CURRICULUM AND SYLLABUS

MBA PROGRAMME

[2022 - 2024]

ACBSP
ACCREDITED

April 2022

C O N T E N T S

MASTER OF BUSINESS ADMINISTRATION (MBA) 2022-2024
(Choice Based Credit System)

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.

The graduates of the MBA programme from GRGSMS are expected:

1. to contribute to human development through application of critical and analytical thinking, creativity and innovation, problem solving and decision making, and communication and interpersonal skills
2. to assume leadership roles in business and society
3. to be able to resolve business and social problems with concern for the environment
4. to be responsible members of the organisations they choose to serve, including their own, with adequate/appropriate knowledge, skills, aptitude and commitment
5. to be lifelong learners with curiosity and quest for knowledge
6. to be global citizens and demonstrate human values and ethical standards of behaviour
7. to be able to lead fulfilling lives with personal humility and professional will

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

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 careers in management

PROGRAMME OUTCOMES (PO)

The Programme Outcomes are the expected Learning Outcomes of the MBA Programme. After Completion of the MBA Programme the student will be able to

PO1: Apply conceptual foundations of management to solve ethically business, environment, and societal problems for sustainable development
PO2: Develop global outlook and cross-cultural understanding in business
PO3: Evaluate and determine solutions to business problems using critical thinking and problem-solving skills
PO4: Utilize leadership, interpersonal, team working and communication skills in chosen profession to accomplish shared objectives
PO5: Analyse business opportunities and discover entrepreneurial spirit
PO6: Utilize ICT to design strategies for business growth and development
PO7: Develop lifelong learning to acquire new knowledge and skills

PROGRAMME OUTCOMES AND COMPETENCIES

Programme Outcomes	Competencies for Measuring 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 understanding in business	Global Orientation	Decision Making	Learning Skills	
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	Leadership	Interpersonal	Teamwork	Oral and Written Communication

Programme Outcomes	Competencies for Measuring Outcomes			
shared objectives				
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

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Facilitate students to learn in depth in courses that they wish to focus on
- Enhance their skills for pursuing successful professional careers
- Provide opportunities to serve the society through community immersion programme
- Provide exposure to current and contemporary industry practices through Internship
- Provide global exposure through Study Abroad Programme and courses that provide global perspective

- Assist students to gain managerial and professional skills through development of Design Thinking, Critical Thinking, Problem Solving, Decision Making, Team Work, Interpersonal and Communication skills
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives by way of experiential learning through Leadership Skills 2 and 3

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, human values, management of information systems, management of organizations, public administration, financial management, human behaviour at work, human resource 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 year-long work carried out by the students, in teams, during the second and third 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

CHOICE OF ELECTIVE COURSES

Students may choose elective courses (advanced level) in any functional area/domain of management based on their interest and competence, by choosing to do six (6) elective courses and one multidisciplinary elective course.

AUDIT COURSE(S)

Students may choose to register for Audit courses. Audit course(s) allow a student to take up additional course(s) to acquire knowledge. Audit courses do not count towards completing degree requirements. Students can register for a maximum of two course(s) per semester, upon approval from the respective course facilitator and register with the programme administrator. Students should attend classes regularly, complete assigned reading and class activities and participate in discussions, but they are exempted from taking up end semester examinations.

Audit course(s) will be included in the transcript with an indication as 'completed' or 'not completed' depending on the recommendation of the respective course facilitator, however it will not be included in the calculation of CGPA.

ONLINE COURSE(S)

Students may choose to register and earn credits for online courses approved by the committee consisting of Director, Dean, Academic Coordinator and Faculty Advisor. Students can take up online courses from NPTEL, SWAYAM or other platforms to a maximum of 36 credits during the two year duration of the MBA Programme, subject to a maximum of three courses per semester. The coverage of such online courses should be appropriate and relate to the coverage of the courses offered in the curriculum. Students who successfully complete the online courses will be exempt from taking up the equivalent courses offered by GRGSMS. The committee will monitor the progress of the student and evaluate their performance in 100% CIA pattern.

MBAPLUS

The primary objective of the MBAPLUS scheme is to provide additional inputs and enable selected students to realize their potential for leadership after graduation. Students for this scheme will be identified through a sequence of steps, including their willingness, scoring in a set of assessment questionnaires, and a personal interview. The MBAPLUS scheme comprises about 60 hours of sessions spread across the two years of the MBA programme under six topics (Three in Year 1 and Three in Year 2). Students who have undergone the stipulated sessions for MBAPLUS will be eligible for being awarded four credits - two credits each at the end of Year 1 and Year 2.

Topics for I MBA (30 hours)	Topics for II MBA (30 hours)
Time Management	Core Competence
Communication and Presentation	Consciousness, Team Building, Power and Politics
Adaptability to Change	Globalization, Boundaryless Thinking and Envisioning

ATTENDANCE

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Principal/Director may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

COMPLETION OF THE MBA PROGRAMME

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

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 Core and Elective 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. There will not be any ESE for the following, and 100% of the marks will be through CIA:
   - Bridge Course (MB22BRC)
   - Design Thinking (MB22DTG)
   - Decision Science (MB22DSN)
   - Leadership Skills-1(MB22LS1)
   - Business Research Methods (MB22BRM)
   - Business, Organization and Society (MB22BOS)
   - Data Science (MB22DTS)
   - Government and Public Administration (MB22GPA)
   - Multidisciplinary Elective (MB22MDE)
   - MBAPLUS-1 (MB22MP1)
   - Legal Aspects of Business (MB22LAB)
   - Study Abroad Programme (MB22SAB)
   - AI for Business and Management (MB22AIM)
   - Strategic Management (MB22SMT)
   - Internship (MB22INP)

- MBAPLUS-2 (MB22MP2)
7. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks – 'B' grade) in CIA and ESE put together.
8. Courses offered in Coursera have been grouped and offered under the courses Business, Organization and Society and 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. These two courses will be yearlong courses.
9. Universal Human Values, Leadership Skills-2 and Leadership Skills-3, 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. A student may request for exemption from the Leadership Skills-3 by submitting requisition with relevant documents. The Director/ Dean is entitled to approve or reject the same.
10. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director/ Dean, whose decision in the matter shall be final and binding.
11. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

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

GRADING

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade/	Description
90 – 100	9.0 – 10	O	Outstanding
90 – 99	9.0 - 9.9	D+	Excellent
75 – 79	7.5 - 7.9	D	Distinction
70 – 74	7.0 - 7.4	A+	Very Good
60 – 69	6.0 - 6.9	A	Good
50 – 59	5.0 - 5.9	B	Average
00 – 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

SGPA (S_i) = $\sum(C_i \times G_i)/ \sum C_i$ where C_i is the number of credits of the ith course and G_i is the grade point scored in the ith course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme. CGPA = $\sum (C_i \times S_i) / \sum C_i$ where S_i is the SGPA of the ith semester and C_i is the total number of credits in that semester.

GRG School of Management Studies
PSGR Krishnammal College for Women, Coimbatore
MBA (2022-24) Curriculum
[Choice Based Credit System]

Revisions in MBA (2022-24) Curriculum

Semester	Course Code	Course Title	Newly Introduced/Revised/Renamed	Percentage Revision
I	MB22BRC	Bridge Course	Revised	33
	MB22AFM	Accounting for Management	Revised	10
	MB22DSN	Decision Science	Revised and Renamed	30
	MB22DTG	Design Thinking	Revised and Renamed	25
	MB22MIS	Management of Information Systems	Revised and Renamed	20
	MB22LS1	Leadership Skills-1	Revised	05
II	MB22BOS	Business, Organization and Society	Newly Introduced	
	MB22DTS	Data Science	Shifted from Semester III to Semester II and Renamed	30
	MB22HRM	Human Resource Management	Revised	20
	MB22ITB	Information Technology for Business	Renamed	
	MB22UHV	Universal Human Values	Newly Introduced	
III	MB22CIP	Community Immersion Programme	Newly Introduced	
IV	MB22AIM	AI for Business and Management	Newly Introduced	
Elective	MB22IPM	Innovation and Product Management	Newly introduced	

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Code	Title	Level	Mode	Credits
	SEMESTER 1			
MB22BRC	Bridge Course	Foundation	CIA	3
MB22AFM	Accounting for Management	Foundation	ESE	3
MB22DSN	Decision Science	Applied	CIA	3
MB22DTG	Design Thinking	Applied	CIA	3
MB22ECM	Economics for Management	Foundation	ESE	3
MB22LS1	Leadership Skills-1	Applied	CIA	3
MB22MIS	Management of Information Systems	Foundation	ESE	3
MB22OBH	Organisational Behaviour	Foundation	ESE	3
MB22LS2#	Leadership Skills-2	Applied		
	Total			**24**
	SEMESTER 2			
MB22BOS	Business, Organization and Society	Foundation	CIA	3
MB22BRM	Business Research Methods	Applied	CIA	3
MB22DTS	Data Science	Applied	CIA	3
MB22FMT	Financial Management	Foundation	ESE	3
MB22GPA	Government and Public Administration	Foundation	CIA	3
MB22HRM	Human Resource Management	Foundation	ESE	3
MB22ITB	Information Technology for Business	Foundation	ESE	3
MB22MMT	Marketing Management	Foundation	ESE	3
MB22MDE	Multidisciplinary Elective	Advanced	CIA	3
MB22LS3#	Leadership Skills-3	Applied		
MB22UHV#	Universal Human Values	Foundation		
MB22MP1*	MBAPLUS-1	Advanced		2
	Total (Excluding MBAPLUS-1)			**27**
	SEMESTER 3			
MB22IBM	International Business and Management	Advanced	ESE	3
MB22LAB	Legal Aspects of Business	Advanced	CIA	3
MB22VEG	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
MB22BSR#	Business Review	Advanced		
MB22CIP#	Community Immersion Programme	Applied		
MB22SAB*	Study Abroad Programme	Advanced	CIA	3
	Total (Excluding Study Abroad Programme)			**21**
	SEMESTER 4			

Code	Title	Level	Mode	Credits
MB22AIM	AI for Business and Management	Applied	CIA	3
MB22SMT	Strategic Management	Applied	CIA	3
	Elective – 05	Advanced	ESE	3
	Elective – 06	Advanced	ESE	3
MB22INP	Internship	Applied	CIA	6
MB22MP2*	MBAPLUS-2	Advanced		2
Total (Excluding MBAPLUS-2)				**18**
TOTAL CREDITS				**90**

* for selected students
\# will be non-credit courses

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

No.	Code	Title
		ENTREPRENEURSHIP
1	MB22ENF	Entrepreneurial Finance
2	MB22EEP	Essentials of Entrepreneurship
3	MB22FBM	Family Business Management
4	MB22IPM	Innovation and Product Management
5	MB22SBM	Small Business Management
6	MB22SEN	Social Entrepreneurship
		FINANCE
1	MB22BAI	Banking and Insurance
2	MB22IFM	International Financial Management
3	MB22FNA	Financial Analytics
4	MB22FNM	Financial Markets
5	MB22FNS	Financial Services
6	MB22SAP	Security Analysis and Portfolio Management
		GENERAL MANAGEMENT
1	MB22DSM	Disaster Management
2	MB22OSC	Essentials of Operations and Supply Chain Management
3	MB22LDW	Leadership for Women
4	MB22PRM	Project Management
5	MB22TQM	Total Quality Management
		HUMAN RESOURCES MANAGEMENT
1	MB22CMP	Compensation
2	MB22HRA	HR Analytics
3	MB22IHR	International HRM
4	MB22LAD	Learning and Development

No.	Code	Title
5	MB22PMS	Performance Management System
6	MB22TAD	Talent Acquisition and Deployment
		MARKETING
1	MB22BMT	Brand Management
2	MB22CBR	Consumer Behavior
3	MB22DMK	Digital Marketing
4	MB22IMC	Integrated Marketing Communication
5	MB22MKA	Marketing Analytics
6	MB22SVM	Services Marketing

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 and summarizing the issue	Does not identify, or is confused or identifies a different issue	Identifies the main issue	Identifies the basics of 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 consequences	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 equal	Identifies alternatives that are seemingly equal and that reflect an in-

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	and that reflect a basic understanding of the situation	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 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

Problem Solving: Discovering, analysing and solving business problems systematically

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
			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 towards peers	Consistently demonstrates a negative and disrespectful attitude toward peers and	Demonstrates a positive and respectful attitude towards peers and often has a negative	Consistently demonstrates a positive and respectful attitude toward peers and always has a

Teamwork: Working effectively with a group of people to achieve a shared objective			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	usually has a negative attitude about group tasks	attitude about group tasks	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 ones' own emotions reasonably and understands others' emotions sometimes	Manages ones' 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 notes	Holds attention of entire audience with the use of direct eye contact, seldom looking at notes
Voice	Vocal delivery is too soft to hear, too fast to understand and/or long, unintended silences and speech disruptions	Vocal delivery is clear and distinct. Rate, volume, and tone facilitate audience	Vocal delivery is varied and dynamic. Speech rate, volume, and tone enhance listener interest and

Oral Communication: Expressing ideas clearly, logically and persuasively in oral format

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	(repetitions; filled pauses, e.g., "um") frequently distract audience	comprehension	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 alignment	Logical flow, paragraphs and sentences could be structured better, not properly aligned at a few places	Logical flow, well-structured paragraphs and sentences, proper alignment
Content and Clarity	Irrelevant information mostly copy pasted from internet. No information or	Appropriate subtopics included but not completely covered, Provides reasonable	Addresses the topic with relevant introduction/ broad area; details with appropriate sub headings; presents with examples in real life scenario;

Written Communication: Expressing ideas clearly, logically and persuasively in written format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
	conclusion	introduction and conclusion. Presents in own words	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

SYLLABUS AND COURSE OUTLINE

SEMESTER I – COURSES

Code	Title	Level	Mode	Credits
MB22BRC	Bridge Course	Foundation	CIA	3
MB22AFM	Accounting for Management	Foundation	ESE	3
MB22DSN	Decision Science	Applied	CIA	3
MB22DTG	Design Thinking	Applied	CIA	3
MB22ECM	Economics for Management	Foundation	ESE	3
MB22LS1	Leadership Skills-1	Applied	CIA	3
MB22MIS	Management of Information Systems	Foundation	ESE	3
MB22OBH	Organisational Behaviour	Foundation	ESE	3
MB22LS2#	Leadership Skills – 2	Applied		
	Total			**24**

will be non-credit courses

Course Title: **BRIDGE COURSE**
Course Code: **MB22BRC**

Course Outcomes

CO1: Recall the knowledge of basic mathematics and demonstrate an understanding of statistical concepts like measures of central tendencies, dispersion and association (K2)
CO2: Demonstrate the basic knowledge of managerial accounting and financial statements in understanding the business performance (K2)
CO3: Explain investment opportunities and tax structures in India (K2)

CO-PO Mapping

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

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

Course Coverage

Part 1 (15 hours)
Mathematics & Statistics
Numbers – Order of Operations, Average, Ratio, Number Patterns, Solving Linear Equations, Statistics - Notation, Data, Describing and Summarizing Data, Classification and Tabulation of Data, Graphical Representation of Data, Measures of Central Tendency - Mean, Median, Mode, Measures of Dispersion – Standard Deviation, Variance, Co- efficient of Variation, Measures of Association - Correlation and Simple Regression

Part 2 (15 hours)
Introduction to Accounting
Introduction to Managerial Accounting: Accounting Information System – Comparison of Financial and Managerial Accounting - Understanding Financial Statements: Contents of Financial Statements, Balance Sheet, Profit and Loss Account – Sources of Regulations – Accounting Concepts – Accounting Process

Part 3 (15 hours)
Introduction to Personal Finance and Taxation
The Financial Planning Process – Developing Personal Financial Goals – Influences on Personal Financial Planning – Direct and Indirect Taxes

Pedagogy

Lecture, Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Problem Solving	15
	Assignment	Decision Making	10
	Quiz		9
CO2	Exercise	Learning Skills	15
	Assignment	Critical Thinking	10
	Quiz		8
CO3	Exercise	Learning Skills	15
	Assignment	Learning Skills	10
	Quiz		8

Reference Books

1. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2018). *Statistics for Business and Economics*, 13/e; New Delhi: Cengage Learning
2. Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016). *Managerial ACCT A South-Asian Perspective*, 2/e; New Delhi: Cengage Learning
3. Jack R. Kapoor, Les R. Dlabay, Robery J. Hughes, Melissa Hart (2020), *Personal Finance,* 12(e): New Delhi: McGraw Hill Education

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Course Title: ACCOUNTING FOR MANAGEMENT
Course Code: MB22AFM

Course Outcomes

CO1: Analyze the financial performance of the company (K4)
CO2: Examine the applications of costing concepts in business operation (K4)
CO3: Evaluate business decisions using cost volume profit analysis (K5)
CO4: Estimate budgets to facilitate the business operation (K5)
CO5: Analyze the business performance (K4)

CO-PO Mapping

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

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

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

Course Coverage

Part 1 (9 hours)
Financial Statement Analysis
Financial Statement Analysis – Meaning, Purpose, Limitation - Ratio Analysis - Liquidity, Solvency and Profitability Analysis – DuPont analysis - The Statement of Fund Flows and Cash Flows

Part 2 (9 hours)
Product Costing & Cost Behavior
Product Cost - Product Cost in a Manufacturing Company, Merchandising Companies and the Cost of Products, Service Companies and Cost of Services, Product Cost and Period Cost Behavior – Fixed, Variable and Mixed Costs, Impact of Income Tax on Costs and Decision Making, Comparison of Absorption Costing and Variable Costing, Impact of Absorption and Variable Costing on the Income Statement – Variable Costing and Decision Making

Part 3 (9 hours)
Cost Volume Profit Analysis
Cost-Volume-Profit Analysis - The Contribution Margin Significance and Applications - Decisions using Cost Volume Profit Analysis - Break-Even Analysis - Target Profit Analysis - Margin of Safety

Part 4 (9 hours)
Budgeting
Budget – Meaning, The Budget Development Process Significance and Applications - Master Budget - Sales Budget; Production Budget - Material, Labour, Overhead, Selling and Administrative; Expenses Budgets - Cash Budget, Flexible Budget

Part 5 (9 hours)
Performance Evaluation
Standard Costing – Flexible Budgeting with Standard Costs, Flexible Budget Variance, Variable Manufacturing Cost Variances, Direct Material Variances, Direct Labour Variances, Variable Overhead Variances, Fixed Overhead Variances, Interpreting and Using Variance Analysis - Measures of Performance – Return on Investment, Residual Income, Economic Value Added

Pedagogy

Lecture, Exercise, Case Discussion, Peer learning

Evaluation and Grading

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

Text Book
Sawyers, Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016). *Managerial ACCT A South-Asian Perspective*, 2/e; New Delhi: Cengage Learning

Reference Books
1. Garrison, H. Ray, Noreen, Eric W. Brewer, Peter C. (2020). *Managerial Accounting*, 17/e; New York: McGraw Hill Education
2. Khan, M.Y., and P.K. Jain (2019). *Management Accounting: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

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Course Title: **DECISION SCIENCE**
Course Code: **MB22DSN**

Course Outcomes

CO1: Demonstrate the ability to do decision analysis with and without probabilities (K2)
CO2: Develop LPP models and solve using software (K3)
CO3: Solve network flow problems (transportation and assignment) and plan, schedule and control projects using PERT and CPM, and using software (K3)
CO4: Demonstrate the ability to use Python for forecasting and inventory management decisions (K2)

CO-PO Mapping

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

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

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

Course Coverage

Part 1 (11 hours)
Introduction to Decision Making and Decision Analysis
Decision Making Process - Types of Decisions - Importance of Decision Making - Techniques of Decision Making – Role of Quantitative and Qualitative techniques – Decision Analysis – Decision Making without Probabilities and with Probabilities - Computing Branch Probabilities using Bayes' Theorem

Part 2 (11 hours)
Linear Programming Problems
Introduction to Linear Programming - LPP formulation – Sensitivity Analysis – What if Analysis - Solving LPP using Software - LPP applications in Marketing, HR, Finance, Operations and Revenue Management

Part 3 (11 hours)
Distribution Models and Project Scheduling
Supply Chain Models - Transportation Problem - Assignment Problem - Solving Distribution Models using Software - PERT/CPM – Project Scheduling with Known Activity Times - Project Scheduling with Uncertain Activity Times – Solving using Software

Part 4 (12 hours)
Introduction to Python
Introduction to Python - Functions, Decision Making Structures, Loops, Lists, Tuples; Using Python for Forecasting, and Inventory Management

Pedagogy

Lecture, Peer Learning, Numerical Exercise, Exercise in Software

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Problems	Decision Making, Learning Skills	10
	Exercise in Software		05
	Practical Examination		10
CO2	Numerical Exercise	Problem Solving, Learning Skills	10

	Exercise in Software		05
	Practical Examination		10
CO3	Numerical Exercise	Critical Thinking, Problem Solving, Learning Skills	10
	Exercise in Software		05
	Practical Examination		10
CO4	Exercises	Decision Making, Learning Skills	15
	Practical Examination		10

Text Book
Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas (2019), *An Introduction to Management Science: Quantitative approaches to Decision Making*, 14/e; New Delhi: Cengage Learning

Reference Books
1. Bharti Motwani (2022). *Data Analytics using Python*, 1/e; New Delhi: Wiley
2. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics & Decision Making*, 6/e; New Delhi: Cengage Learning
3. Hiller, S. Frederick and Hiller, S. Mark (2019). *Introduction to Management Science A Modeling and Case Studies Approach with Spreadsheets, 5/e: New Delhi:* McGraw Hill Education
4. Hillier, S. Frederick, and Lieberman, J. Gerald (2020). *Introduction to Operations Research*, 10/e, New Delhi: McGraw Hill Education

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Course Title: DESIGN THINKING
Course Code: MB22DTG

Course Outcomes

CO1: Solve management problems by assessing information and presenting arguments in a logical way (K6)
CO2: Apply the techniques of creativity and innovation in decision making and problem solving under various scenarios (K3)
CO3: Propose a product or service concept using design thinking approach (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (15 hours)
Critical Thinking and Reasoning
Critical Thinking Process – Characteristics of Critical Thinker – Critical Thinking Styles; Informal Logic – Understanding Arguments, Premises and Conclusions – Informal Fallacies - Encountering Fallacies; Formal Logic - Categorical Propositions - Categorical Syllogisms - Propositional Logic - Predicate Logic; Inductive and Deductive Reasoning – Analogy, Legal and Moral Reasoning – Probability - Statistical Reasoning - Hypothetical/Scientific Reasoning – Solving Problems

Part 2 (15 hours)
Creativity and Innovation
Principles of Creativity – Creativity Process – Techniques of Creative Problem Solving - Innovation - Types and Patterns of Innovation – Strategic Advantages through Innovation

Part 3 (15 hours)
Design Thinking
Design Thinking and its Role in Business and Society – Design Thinking Process – Frameworks, Approaches and Resources – Product and Service Design - Design Thinking Techniques

Pedagogy

Lecture, Journaling, Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Critical Thinking, Learning Skills	10
	Case Action Plan	Critical Thinking, Learning Skills	20
CO2	Exercise	Problem Solving, Learning Skills	20
	Presentation	Problem Solving, Learning Skills	20
CO3	Exercise	Critical Thinking, Problem Solving, Learning Skills	20
	Presentation	Critical Thinking, Problem Solving, Learning Skills	10

Reference Books

1. Patrick J. Hurley, Lori Watson (2018). *A Concise Introduction to Logic*, 13/e: Cengage Learning
2. Inch S. Edward, Tudor H. Kristen (2015). *Critical Thinking and Communication*, 7/e, Pearson Education
3. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, Harper Perennial Publishers
4. Khandwalla, N. Pradip (2009). *Lifelong Creativity – An Unending Quest*, New Delhi: McGraw Hill Education
5. Brown, Tim (2019). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins Publishers

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Course Title: **ECONOMICS FOR MANAGEMENT**
Course Code: **MB22ECM**

Course Outcome

CO1: Examine the scope of managerial economics (K4)
CO2: Apply the economic theories (K3)
CO3: Identify the association between cost, production and business decisions (K3)
CO4: Categorize firms under various market structures (K4)
CO5: Explain the economic environment of a country (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Managerial Economics
Managerial Economics – Nature and Scope; Theory of Firm - Consumer Preferences and Choice – Cardinal and Marginal Utility – Indifference Curves

Part 2 (9 hours)
Consumer Behaviour, Demand and Supply
Law of Demand and Supply – Price, Income and Cross Elasticity's of Demand – Supply and it's Elasticity - Demand Forecasting - Techniques

Part 3 (9 hours)
Cost and Production
Cost and Revenue – Long and Short run Costs – Break Even Analysis; Production Function and Input Factors – Optimum Input Combination

Part 4 (9 hours)
Price and Output Decisions in Various Market Structures
Perfect Competition - Monopoly and Monopsony - Monopolistic Competition – Oligopoly - Game Theory - Product Pricing

Part 5 (9 hours)
Macroeconomics for Management
Macroeconomic Phenomena – National Income – Money Supply, Inflation and Unemployment – Business Cycles - Economic Stabilisation - Balance of Payment - Global Financial Crisis

Pedagogy

Lecture, Seminar, Case Discussion, Debate, Exercise

Evaluation and Grading

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

Text Book
Geetika Ghosh, Piyali and Choudhury, Roy, Purba (2018). *Managerial Economics,* 3/e; New Delhi: McGraw Hill Education

Reference Books
1. Ahuja, H.L. (2017). *Managerial Economics: Analysis of Managerial Decision Making*, 9/e; New Delhi: S. Chand & Company Limited
2. Keat, Paul; Young, Philip; Erfle, Stephen and Banerjee, Sreejala (2017). *Managerial Economics: Economic Tools for Today's Decision Makers*, 7/e; New Delhi: Pearson India Education

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Course Title: **LEADERSHIP SKILLS-1**
Course Code: **MB22LS1**

Course Outcomes

CO1: Examine the physiology and chemistry of emotions, and competencies of emotional intelligence (K4)
CO2: Demonstrate self-awareness and apply the techniques of self-disclosure (K2)
CO3: Develop interpersonal skills (K6)
CO4: Examine verbal and non-verbal communication skills essential to professionals (K4)
CO5: Design and develop effective presentations (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction, Emotions and Intelligence
Understanding Emotional Intelligence - Models and Measures of Emotional Intelligence - Components and Competencies of Emotional Intelligence – Developing Emotional Intelligence Competencies

Part 2 (9 hours)
Interpersonal Skills
Increasing Self-awareness through Self-disclosure – Identifying Personality Types – Discovering the Self

Part 3 (9 hours)
Working with Diverse Others
Perception – Managing effective Interpersonal Skills - Understanding and Working with Diverse Others

Part 4 (9 hours)
Communication Skills
Understanding the Different Communication Styles - Applying the Tools and Techniques of Assertive and Persuasive Communication - Improving Nonverbal Communication Skills

<u>Part 5</u> (9 hours)
Designing and Delivering Effective Presentations
Creating Engaging, Well-designed, and Structured Slides – Delivering Powerful and Impactful Business Presentations

Pedagogy

Lecture and Discussion, Case Discussion, Class Activities, Role Play and Presentations

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Learning Skills	20
CO2	Class Activity	Critical Thinking, Learning Skills	20
CO3	Role Play	Decision Making, Problem Solving, Learning Skills	20
CO4	Assignment	Interpersonal Skills	20
CO5	Presentation	Oral Communication, Learning Skills	20

Reference Books
1. Peter A., John (2019). *Self-Development and Professional Excellence*, 1 /e; Delhi: Cengage Learning India Pvt Ltd
2. Ekkirala, Vikramaditya and Singh (Dabholkar), Smitha (2021). *Emotional Intelligence: Theory and Practice*, 1/e; Delhi: Cengage Learning India Pvt Ltd
3. Rentz, Kathryn, Lentz, Paula, Das, Anupam (2020). *Business Communication: A Problem Solving Approach*, 1/e; Chennai : McGraw Hill Education (India) Private Limited

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Course Title: MANAGEMENT OF INFORMATION SYSTEMS
Course Code: MB22MIS

Course Outcomes

CO1: Examine the role of information systems in today's business environment (K4)
CO2: Explain the importance of managing information technology to achieve bottom line business results (K5)
CO3: Analyze the role of Enterprise systems in achieving operational excellence and enhancing decision making (K4)
CO4: Choose the right system development methodology for building information systems (K3)
CO5: Explain the challenges posed by global information systems and management solutions for these challenges (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Information Systems
Information Systems in Business – Information Systems, Organizations and Strategy - Ethical and Social Issues in Information Systems

Part 2 (9 hours)
Information Technology Infrastructure
Information Technology Infrastructure – Foundations of Business Intelligence – Database and Information Management – Telecommunications - Internet and Wireless Technologies

Part 3 (9 hours)
Key system applications for Digital Ages
Enterprise Applications – ERP, SCM, CRM - Recent Trends

Part 4 (9 hours)
Building and Managing Information Systems
Building Information Systems – Principal Methodologies for Modeling and Designing Systems - New Approaches to System Building - Managing Information System - Managing Global Information Systems

Part 5 (9 hours)
Cyber Security
Introduction to Cyber Security – Strategic Attacks and its Types – Security Policies and Measures in Mobile and Laptops – Cybercrime and Information Technology Act 2000

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

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

Text Book
Laudon, Kenneth C., Laudon (2020). *Management Information System*, 16/e; New Delhi: Pearson Education

Reference Books
1. Nilakshi Jain and Ramesh Menon (2021). *Cyber Security and Cyber Laws*, 1/e: New Delhi: Wiley
2. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems,* 11/e; New Delhi: McGraw Hill Education
3. Behl Ramesh (2020), *Information Technology for Management*, 3/e, New Delhi: McGraw Hill Education

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Course Title: **ORGANISATIONAL BEHAVIOUR**
Course Code: **MB22OBH**

Course Outcomes

CO1: Explain the challenges and opportunities for organizational behaviour (K5)
CO2: Propose methods to manage diversity in organizations (K6)
CO3: Analyse the causes and consequences of group behaviour (K4)
CO4: Analyse the loci of conflict (K4)
CO5: Propose an approach for a planned change (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	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 Organizational Behaviour
Nature and Scope of Organizational Behaviour – Disciplines that contribute to the Organizational Behaviour Field - Challenges and Opportunities for Organizational Behaviour – Developing an OB Model

Part 2 (9 hours)
The Individual
Managing Diversity and Discrimination in Organizations - Attitudes and Job Satisfaction - Personality – Perception - Motivation Concepts

Part 3 (9 hours)
The Group
Foundations of Group Behaviour – Group Decision Making – Types of Teams – Creating Effective Teams – Theories of Leadership

Part 4 (9 hours)
Power, Politics and Conflict Management
Bases of Power – Power Tactics - Organizational Politics - Conflict – The Conflict Process - Conflict Management - Negotiation - Negotiation Process

Part 5 (9 hours)
The Organisation System
Organisational Structure – Designing Organization Structure - Organisational Culture – Creating and Sustaining Culture - Organisational Change – Managing Organisational Change

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

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

CO1 - CO5	End Semester Examination	40

Text Book
Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2019). *Organizational Behavior*, 18/e; New Delhi: Pearson Education

Reference Books
1. Manimala, Vijaya and Ajit Chakravarti (2019). *Cases in Organizational Behaviour*, New Delhi: SAGE Publications
2. McShane & Von Glinow (2015). *Organisational Behavior*, 6/e; New Delhi: McGraw Hill Education
3. Luthans, Fred (2017). *Organisational Behavior - An Evidence-based Approach*, 12/e; New Delhi: McGraw Hill Education

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Course Title: **LEADERSHIP SKILLS-2**
Course Code: **MB22LS2**

Course Outcomes

CO1: Demonstrate assertive communication skills (K2)
CO2: Function effectively in teams (K4)
CO3: Develop competencies for career growth (K3)

CO-PO Mapping

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

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

Overview
Leadership Skills-2 focuses on exploring and identifying the strengths and weaknesses of the students and assesses their ability and willingness to work in teams through a series of indoor activities. These activities facilitate the students in enhancing their individuality and building upon their skills. The course also provides an arena for the students to explore and make choice of their career alternatives, build upon the required competencies and enables them to make appropriate career choices. Leadership Skills-2 will be offered by an external agency. The external agency uses a combination of blended and experiential learning methods such as Presentations, Group activities, Management games, Individual action planning, Events and competitions, Video/Audio-based content, Questionnaires and Mock interview. The agency provides feedback regarding the performance of students in quantitative format on the following dimensions; critical thinking, problem solving,

communication, teamwork, interpersonal and learning skills and also a qualitative feedback. This course helps students to appreciate the need for lifelong learning.

Course Outcome	Assessment Method	Competencies
CO1	Exercises	Oral Communication, Learning Skills
CO2	Exercises	Leadership, Interpersonal Skills, Teamwork, Learning Skills
CO3	Exercises	Critical Thinking, Learning Skills

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SYLLABUS AND COURSE OUTLINE

SEMESTER II – COURSES

Code	Title	Level	Mode	Credits
	SEMESTER 2			
MB22BOS	Business, Organization and Society	Foundation	CIA	3
MB22BRM	Business Research Methods	Applied	CIA	3
MB22DTS	Data Science	Applied	CIA	3
MB22FMT	Financial Management	Foundation	ESE	3
MB22GPA	Government and Public Administration	Foundation	CIA	3
MB22HRM	Human Resource Management	Foundation	ESE	3
MB22ITB	Information Technology for Business	Foundation	ESE	3
MB22MMT	Marketing Management	Foundation	ESE	3
MB22MDE	Multidisciplinary Elective	Advanced	CIA	3
MB22LS3#	Leadership Skills-3	Applied		
MB22UHV#	Universal Human Values	Foundation		
MB22MP1*	MBAPLUS-1	Advanced		2
	Total (Excluding MBAPLUS-1)			**27**

\# will be non-credit courses

* for selected students

Course Title: **BUSINESS ORGANIZATION AND SOCIETY**
Course Code: **MB22BOS**

Course Outcomes

CO1: Analyse appropriate policies and strategies for decision making (K4)
CO2: Demonstrate knowledge in managing organizations (K2)
CO3: Propose a sustainable solution for a social issue (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)
Managing the organization
Power and Organizational Change - Managing Organizational Culture - Decision-making and Ethics - Leadership in Organizations

Part 2 (15 hours)
Planning and Organizing for Supervisors
Planning and Setting Goals and Objectives - Problem Solving - Organizing Work, Groups and Teams - Staffing, Training and Appraising Employees - Practical Perspectives

Part 3 (15 hours)
Beyond the Sustainable Development Goals (SDGs): Addressing Sustainability and Development
Introduction to Sustainable Development, Sustainable Development Goals - Climate Change, Poverty and Inequality - Biodiversity Loss and Ecosystem Degradation - Trade Offs and Synergies - Improving Sustainability Solutions for Better Outcomes

Pedagogy

Discussion, Assignment, Exercise

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Decision Making, Learning	20

		Skills	
CO2	Presentation	Critical Thinking, Problem Solving, Learning Skill	20
CO3	Exercise	Critical Thinking, Problem Solving, Social Responsibility, Learning Skill	20
CO1 - CO3	External Assessment		40

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Course Title: **BUSINESS RESEARCH METHODS**
Course Code: **MB22BRM**

Course Outcomes

CO1: Demonstrate knowledge in different types of research methods and techniques (K2)
CO2: Propose a research design to address a problem (K6)
CO3: Design a research questionnaire to collect data to address a problem (K6)
CO4: Discuss the findings of the research study (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (11 hours)
Introduction to Business Research
Objectives and Types of Business Research - Scientific Approach - Process of Conducting Business Research – Challenges - Ethics and Business Research - Defining and Refining the Research Problem

Part 2 (11 hours)
Literature Review and Research Design
Critical Literature Review – Theoretical Framework and Hypothesis Development - Research Design – Qualitative Research

Part 3 (11 hours)
Measurement, Questionnaires and Instruments, and Sampling

Measurement – Reliability and Validity - Measurement Scales – Designing Instruments - Sampling Types - Data Collection Methods

Part 4 (12 hours)
Data Analysis and Preparing Research Report
Quantitative Data Analysis - Preparation of Data - Basic Analysis of Data – Measures of Central Tendency – Dispersion - Correlation and Regression – ANOVA – Factor Analysis - Application of SPSS – Types of Reports – Contents of Research Report – Report Presentation - Oral and Written

Pedagogy

Lecture, Data Analysis Sessions, Exercises, Research Project

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking	20
CO2	Research Plan	Problem Solving, Learning Skill	20
CO3	Research Questionnaire	Critical Thinking, Learning Skill	20
CO4	Exercise	Problem Solving, Learning Skill	10
	Research Report	Written Communication	10
CO1, CO2	Quiz 1		10
CO3, CO4	Quiz 2		10

Text Book
Cooper, R. Donald, and Pamela, S. Schindler (2019). *Business Research Methods*, 12/e (Special Indian Edition); Chennai: McGraw Hill Education

Reference Books
1. Sekaran, U. and Bougie, R. (2019). *Research Methods for Business: A Skill Building Approach*, 8/e; New Delhi: Wiley India
2. Mark Saunders, Philip Lewis and Adriant Thornhill (2017). *Research Methods for Business Students*, 8/e; Pearson Education

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Course Title: DATA SCIENCE
Course Code: MB22DTS

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

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Course Title: **FINANCIAL MANAGEMENT**
Course Code: **MB22FMT**

Course Outcomes

CO1: Explain the significance of finance function and ascertain the value of money (K5)
CO2: Analyse long term investment decisions of a firm (K4)
CO3: Select appropriate sources of funds (K5)
CO4: Examine the association between dividend decisions and firm's value (K4)

CO5: Explain the significance of working capital management (K5)

CO-PO Mapping

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

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

Part 1 (9 hours)
Finance Function
Overview and Scope of Financial Management – Objectives – Benefits - Organization of Finance Function - Emerging role of Finance Managers in India; Compounding and Present Value Techniques - Time Value of Money

Part 2 (9 hours)
Investment Decision
Capital Budgeting - Principles and Evaluation Techniques - Concept and Measurement of Cost of Capital – Measurement of Specific Costs, and Overall cost of Capital

Part 3 (9 hours)
Financing Decisions
Sources of Finance - Operating and Financial Leverage - Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, and Traditional Approach

Part 4 (9 hours)
Dividend Decisions
Management of Profits- Retained Earnings and Dividends - Dividend Decision – Theories - Dividend and Firm Valuation, Determinants of Dividend Policy

Part 5 (9 hours)
Working Capital Decisions
Working Capital Decisions - Management of Cash, Inventory and Receivables – Types of Working Capital and its Importance – Determinants of Working Capital – Computing Working Capital Requirements

Pedagogy

Lecture, Exercise, Assignment, Case Discussion

Evaluation and Grading

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

Text Book
Pandey, I.M. (2021). *Financial Management*, 12/e; New Delhi: Vikas Publishing House

Reference Books
1. Chandra, Prasanna (2019). *Financial Management, Theory and Practice*, 10/e; New Delhi: McGraw Hill Education
2. Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases, 8*/e; New Delhi: McGraw Hill Education

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Course Title: GOVERNMENT AND PUBLIC ADMINISTRATION
Course Code: MB22GPA

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: Discuss the factors that influence the political support for the formulation of a policy (K6)
CO4: Examine the effectiveness of the administrative system (K4)

CO-PO Mapping

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

CO3	-	-	2	-	-	-	3
CO4	-	-	2	-	-	-	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 Nehru Era – The License Raj Liberalisation 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 (11 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 (11 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

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning Skills	20
CO2	Debate	Learning Skills	25
CO3	Assignment	Critical Thinking, Learning Skills	25
CO4	Presentation	Critical Thinking, Learning Skills	20
CO1-CO4	Quiz		10

Reference Books

1. Dwijendra Tripathi (2004). *Oxford History of Indian Business*, OUP India
2. Alka Dhameja and Sweta Mishra (2016). *Public Administration: Approaches and Applications*, New Delhi: Pearson Education
3. Shubham Singla, Charles E. Harris, Michael S. Pritchard, Michael J. Rabins and Thimmesha, I. (2019). *Constitution of India, Professional Ethics and Human Rights*, 1/e; New Delhi, Cengage Learning

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Course Title: **HUMAN RESOURCE MANAGEMENT**
Course Code: **MB22HRM**

Course Outcomes

CO1: Explain the recent amendments in various laws in India (K6)
CO2: Design and conduct Job analysis for a job position (K6)
CO3: Design a performance appraisal system for a job position (K6)
CO4: Examine the importance of total rewards in improving employee engagement (K4)
CO5: Explain the important issues in training, appraising and compensating international employees (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Human Resource Management and Labour Legislation
Introduction to Human Resource Management – Human Resource Management Strategy and Analysis – Labour Legislations in India – Laws related to Industrial Relationship; Wages; Working Hours, Conditions of Services and Employment; Equity and Empowerment of Women; Social Security; IT/ITeS Sector; Sexual Harassment - Recent Amendments in Laws

Part 2 (9 hours)
Recruitment and Selection

Job Analysis and the Talent Management Process – Personnel Planning and Recruiting – Employee Testing and Selection

Part 3 (9 hours)
Training and Development
Training and Developing Employees – Performance Management and Appraisal – Managing Careers and Retention

Part 4 (9 hours)
Compensation and Employee Relations
Establishing Strategic Pay plans – Pay for Performance and Financial Incentives – Benefits and Services - Building Positive Employee Relations

Part 5 (9 hours)
Global Human Resources
Managing Global Human Resources – Global Work Culture – Stages of Internationalization - Staffing Global Organizations – Training and Maintaining Expatriates – Repatriation Problems and Solutions - International Industrial Relations

Pedagogy

Lecture, Exercises, Assignment, Seminar, Case Discussion

Evaluation and Grading

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

Text Book
Dessler, Gary and Biju Varkkey (2020). *Human Resource Management*, 16/e; New Delhi: Pearson Education

Reference Book
1. Aswathappa, K (2021). *Human Resource Management: Text and Cases*, 9/e; New Delhi: McGraw- Hill Education

2. Noe, Hollenback, Gerhart, Wright (2020). *Fundamentals of Human Resource Management*, 9/e; New Delhi, McGraw- Hill Education

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Course Title: INFORMATION TECHNOLOGY FOR BUSINESS
Course Code: MB22ITB

Course Outcomes

CO1: Analyze the role of disruptive IT innovations in business (K4)
CO2: Compare the role of mobile commerce technology, social technology, network technology and collaborative technology in business (K4)
CO3: Inspect the strategic implications of digital transformation (K4)
CO4: Analyze the impact of e-commerce on business models and strategy (K4)
CO5: Examine how digital platforms shape the business practices (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

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

Course Coverage

Part 1 (9 hours)
Disruptive IT Innovations
Artificial Intelligence - Machine Learning - Natural Language Processing – Deep Learning, AR & VR - Computer Vision Systems and Robotics - Cloud Computing - Business Analytics and IOT

Part 2 (9 hours)
Internet Technologies
Mobile Commerce Technology - Web 2.0 and Social Technology - Network Technologies - Collaborative Technologies

Part 3 (9 hours)
Managing Digital Innovation and Transformation
Introduction to Digital Transformations and Innovation - Classification of Digital Transformations - Social Media Transformations - Building Digital Capabilities - Challenges in Going Digital - Digital Transformations in the space of Cloud Computing - Prepare and Drive Digital Transformations

Part 4 (9 hours)
E-Commerce and Digital Markets
Understanding E-Commerce - Technology and Growth of E-Commerce, Economic Foundations of E-Commerce - Business Models on the Internet - Intermediation and Dis-intermediation in E-Commerce

Part 5 (9 hours)
Managing Digital Platforms
Understanding Various Types of Platforms - Platform Economies - Architecture and Governance of Platforms - Platform Competition - Participating on Platforms - Decision Rights

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

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

Text Book
Laudon, Kenneth C., Laudon (2020). *Management Information System*, 16/e; New Delhi: Pearson Education

Reference Books
1. Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management – Advancing Sustainable, Profitable Business Growth*, 7/e, New Delhi: Wiley India
2. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems,* 11/e; New Delhi: McGraw Hill Education
3. Shrinivas R Pingali, Prakash Shankar (2021), *Digital Transformation Strategies – Theory and Practice*, New Delhi: Sage Publishing

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Course Title: **MARKETING MANAGEMENT**
Course Code: **MB22MMT**

Course Outcomes

CO1: Explain the significance of holistic marketing in designing and implementing effective marketing programmes (K5)
CO2: Examine how successful marketers identify and satisfy the right market segments (K4)
CO3: Evaluate the significance of product and pricing strategies in attaining market leadership (K5)
CO4: Determine the significance of promotion and channel strategies in influencing and reaching target markets (K5)
CO5: Develop a marketing plan to demonstrate how values can be created, communicated and delivered to the target audience in a competitive environment (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Understanding Marketing Management
Defining Marketing for the New Realities - Developing Marketing Strategies and Plans - Creating Long -Term Loyalty Relationships

Part 2 (9 hours)
Building Strong Brands
Identifying Market Segments and Targets - Crafting the Brand Positioning - Addressing Competition and Driving Growth

Part 3 (9 hours)
Creating Value
Setting Product Strategy - Designing and Managing Services - Introducing New Product Offerings - Developing Pricing Strategy and Programmes

Part 4 (9 hours)
Communicating Value

Designing and Managing Integrated Marketing Communications - Managing Mass Communications - Managing Digital Communications - Managing Personal Communications

Part 5 (9 hours)
Delivering Value
Designing and Managing Integrated Marketing Channels - Managing Retailing, Wholesaling and Logistics

Pedagogy

Lecture, Case Discussion, Market Study, Marketing Plan

Evaluation and Grading

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

Text Book
Kotler, Philip; Kevin Lane Keller, Chernev Alexander, Sheth N. Jagdish, Shainesh G (2022). *Marketing Management*, 16/e; New Delhi: Pearson Education

Reference Books
1. Grewal Dhruv, Levy Michael (2021). *Marketing,* 6/e; New Delhi: McGraw Hill Education
2. Ramasamy V.S, Namakumari S., (2018). *Marketing Management: Indian Context Global Perspective*, 6/e; New Delhi: Sage Publications India Pvt Ltd

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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: **MB22ME1**

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 Sustenance
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

Course Outcome	Assessment Component	Competencies	Marks
CO1	Assignment	Learning Skill	20
CO2	Report	Critical Thinking, Learning Skill	20
CO3	Case Discussion	Learning Skills	20
CO4	Case Discussion	Global Orientation, Learning Skills	20
CO5	Seminar	Oral Communication, Learning Skills	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
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Course Title: POSITIVE PSYCHOLOGY
Course Code: MB22ME2

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: Bridgets' 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

<u>Part 5</u> (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

Course Outcome	Assessment Component	Competencies	Marks
CO1	Assignment	Learning Skills	20
CO2	Group Discussion	Learning Skills	20
CO3	Self- reflective Exercises	Learning Skills	20
CO4	Journaling	Learning Skills	20
CO5	Seminar	Learning Skills	10
	Quiz	Learning Skills	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

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Course Title: **LEADERSHIP SKILLS-3**
Course Code: **MB22LS3**

Course Outcomes
CO1: Demonstrate leadership responsibilities (K2)
CO2: Make use of effective communication to influence team members (K3)
CO3: Function effectively in teams (K4)
CO4: Propose viable solutions for challenging situations (K6)
CO5: Develop competencies for career growth (K3)

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

Overview

Leadership Skills-3 focuses on inculcating the sense of team spirit, enhancing the interpersonal, communication, and leadership skills and building competency for teamwork among students through a series of indoor and outdoor activities. Leadership Skills-3 will be offered by an external agency. The agency provides feedback regarding the performance of students quantitatively on the following dimensions namely critical thinking, leadership, communication, teamwork, interpersonal, problem solving, and learning skills.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies
CO1	Exercises	Leadership, Learning Skills
CO2	Exercises	Communication Skills, Learning Skills
CO3	Exercises	Teamwork, Interpersonal Skills, Learning Skills
CO4	Exercises	Problem Solving, Learning Skills
CO5	Exercises	Critical Thinking, Learning Skills

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Course Title: **UNIVERSAL HUMAN VALUES**
Course Code: **MB22UHV**

Course Outcomes

CO1: Develop a holistic world view and practical skills for living with fulfilment, and harmony as an individual, with family, society and the natural environment

CO-PO Mapping

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

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

Course Coverage

Part 1 (15 hours)
Value Education, Harmony, Holistic Understanding
Understanding Value Education - Sharing about Oneself - Exploring Human Consciousness - Exploring Natural Acceptance

Harmony in Human Being: Exploring the Difference of Needs of Self and Body - Harmony in the Family and Society: Exploring the Feeling of Trust & Respect - Harmony in the Nature (Existence): The Four Orders of Nature

Ethical Human Conduct - Exploring Humanistic Models - Transition towards Universal Human Order

Pedagogy

Lecture and Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies
CO1	Quiz	Critical Thinking, Learning Skills
	Assignment	Learning Skills

Reference Book
Gaur, R. R., Asthana, R., Bagaria, G. P. (2019). *A Foundation Course in Human Values and Professional Ethics*, 2/e; Excel Books: New Delhi

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Course Title: **Community Immersion Programme**
Course Code: **MB22CIP**

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 50-hour fieldwork in the chosen villages. The 'Community Immersion Programme' will be a yearlong work carried out by the students during semesters 2 and 3. 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. In semester 2, 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 during Semesters 2 and 3. At the end of the semester 3, a detailed report shall be submitted 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

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