	3	-	-	-	2
CO5	3	3	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course CoveragePart 1 (9 hours)*Introduction to IHRM*

Definition - Differences - Variables Moderating differences - Path to Global Status - Control Mechanism - Development of Cultures - Standardization and Localization of HRM Practices

Part 2 (9 hours)*IHRM in Cross-border Alliances, Mergers and Acquisitions and SMEs*

International Business Analysis - Stages of Internationalization - IHRM practices in Cross-border Alliances, Mergers and Acquisitions, International Equity Joint Ventures and SMEs - Managing Conflict Situations - Breakup of Alliances

Part 3 (9 hours)*Staffing International Assignments*

Approaches to Staffing - Transferring Staff for International Business Activities - Roles of Expatriates and Non-Expatriates - Issues in Staff Selection - Factors moderating Performance - Selection Criteria - Dual Career Couples

Part 4 (9 hours)*International Training, Development and Careers*

Expatriate Training - Pre-Departure Training Programmes - Developing Staff through International Assignments - Re-Entry - Repatriation Process - Designing Repatriation Programs - Managing Human Resources in Offshoring Countries

Part 5 (9 hours)*International Compensation, Performance Management and Industrial Relations*

International Compensation - Approaches to International Compensation - Multinational Performance Management - Control and Performance Management - Performance Management of International Employees - Key Issues in International Industrial Relations - Trade Unions and International Industrial Relations - Response of Trade Unions to Multinationals

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Global Orientation, Decision Making	10
CO2	Presentation	Critical Thinking, Global Orientation	10
CO3	Case Discussion	Global Orientation, Decision Making	10
CO4	Exercise	Global Orientation, Decision Making, Learning Skills	10
CO5	Presentation	Critical Thinking, Global Orientation	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2017). *International Human Resource Management*, 7/e; New Delhi: Cengage Learning

Reference Books

1. Tony Edwards and Chris Rees (2017). *International Human Resource Management - Globalization, National Systems and Multinational Companies*, 3/e; New Delhi: Pearson Education
2. Harzing Anne-Wil and Pinnington H. Ashly (2017). *International Human Resource Management*, 4/e; New Delhi: SAGE Publication

Course Title: LEARNING AND DEVELOPMENT
Course Code: MB21LAD

Course Outcomes

- CO1: Explain how training practices support business goals (K5)
 CO2: Design a training programme (K6)
 CO3: Compare the strengths and weaknesses of various training methods (K4)
 CO4: Develop an evaluation design for a training module (K6)
 CO5: Explain the issues and future trends in learning and development (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
--	-----	-----	-----	-----	-----	-----	-----

CO1	-	-	3	-	-	-	3
CO2	-	-	3	-	-	-	3
CO3	-	-	3	-	-	-	3
CO4	-	-	3	-	-	-	3
CO5	-	-	-	-	-	-	3

H - High Correlation, M - Medium Correlation, L - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

The Context for Training and Development

Forces influencing working and learning - Strategic training and development process - Recent trends in Training and Development

Part 2 (9 hours)

Designing Training

Needs assessment - Learning and transfer of training

Part 3 (9 hours)

Training Evaluation

Programme Design - Evaluation Practices - Evaluation Designs

Part 4 (9 hours)

Training and Development Methods

Traditional training methods - Technology based training methods - Employee development and career management

Part 5 (9 hours)

Social Responsibility and the Future

Social responsibility: legal issues, managing diversity and career challenges - The future of training and development

Pedagogy

Lecture and Discussion, Case Discussion, Presentation, Class activities and exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Class Activity	Critical Thinking, Learning Skills	10
CO2	Assignment	Decision Making, Critical Thinking, Learning Skills	10

CO3	Presentation	Critical Thinking, Decision Making, Learning Skills	10
CO4	Exercise	Critical Thinking, Decision Making, Learning Skills	10
CO5	Case Discussion	Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2019). *Employee Training and Development*, 7 /e; New Delhi: McGraw Hill Education

Reference Books

1. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training*, 5/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2015). *Training and Development: Theories and Application*, New Delhi: Sage Publications

Course Title: PERFORMANCE MANAGEMENT SYSTEM
Course Code: MB21PMS

Course Outcomes

CO1: Explain the role and importance of designing performance management system (K5)

CO2: Justify decisions based on performance (K5)

CO3: Determine and map various competencies required in a particular work environment (K5)

CO4: Explain the approaches to assess various competencies required in a particular work environment (K5)

CO5: Examine HRM applications of competency assessment (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	3	-	-	-	3
CO3	3	-	3	-	-	-	-
CO4	3	-	3	-	-	-	-
CO5	3	-	3	-	-	-	2

3- High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Performance Management

Performance Management - Overview - Performance Planning - Process - Contents - Eight Step Model of a Performance plan - Performance Appraisal - Objectives - Steps - Methods - Potential Appraisal - Performance Management Review - Effective Performance Counselling

Part 2 (9 hours)

Decisions based on Performance

Performance based Compensation - Incentive Schemes, Performance related Compensation Design - Benefits - Performance-related Pay - Performance based Career Planning, Career Development and Succession Planning

Part 3 (9 hours)

Competency Mapping and Modelling

Introduction to the Concept of Competency - History of Competency Movement - Developing a Competency Model

Part 4 (9 hours)

Competency Assessment

Principal Approaches to Assessing Competencies: Perception-based Assessment - Centre-based Evaluation of Competencies - Designing an Instrument for Competency Assessment

Part 5 (9 hours)

Applications

HRM Applications - Competency-based Recruitment and Selection - Competency-based Training and Development - Competency-based Performance Management - Competency-based Career and Succession Planning

Pedagogy

Lecture, Exercises, Case Discussion, Field Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking	10
CO2	Presentation	Critical Thinking, Decision Making, Learning Skills	10
CO3	Case Discussion	Critical Thinking, Decision Making	10
CO4	Case Discussion	Critical Thinking, Decision Making	10

CO5	Field Study	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson Education

Reference Books

1. Basu Roy, Anindya & Sumati Ray (2019). *Competency-Based Human Resource Management*, New Delhi: SAGE Publications
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: SAGE Publications

Course Title: TALENT ACQUISITION AND DEPLOYMENT

Course Code: MB21TAD

Course Outcomes

CO1: Explain the laws relating to employment (K5)

CO2: Explain the effects of changing nature of jobs on talent acquisition (K5)

CO3: Determine the competencies required for a job position (K5)

CO4: Design a customized staffing procedure (K6)

CO5: Design a dashboard to measure the effectiveness of recruitment (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	3	-	-	-	2
CO3	3	-	3	-	-	-	2
CO4	3	-	3	-	-	-	2
CO5	3	-	3	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage**Part 1 (9 hours)****Staffing Strategies**

Staffing Strategy - Components - Firm's Business Strategy, Talent Philosophy,

Staffing Strategy - Employer Branding - Laws and Regulations relating to Employment

Part 2 (9 hours)***Workforce Planning and Assessment***

Changing Nature of Jobs - The Evolution of Work Structure - Strategic Job Redesign - Workforce Planning Process - Forecasting Firm's Labor Demands and Labor Supply - Staffing planning - Core and Flexible workforce - Outsourcing

Part 3 (9 hours)***Job Analysis and Design, Competency Modeling***

Job Analysis - Job Analysis Methods - Job Analysis for Teams - Preparing Job Description - Competency Models - Job Evaluation - Job Evaluation Process - Job Rewards

Part 4 (9 hours)***Recruitment and Selection***

Factors affecting Recruitment - Recruitment Strategy - Identifying Recruits - Recruitment Sources - Selection Strategy - Selection Process - Simulations and Assessment Centres - Employment Testing - Measurement - Legal and Ethical considerations in Recruitment and Selection

Part 5 (9 hours)***Choosing and Hiring Candidates, Managing Workforce Flow, Staffing System Evaluation and Technology***

Choosing Candidates - Job Offer Strategies - Employment Contract - Background Checks - Reference Checks - Presenting a Job Offer - Orienting and Socializing New Employees - Global Mobility - Managing the Flow of the Workforce - Involuntary Employee Separations - Evaluating Staffing Systems - Technology and Staffing Evaluation

Pedagogy

Lecture, Case Discussion, Assignment, Seminar, Field Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning Skills	10
CO2	Case Discussion	Critical Thinking, Decision Making	10
CO3	Field Study	Critical Thinking, Learning Skills	10
CO4	Assignment	Critical Thinking, Learning Skills	10
CO5	Assignment	Critical Thinking, Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Carrie A. Picard (2020). *Recruitment and Selection Strategies for Workforce Planning and Assessment*, 1/e; New Delhi: Sage Publications

Reference Books

1. Jean, M. Phillips (2015). *Strategic Staffing*, 3/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2016). *Recruitment and Selection*, 1/e; New Delhi: Cengage Learning
3. Barrick Murray, Field S. Hubert and Gatewood D, Robert (2011). *Employee Selection in Human Resource Management*, 7/e; New Delhi: Cengage Learning

Course Title: BRAND MANAGEMENT
Course Code: MB21BMT

Course Outcomes

- CO1: Explain the significance of brands and brand management process (K5)
 CO2: Examine the sources of brand equity in building strong brands (K4)
 CO3: Analyze the role of brand elements and marketing communications in influencing and reaching target markets in the digital era (K4)
 CO4: Measure the sources and outcomes of brand equity (K5)
 CO5: Design strategies for growing and sustaining brand equity in a global environment (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	3
CO2	3	-	3	-	-	-	-
CO3	3	-	3	-	-	-	-
CO4	3	-	3	-	-	-	3
CO5	3	3	2	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course CoveragePart 1 (9 hours)*Brands and Brand Management*

Brands versus Products - Branding Challenges and Opportunities - Strategic Brand Management Process - Customer-based Brand Equity - Sources of Brand Equity

Part 2 (9 hours)*Developing a Brand Strategy*

Establishing Brand Positioning - Positioning Guidelines - Brand Mantras - Building a Strong Brand - Brand Value Chain

Part 3 (9 hours)***Designing and Implementing Brand Marketing Programmes***

Choosing Brand Elements - Designing Marketing Programmes - Integrating Marketing Communications - Branding in the Digital Era

Part 4 (9 hours)***Measuring and Interpreting Brand Performance***

Brand Equity Measurement System - Brand Audits - Brand Tracking Studies - Brand Equity Management System - Measuring Sources of Brand Equity - Measuring Outcomes of Brand Equity

Part 5 (9 hours)***Growing and Sustaining Brand Equity***

Brand Architecture - Brand Hierarchy - Using Cause Marketing to Build Brand Equity - Managing Brands over Time - Managing Brands over Geographic Boundaries and Market Segments

Pedagogy

Lecture, Case Discussion, Seminar, Market Study, Brand Audit

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Learning Skills	10
CO2	Presentation	Critical Thinking, Learning Skills	10
CO3	Market Study	Critical Thinking, Learning Skills	10
CO4	Brand Audit	Critical Thinking, Learning Skills	10
CO5	Case Discussion	Decision Making, Global Orientation, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Keller, Kevin Lane., Swaminathan, Vanitha., Parameswaran, M.G. Ambi and Jacob, Isaac (2020). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 5/e; New Delhi: Pearson Education

Reference Books

1. Minsky, Laurence, Geva, Ilan (2020). *Global Brand Management*, 1/e; NY: Koganpage

2. Panda, Tapan K (2016). *Product and Brand Management*, 1/e; New Delhi: Oxford University Press

Course Title: CONSUMER BEHAVIOUR
Course Code: MB21CBR

Course Outcomes

CO1: Explain the applications of consumer behaviour in marketing decisions (K5)
CO2: Examine the influence of psychological forces on consumer decision making (K4)
CO3: Analyze the influence of sociological factors on consumer decision making (K4)
CO4: Interpret consumer decision making process in various purchase situations (K5)
CO5: Evaluate consumer behaviour by conducting a consumer survey (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	3	-	-	-	-
CO3	3	-	3	-	-	-	-
CO4	3	-	3	-	-	-	3
CO5	3	-	3	-	-	-	3

3 - High Correlation, 3 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Consumer Behaviour

Scope and Application of Consumer Behaviour - Consumer Behavior and Technology - Customer Value, Satisfaction and Retention - Urban Vs. Rural Consumer Behaviour

Part 2 (9 hours)

Psychological Influences on Consumer Decision Making

Consumer Motivation and Personality - Consumer Perception - Consumer Learning - Consumer Attitude Formation

Part 3 (9 hours)

Sociological influences on Consumer Decision Making

The Family and its Social Standing - Culture's role and Dynamics - Cross-Cultural Consumer Behavior - Influence of Reference Groups

Part 4 (9 hours)

Consumers' Decision-Making

Consumer Decision-Making Process - Consumer Gifting Behaviour - Diffusion and Adoption of Innovations - Marketers' Ethics and Social Responsibility

Part 5 (9 hours)**Consumer Research**

Exploratory Research and Secondary Data - Qualitative Research - Quantitative Research - Sampling - Data Collection and Analysis

Pedagogy

Lecture, Case Discussion, Seminar, Consumer Survey

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learning Skills	10
CO2	Assignment	Critical Thinking	10
CO3	Presentation	Critical Thinking	10
CO4	Case Discussion	Decision Making, Learning Skills	10
CO5	Consumer Survey	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2019). *Consumer Behaviour*, 12/e; New Delhi: Pearson Education

Reference Books

1. Solomon, Michael R (2020). *Consumer Behavior: Buying, Having, and Being*, 13/e; New Delhi: Pearson Education
2. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2020). *Consumer Behaviour: Building Marketing Strategy*, 14/e; New Delhi: McGraw Hill Education

Course Title: DIGITAL MARKETING

Course Code: MB21DMK

Course Outcomes

CO1: Examine the role and importance of digital marketing in a rapidly changing business landscape (K4)

CO2: Inspect a website and propose recommendations for improvement (K4)

CO3: Design an email campaign using email automation software (K6)

CO4: Analyze the key performance indicators tied to social media strategy (K4)

CO5: Design a structured digital marketing plan (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	2	-
CO2	3	-	3	-	-	3	3
CO3	3	-	3	-	-	3	3
CO4	3	-	3	-	-	3	3
CO5	3	-	3	-	-	2	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction and SEO

An Introduction to Digital Marketing - Traditional versus Digital Marketing - Internet Users in India - P-O-E-M Framework - Ethical and Legal Framework of Digital Marketing

Part 2 (9 hours)

SEO and Online Advertising

Search Engine Optimization - Web Site Audit, Search Advertising - Display Advertising - Types of Display Ads - Buying Models - Targeting - A/B Testing

Part 3 (9 hours)

Email Marketing and Mobile Marketing

Email Marketing - Creating an Email Campaign in Mail Chimp - Building Effective Email Lists - Campaign Design and Mail Delivery - Analysis and Reporting - Mobile Marketing - Mobile Advertisements - Search Ads - Display Ads - Proximity Marketing - SMS Marketing

Part 4 (9 hours)

Social Media Marketing

Definition - Process - Channels - Emerging Platforms - Digital Public Relations - Influencer Marketing - Emerging Trends - Programmatic Advertising - Video Marketing - Social Messaging Apps - Social Media Stories - Social Listening - Social CRM - Online Reputation Management

Part 5 (9 hours)

Strategy and Planning

Digital Marketing Plan - Objectives - Developing Buyer Personas - Content Planning and Design - Channel - Timeliness - Budget and Measurement - Psychology of Digital Consumer

Pedagogy

Lecture, Web Exercise, Online Course, Case Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making	10
CO2	Online Exercise	Critical Thinking, Learning Skills	10
CO3	Online Exercise	Critical Thinking, Learning Skills	05
	Online Course	Critical Thinking, Learning Skills	05
CO4	Online Course	Decision Making, Learning Skills	05
	Case Discussion	Decision Making, Learning Skills	05
CO5	Assignment	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text BookGupta Seema (2020), *Digital Marketing*, 2/e, Chennai: McGraw Hill Education**Reference Books**

1. Henlon Annmarie (2020), *Digital Marketing, Strategic Planning and Integration*, Adapted Edition, New Delhi: Sage Publications,
2. Dodson Ian, (2017), *The Art of Digital Marketing*, New Delhi: Wiley India

Course Title: INTEGRATED MARKETING COMMUNICATION
Course Code: MB21IMC

Course Outcomes

- CO1: Explain the role of integrated marketing communications in marketing programmes (K5)
CO2: Compare various media alternatives for promotion (K4)
CO3: Analyze the communication process involved in IMC (K4)
CO4: Design an integrated marketing communication plan for an organization (K6)
CO5: Measure the effectiveness of promotional programmes (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	3
CO2	3	-	3	-	-	-	-
CO3	3	-	3	-	-	-	-
CO4	3	-	-	-	-	-	3
CO5	3	-	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course CoveragePart 1 (9 hours)*Introduction to Integrated Marketing Communication*

Role of Marketing - The Evolution of IMC - The Tools for IMC - The IMC Planning Process - The Role of IMC in the Marketing Process - Social, Ethical and Economic Aspects of Advertising and Promotion

Part 2 (9 hours)*Integrated Marketing Communication Programme Situation Analysis*

Organizing for Advertising and Promotion - Event Management Process - Advertising Agencies - Evaluating Agencies - Integrated Marketing Communication Process - Perspectives on Consumer Behaviour

Part 3 (9 hours)*Analyzing the Communication Process*

The Communication Process - Source, Message and Channel Factors - Objectives and Budgeting for Integrated Marketing Communication Programmes

Part 4 (9 hours)*Developing the Integrated Marketing Communication Programme*

Creative Strategy Planning and Development - Creative Strategy Implementation and Evaluation - Media Planning and Strategy

Part 5 (9 hours)*Monitoring Evaluation and Control*

Measuring the Effectiveness of the Promotional Programme - Measuring the effectiveness of other Programme Elements

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Media Planning

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making, Learning Skill	10
CO2	Exercises	Critical Thinking	10
CO3	Case Discussion	Critical Thinking, Decision Making	10
CO4	Media Planning	Decision Making, Learning Skill	10
CO5	Presentation	Critical Thinking, Learning Skill	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 12/e; New Delhi: McGraw Hill Education

Reference Books

1. Baack, E. Donald and Clow, E. Kenneth (2018). *Integrated Advertising, Promotion and Marketing Communications*, 8/e; New Delhi: Pearson Education
2. Shah, Kruti (2017). *Advertisement and Integrated Marketing Communications*, 1/e; New Delhi: McGraw Hill Education

Course Title: MARKETING ANALYTICS

Course Code: MB21MKA

Course Outcomes

CO1: Examine the use of marketing analytics in current business context (K4)

CO2: Analyze data and provide insights for marketing mix decisions (K4)

CO3: Propose a model for calculating customer life time value (K6)

CO4: Examine the use of attribution models for calculating Marketing ROI (K4)

CO5: Inspect the role of Google analytics in shaping marketing strategies (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	3	-
CO2	3	-	3	-	-	3	2

CO3	3	-	3	-	-	3	2
CO4	3	-	3	-	-	3	2
CO5	3	-	3	-	-	3	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction

Introduction to Marketing Analytics - Marketing Analytics and marketing Research Differences - Adoption and Application of Marketing Analytics by Marketers - Marketing Analytics and Business Intelligence.

Part 2 (9 hours)

Marketing-Mix Analytics

Cluster Analysis for Segmentation - Conjoint Analysis - Interpreting Conjoint Results - Applications - Multiple Regression in Marketing - Mix Models - Design of Price and Advertising Elasticity Models - Media Selection Models

Part 3 (9 hours)

Customer Analytics

Customer Analytics - Calculating Customer Life Time Value - Allocating Marketing Resources between Customer Acquisition and Retention

Part 4 (9 hours)

Social Media Analytics and Attribution Models

Sentiment Analysis - Sentiments - Opinions - Emotions and Topics - Social Metrics - Social Analytics - Mobile Analytics - Mobile Platform - Multi Channel Attribution - Attribution Models

Part 5 (9 hours)

Google Analytics

Importance of Google Analytics - Setting up GA account - Account Structure - GA Access levels - KPIs - Type of Reports - Google Analytics Integration - Linking Google Ads

Pedagogy

Lecture, Internet Based Exercise, Group Project

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making	10

CO2	Assignment	Critical Thinking, Learning Skills	10
CO3	Project	Critical Thinking, Learning Skills	10
CO4	Presentation	Critical Thinking, Learning Skills	10
CO5	Online Course	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
CO1 - CO5	End Semester Examination		40

Text Book

Maity Moutusy, Gurazada Pawankumar (2021), *Marketing Analytics - For Strategic Decision making*, New Delhi: Oxford University Press.

Reference Books

1. Venkatesan Rajkumar, Farris Paul, Wilcox T. Ronald (2019), *Cutting-Edge, Marketing Analytics*, Noida: Pearson
2. Ganis, Kohirkar (2017). *Social Media Analytics*, 1/e, New Delhi: Pearson Education
3. Hemann Chuck, Burbary Ken (2018), *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, 2/e, Pearson Education

Course Title: SERVICES MARKETING
Course Code: MB21SVM

Course Outcomes

- CO1: Examine the characteristics of services in the present context (K4)
CO2: Analyze the role and relevance of quality in services (K4)
CO3: Measure customer perceptions and expectations of service quality through survey (K5)
CO4: Design a service blueprint for the given service process (K6)
CO5: Examine the pivotal role of service employees/self-service technologies in creating customer satisfaction and service quality (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	-	-

CO2	3	-	3	-	-	-	-
CO3	3	-	3	-	-	-	3
CO4	3	-	3	-	-	-	3
CO5	3	-	3	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Foundations for Services Marketing

Introduction to Services - Service Based Economies - Service and Technology - Characteristics of Services - Service Marketing Mix - The Gaps Model of Service Quality - Customer Gap and Provider Gap, Service Encounters

Part 2 (9 hours)

Focus on the Customer

Customer Expectations of Services - Customer Perceptions of Services - Service Quality - E- Service Quality - The Building Blocks for Customer Perceptions

Part 3 (9 hours)

Understanding Customer Requirements

Customer Research to Understand Customer Perceptions - Elements in an Effective Services Marketing Research Programme - Building Customer Relationships - Service Recovery - Service Recovery Strategies

Part 4 (9 hours)

Aligning Service Design and Standards

Service Innovation and Design - Types of Service Innovation - Stages in Service Innovation and Development - Service Blueprinting - Customer Defined Service Standards - Physical Evidence and the Servicescape

Part 5 (9 hours)

Delivering and Performing Service

Role of Employees in Service Delivery - Role of Customers in Service Delivery - Self Service Technologies, Managing Demand and Capacity - Managing Service Promises - Pricing of Services

Pedagogy

Lecture, Case Discussion, Online Survey, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
C01	Presentation	Critical Thinking	10
C02	Assignment	Critical Thinking	10
C03	Online Survey	Critical Thinking, Learning Skills	10
C04	Assignment	Critical Thinking, Learning Skills	10
C05	Case Discussion	Decision Making	10
C01 - C05	Quiz		10
C01 - C05	End Semester Examination		40

Text Book

Zeithaml, A. Valarie, Bitner Jo Mary, Gremler, D. Dwayne, Pandit Ajay (2020). *Services Marketing, 7/e*; New Delhi: McGraw Hill Education

Reference Books

1. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee (2017). *Services Marketing: People, Technology, Strategy, 8/e*; New Delhi: Pearson Education
2. Jauhari Vinnie, Dutta Kirti (2017). *Services Marketing: Text and Cases, 2/e*; New Delhi: Oxford University Press
