CURRICULUM AND SYLLABUS

MBA PROGRAMME

[2023 - 2025]

SEMESTERS I & II

May 2023

C O N T E N T S

MASTER OF BUSINESS ADMINISTRATION (MBA) 2023-2025
(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 students 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 shared objectives	Leadership	Interpersonal	Teamwork	Oral and Written Communication

PO5: Analyse business opportunities and discover entrepreneurial spirit	Entrepreneurship	Social Responsibility	Learning Skills	
PO6: Utilize ICT to design strategies for business growth and development	Critical Thinking	Decision Making	Learning Skills	
PO7: Develop lifelong learning to acquire new knowledge and skills	Learning Skills			

PEO AND PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PEO1	3	3	3	3	3	3	3
PEO2	3	3	3	3	3	2	3
PEO3	3	3	3	3	3	3	3
PEO4	3	3	3	3	3	3	3

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

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on the 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 organisational behaviour, economics, accounting, human values & sustainable development,information technology, cyber security, financial management, human resource management, operations 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 "Small Business Consulting" (SBC) will be a non-credit 30 hour field work that will be undertaken by the students at the end of Semester 2 to enable industry exposure.
7. The "Community Immersion Programme" (CIP) is intended to be a year-long work carried out by the students, in teams, during the second year of the MBA programme. Students are expected to serve the community by addressing the issues identified.
8. The "Internship"(INP) is intended to be a semester-long work carried out by the students during the fourth semester of the MBA Programme. Students are expected to apply their knowledge and skills to specific management problems/ issues.
9. The "Study Abroad Programme" (SAB) is intended to provide global exposure and cross cultural appreciation.
10. The "Soft Skills" (SFT) is intended to sharpen the soft skills of the students through rigorous practice sessions.

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 (1) 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 with the programme administrator, upon approval from the Director / Dean. 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 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	Consciousness and Collaboration
Essentials of Leadership	Responsible Citizenship
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 25% and the ESE 75%. 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, with the quiz component of equal weightage.

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 at least 30 % of the questions (15 questions) will be of K3 and K4 levels of Blooms Taxonomy for Foundational Level courses; and at least 50 % of the questions (25 questions) will be of K3 and K4 levels for Applied and Advanced courses.

6. There will not be any ESE for the following, and 100% of the marks will be through CIA:
   - Bridge Course (MB23BRC)
   - Design Thinking (MB23DTG)
   - Decision Science (MB23DSN)
   - Leadership Skills-1(MB23LS1)
   - Human Values & Sustainable Development (MB23HSD)
   - Business Research Methods (MB23BRM)
   - Essentials of Data Management (MB23EDM)
   - Business Analytics for Management (MB23BAM)
   - Multidisciplinary Elective (MB23MDE)
   - Legal Aspects of Business (MB23LAB)
   - Soft Skills (MB23SFT)
   - Cyber Security (MB23CYS)
   - MBAPlus-1 (MB23MP1)
   - Community Immersion Programme (MB23CIP)
   - Small Business Consulting (MB23SBC)
   - Study Abroad Programme (MB23SAB)
   - AI for Business and Management (MB23AIM)
   - Internship (MB23INP)
   - MBAPlus-2 (MB23MP2)

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 "Essentials of Data Management" 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 and will 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.

9. "Soft Skills" and "Community Immersion Programme" will be pure practice courses with credits and will 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.

10. "Cyber Security", "Leadership Skills-2", "Leadership Skills-3", "Human Values & Sustainable Development" and "Small Business Consulting" 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. In case of specific medical conditions, 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.

11. 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.

12. 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 75%.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 (Si) = ∑(Ci x Gi)/ ∑Ci where Ci is the number of credits of the *i*th course and Gi is the grade point scored in the *i*th 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 = ∑ (Ci x Si) / ∑Ci where Si is the SGPA of the *i*th semester and Ci is the total number of credits in that semester.

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/evidencefrom source(s) with sufficient evaluation/interpretation to develop a clear idea.	Draws support/evidence from source(s) with sufficient evaluation/interpretation to develop a clear idea. Viewpoints of others are evaluated thoroughly
Key assumptions	Does not surface the assumptions and ethical issues that underlie the issue	Identifies some of the key assumptions and ethical issues	Identifies and questions the validity of the key assumptions and addresses the ethical dimensions that underlie the issue

Personal perspective and position	Fails to clarify presented position relative to one's own	Identifies, appropriately, one's own position on the issue	Identifies, appropriately, one's own position on the issue and also acknowledges other's points of view
Conclusions, implications, and consequence	Fails to identify conclusions, implications, and consequences of the issue	Identifies and discusses conclusions and implications	Identifies and discusses conclusions, implications, and consequences

Decision Making: Selecting effective course of action from among the Alternatives

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Problem statement	Identifies and states the problem without providing evidence to support the problem	Identifies and states problem, provides evidence of the problem using at least 2 facts	Identifies and states the problem, provides evidence of the problem using at least 3 facts
Identification of alternatives	Identifies alternatives that are not all 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
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 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

Quantitative Problem Solving: Ability to understand and solve quantitative problems			
Criteria	Below Expectation (0)	Meets Expectation (1)	Exceeds Expectation (2)
Understanding the problem	Poor understanding of the problem	Part of the problem misunderstood or misinterpreted	Complete understanding of the problem
Planning a solution	No or poor attempt, or inappropriate plan	Partially correct plan based on part of the problem being interpreted correctly	Plan could have led to a correct solution if implemented properly

Getting an answer	Incorrect answer based on an inappropriate plan	Copying error; computational error; partial answer for a problem with multiple answers	Correct answer and correct label for the answer

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 affect 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
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 usually has a negative attitude about group tasks	Demonstrates a positive and respectful attitude towards peers and often has a negative attitude about group tasks	Consistently demonstrates a positive and respectful attitude toward peers and always has a positive attitude about group tasks
Working with Others	Rarely listens to, shares with, or supports others and is often disruptive to peers in the group	Sometimes listens to, shares with, and supports others and is sometimes disruptive to peers in the group	Always listens to, shares with, and supports others and is rarely disruptive to peers in the group
Efforts	Demonstrates no effort	Demonstrates efforts but not consistently	Demonstrates consistent efforts

Interpersonal: Interacting effectively with people both individually and in groups

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Communication	Does not communicate clearly	Communicates clearly using appropriate words, displays minimal non-verbal communication	Communicates clearly using appropriate words and displays appropriate non-verbal communication
Listening	Does not listen to peers or responds to them	Listens to peers and responds sometimes	Listens actively to peers and responds well
Emotional intelligence	Not able to manage one's own emotions and understand emotions of others	Manages 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 the group and does not work cooperatively	Helpful and polite to members of the 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 thoughtout, 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 noted	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 (repetitions; filled pauses, e.g., "um") frequently distract audience	Vocal delivery is clear and distinct. Rate, volume, and tone facilitate audience comprehension	Vocal delivery is varied and dynamic. Speech rate, volume, and tone enhance listener interest and understanding
Organisation	Cannot understand presentation because there is no sequence of information	Student presents information in logical sequence which audience can follow	Student presents information in logical, interesting sequence which audience can follow
Language	Grammar, pronunciation, and/or word choice are severely deficient	Delivery is free of serious errors in grammar, pronunciation, and/or word usage	Delivery is free of errors in grammar and pronunciation; word choice aids clarity and vividness
Sources and Evidence	No citations, sources are not credible, references are not presented at the end	Almost all sources are mentioned, appropriate sources, presents a few references at the end	Appropriate citations, credible and appropriate sources, presents references at the end
Multimedia support and visual aids	Little or no multimedia or uses it in distracting or ineffective manner (difficult to read, has lots of errors)	Balanced use of appropriate multimedia that enhances the overall presentation	Creative and impactful use of multimedia that enhances the effectiveness of the presentation

Written Communication: Expressing ideas clearly, logically and persuasively in written format

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)

Structure and organisation	Lack of logical flow, poor sentence and paragraph structure, no alignment	Logical flow, paragraphs and sentences could be structured better, not properly aligned at a few places	Logical flow, well-structuredparagraphs and sentences, proper alignment
Content and clarity	Irrelevant information mostly copy pasted from internet. No information or conclusion	Appropriate subtopics included but not completely covered. Provides reasonable introduction and conclusion. Presents in own words	Addresses the topic with relevant introduction/ broad area; details with appropriate sub headings; presents with examples in real life scenario;concludes with a projection/ vision/ or a strong close. Frames the contents completely on one's own
Grammar	Numerous spelling errors, non-existent or incorrect punctuation, severe errors in grammar, incomplete sentences	Very few spelling errors, correct punctuation, grammar, complete sentences	No spelling errors, correct punctuation, grammar, complete sentences
Academic integrity	Other sources are not acknowledged	Other sources are acknowledged to some extent	Appropriate use of others work, acknowledges via in-text citations/references

*The choice of rubrics for CIA will be based on the requirements of each course. For quantitative papers, quantitative problem solving rubrics will be applicable.

REVISIONS IN MBA (2023-25) SYLLABUS

Semester	Course Code	Course Title	Newly Introduced/ Revised/ Renamed	Percentage of Revision
I	MB23BRC	Bridge Course	Revised	25
	MB23AFM	Accounting for Management	Revised	20
	MB23DSN	Decision Science	Revised	10
	MB23ECM	Economics for Management	Revised	05
	MB23ITB	Information Technology for Business	Shifted from II semester and revised	40
	MB23LS1	Leadership Skills-1	Revised	30
	MB23HSD	Human Values & Sustainable Development	Shifted from II semester, revised and renamed	50
II	MB23BAM	Business Analytics for Management	Renamed and revised	10
	MB23EDM	Essentials of Data Management	Newly introduced (Coursera)	
	MB23HRM	Human Resource Management	Revised	10
	MB23MMT	Marketing Management	Revised	30
	MB23ME3	Multidisciplinary Elective – Digital Transformation	Newly introduced	
	MB23OPM	Operations Management	Newly introduced	
	MB23SFT	Soft Skills	Newly introduced	
	MB23CYS	Cyber Security	Newly introduced	
III	MB23SBC	Small Business Consulting	Newly introduced	

GRG School of Management Studies
PSGR Krishnammal College for Women, Coimbatore

MBA (2023-25) Curriculum
[Choice Based Credit System]

Code	Title	Level	Mode	Credits
SEMESTER 1				
MB23BRC	Bridge Course	Foundation	CIA	
MB23AFM	Accounting for Management	Foundation	ESE	3
MB23DSN	Decision Science	Applied	CIA	3
MB23DTG	Design Thinking	Applied	CIA	3
MB23ECM	Economics for Management	Foundation	ESE	3
MB23ITB	Information Technology for Business	Foundation	ESE	3
MB23LS1	Leadership Skills-1	Applied	CIA	3
MB23OBH	Organisational Behaviour	Foundation	ESE	3
MB23HSD#	Human Values & Sustainable Development	Foundation	CIA	
MB23LS2#	Leadership Skills-2	Applied		
	Total			**21**
SEMESTER 2				
MB23BAM	Business Analytics for Management	Applied	CIA	3
MB23BRM	Business Research Methods	Applied	CIA	3
MB23EDM	Essentials of Data Management	Foundation	CIA	3
MB23FMT	Financial Management	Foundation	ESE	3
MB23HRM	Human Resource Management	Foundation	ESE	3
MB23MMT	Marketing Management	Foundation	ESE	3
MB23MDE	Multidisciplinary Elective	Advanced	CIA	3
MB23OPM	Operations Management	Foundation	ESE	3
MB23SFT	Soft Skills	Applied	CIA	3
MB23CYS#	Cyber Security	Foundation	CIA	
MB23LS3#	Leadership Skills-3	Applied		
MB23MP1*	MBA Plus -1	Advanced	CIA	2
	Total (Excluding MBAPLUS-1)			**27**
SEMESTER 3				
MB23IBM	International Business and Management	Advanced	ESE	3
MB23LAB	Legal Aspects of Business	Advanced	CIA	3
MB23VEG	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
MB23CIP	Community Immersion Programme	Applied	CIA	3
MB23SBC#	Small Business Consulting	Applied	CIA	
MB23SAB*	Study Abroad Programme	Advanced	CIA	3
	Total (Excluding Study Abroad Programme)			**24**
SEMESTER 4				

MB23AIM	AI for Business and Management	Applied	CIA	3
MB23SMT	Strategic Management	Advanced	ESE	3
	Elective – 05	Advanced	ESE	3
	Elective – 06	Advanced	ESE	3
MB23INP	Internship	Applied	CIA	6
MB23MP2*	MBA Plus -2	Advanced	CIA	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	MB23ENF	Entrepreneurial Finance
2	MB23EEP	Essentials of Entrepreneurship
3	MB23FBM	Family Business Management
4	MB23INM	Innovation Management
5	MB23NPM	New Product Management
6	MB23SEN	Social Entrepreneurship
FINANCE		
1	MB23BAI	Banking and Insurance
2	MB23FNA	Financial Analytics
3	MB23FNM	Financial Markets
4	MB23FNS	Financial Services
5	MB23IFM	International Financial Management
6	MB23SAP	Security Analysis and Portfolio Management
GENERAL MANAGEMENT		
1	MB23DSM	Disaster Management
2	MB23LDO	Leadership in Organisations
3	MB23LSC	Logistics and Supply Chain Management
4	MB23PRM	Project Management
5	MB23TQM	Total Quality Management
HUMAN RESOURCES MANAGEMENT		
1	MB23HRA	HR Analytics
2	MB23IHR	International HRM
3	MB23LAD	Learning and Development
4	MB23ODC	Organisation Development and Change
5	MB23PMS	Performance Management System
6	MB23TAD	Talent Acquisition and Deployment

MARKETING		
1	MB23BMT	Brand Management
2	MB23CBR	Consumer Behavior
3	MB23DMK	Digital Marketing
4	MB23IMC	Integrated Marketing Communication
5	MB23MKA	Marketing Analytics
6	MB23SVM	Services Marketing

SYLLABUS AND COURSE OUTLINE

SEMESTER I – COURSES

Code	Title	Level	Mode	Credits
MB23BRC	Bridge Course	Foundation	CIA	
MB23AFM	Accounting for Management	Foundation	ESE	3
MB23DSN	Decision Science	Applied	CIA	3
MB23DTG	Design Thinking	Applied	CIA	3
MB23ECM	Economics for Management	Foundation	ESE	3
MB23ITB	Information Technology for Business	Foundation	ESE	3
MB23LS1	Leadership Skills-1	Applied	CIA	3
MB23OBH	Organisational Behaviour	Foundation	ESE	3
MB23HSD#	Human Values & Sustainable Development	Foundation	CIA	
MB23LS2#	Leadership Skills-2	Applied		
	Total			**21**

will be non-credit courses

Course Title: BRIDGE COURSE
Course Code: MB23BRC

Course Outcomes

CO1: Explain the fundamental principles and functions of management (K2)
CO2: Recall the knowledge of basic mathematics and demonstrate an understanding of statistical concepts like measures of central tendencies, dispersion and association (K2)
CO3: Demonstrate the basic knowledge of managerial accounting and financial statements in understanding the business performance (K2)
CO4: 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	-	-	-	-
CO3	2	-	2	-	-	-	2
CO4	-	-	-	-	-	-	2

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

Course Coverage

Part 1 (15 hours)
Introduction to Management
Nature and Purpose – Evolution of Management Thought – Functions of Managers – Essentials of Planning – Management by Objectives – Organizing – Organization Structure – Staffing – Directing – Controlling and Reporting

Part 2 (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 3 (15 hours)
Introduction to Accounting
Introduction to Financial & Managerial Accounting: Accounting Information System – Comparison of Financial and Managerial Accounting - Accounting Concepts – Accounting Process - Understanding Financial Statements: Income Statement - Balance Sheet

Part 4 (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

Recorded Videos – Asynchronous Mode, Lecture, Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	15
	Quiz		10
CO2	Exercise	Problem Solving	15
	Quiz		10
CO3	Exercise	Problem Solving, Learning Skills	15
	Quiz		10
CO4	Exercise	Learning Skills	15
	Quiz		10

Reference Books
1. Griffin, W. Ricky (2023). Management, 12/e; New Delhi: Cengage Learning
2. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2018). *Statistics for Business and Economics*, 13/e; New Delhi: Cengage Learning
3. Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016). *Financial ACCT A South-Asian Perspective*, 2/e; New Delhi: Cengage Learning
4. Jack R. Kapoor, Les R. Dlabay, Robery J. Hughes, Melissa Hart (2020), *Personal Finance,* 12(e): New Delhi: McGraw Hill Education

****

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: **MB23AFM**

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 - Cash Flow Statement – Operating, Investing and Financing Activities

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

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 - Direct Material, Direct Labour & Overhead Variances - Fixed Overhead Variances - 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	10
CO4	Case Problem	Critical Thinking, Problem Solving	10
CO5	Exercise	Problem Solving, Learning Skills	10

CO1 - CO5	Quiz	10

The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %.

Note: The coverage of this course will have 60 % numerical problems and 40% theory.

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

****

Course Title: **DECISION SCIENCE**
Course Code: **MB23DSN**

Course Outcomes

CO1: Demonstrate the ability to do break even analysis using cost, revenue and profit models (K2)
CO2: Develop LPP models and solve using software and interpret sensitivity analysis computer solution (K3)
CO3: Solve network flow problems (transportation and assignment) and PERT and CPM using software (K3)
CO4: Demonstrate the ability to do decision analysis with and without probabilities (K2)
CO5: Demonstrate the ability to use Python for inventory management decisions (K2)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Problem Solving and Decision Making
Problem Solving and Decision Making - Decision Making Process - Types of Decisions - Importance of Decision Making - Quantitative Analysis - Models of Cost - Revenue and Profit - Break Even Analysis using Spreadsheet

Part 2 (9 hours)
Linear Programming Problems
Introduction to Linear Programming - LPP formulation – Graphical Solution Procedure –

Special Cases - Sensitivity Analysis – Solving LPP using Software - LPP Applications in Marketing, Finance and Operations Management

Part 3 (9 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 (9 hours)
Decision Analysis
Problem Formulation – Decision Making without Probabilities – Decision Making with Probabilities – Decision Analysis with Sample Information - Computing Branch Probabilities with Bayes' Theorem - Utility Theory – Solving with Software

Part 5 (9 hours)
Introduction to Python
Introduction to Python – Functions - Decision Making Structures - Loops, Lists, Tuples; Solving Inventory Management Problems using Python

Pedagogy

Lecture, Peer Learning, Numerical Exercise, Exercise in Software

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Numerical Exercise	Problem Solving, Learning Skills	05
	Exercise in Software		05
	Practical Examination		10
CO2	Numerical Exercise	Problem Solving, Learning Skills	05
	Exercise in Software		05
	Practical Examination		10
CO3	Numerical Exercise	Problem Solving, Learning Skills	05
	Exercise in Software		05
	Practical Examination		10
CO4	Numerical Exercise	Decision Making, Learning Skills	05
	Exercise in Software		05
	Practical Examination		10
CO5	Exercise in Software	Problem Solving, Learning Skills	10
	Practical Examination		10

Text Book
Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas (2022), *An Introduction to Management Science: Quantitative approaches to Decision Making*, 15/e; New Delhi: Cengage Learning

Reference Books
1. Bharti Motwani (2022). *Data Analytics using Python*, 1/e; New Delhi: Wiley
2. Hiller, S. Frederick and Hiller, S. Mark (2019). *Introduction to Management Science A Modeling and Case Studies Approach with Spreadsheets, 5/e: New Delhi:* McGrawHill Education

****

Course Title: DESIGN THINKING
Course Code: MB23DTG

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, Seminar, Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Critical Thinking, Learning Skills	10
	Case Discussion	Critical Thinking, Learning Skills	20
CO2	Exercise	Problem Solving, Learning Skills	20
	Seminar	Problem Solving, Learning Skills	20
CO3	Exercise	Critical Thinking, Problem Solving, Learning Skills	20
	Seminar	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*, HarperPerennial 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

****

Course Title: ECONOMICS FOR MANAGEMENT
Course Code: MB23ECM

Course Outcomes

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Behavioural & Managerial Economics
Behavioural & 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 its 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	Critical Thinking, Learning Skills	10
CO2	Assignment	Critical Thinking, Learning Skills	10
CO3	Exercise	Critical Thinking, Learning Skills	10
CO4	Exercise	Critical Thinking, Learning Skills	10
CO5	Seminar	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

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

****

Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
Course Code: **MB23ITB**

Course Outcomes

CO1: Explain the role of information systems in today's business environment (K2)
CO2: Explain the importance of managing information technology to achieve bottom line business results (K2)
CO3: Apply concepts in managing and developing secure information systems (K3)
CO4: Analyze the role of Enterprise systems in achieving operational excellence and enhancing decision making (K4)
CO5: Analyze the role of disruptive IT innovations in business (K4)

CO-PO Mapping

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

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

Part 1 (9 hours)
Introduction to Information Systems
Information Systems in Business – The Emerging Digital Firm - DIKW Hierarchy - Information as a Resource - Strategic Business Objectives of Information Systems - Dimensions of Information Systems – Systems for Different Management Groups

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)
Securing Information Systems
System Vulnerability – Malicious Software Viruses, Worms, Trojan Horses, Spyware – Hackers and Computer Crime – Internal Threats – Legal and Regulatory Requirements – Information System Controls – Tools and Technologies for Safeguarding Information Resources

Part 4 (9 hours)
Key System Applications for Digital Age
Achieving Operational Excellence and Customer Intimacy - Enterprise Systems – ERP, SCM, CRM - Recent Trends - Ecommerce, Digital Marketing and Digital Goods – E-Commerce Business and Revenue Models – Role of M-Commerce

<u>Part 5</u> (9 hours)
Disruptive IT Innovations
Artificial Intelligence - Machine Learning - Natural Language Processing – Deep Learning - AR & VR - Computer Vision Systems and Robotics – Robotic Process Automation - Cloud Computing - Business Analytics and IOT

Pedagogy

Lecture, Case Discussion, Exercise, 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	Seminar	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

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

Reference Book
1. Ramesh Behl (2021), *Information Technology for Management*, 3/e, McGraw Hill Education
2. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems*, 11/e; New Delhi: McGraw Hill Education

****

Course Title: **LEADERSHIP SKILLS-1**
Course Code: **MB23LS1**

Course Outcomes

CO1: Examine the competencies of emotional intelligence (K4)
CO2: Develop social competencies (K6)
CO3: Improve working with others demonstrating interpersonal skills (K6)
CO4: Apply techniques of writing skills to draft professional reports and emails (K3)
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, Components and Competencies of Emotional Intelligence
The Emotional Intelligence Framework - Personal Competence – Self-Awareness – Developing Self-Awareness - Self-Regulation - Emotional Awareness – Trustworthiness – Conscientiousness – Competencies

Part 2 (9 hours)
Developing Emotional Intelligence Competencies
Social Competence – Empathy – Social Skills - Developing Empathy – Mindfulness and Emotional Intelligence – Cultivating Mindfulness

Part 3 (9 hours)
Interpersonal Skills
Different Communication Styles – Assertiveness - Increasing Self-Awareness through Self-Disclosure – Understanding and Working with Diverse Others

Part 4 (9 hours)
Written Communication
Core Qualities of Business Writing – Writing Reports – Descriptive reports and Analytical Reports – Writing Professional Emails

Part 5 (9 hours)
Effective Presentations
Public Speaking - Creating Engaging, Well-designed, and Structured Slides – Delivering Business Presentations

Pedagogy

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

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Class Activity	Learning Skills	20
CO2	Role Play	Critical Thinking, Learning Skills	20
CO3	Case Discussion	Interpersonal Skills, Learning Skills	20

CO4	Assignment	Written Communication Skills, Learning Skills	20
CO5	Assignment	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

****

Course Title: **ORGANISATIONAL BEHAVIOUR**
Course Code: **MB23OBH**

Course Outcomes

CO1: Explain the challenges and opportunities for Organisational Behaviour (K2)
CO2: Demonstrate understanding of individual behaviour (K2)
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 Organisational Behaviour
Nature and Scope of Organisational Behaviour – Disciplines that contribute to the Organisational Behaviour Field - Challenges and Opportunities for Organisational Behaviour – Developing an OB Model

Part 2 (9 hours)
The Individual
Managing Diversity and Discrimination in Organisations - 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 - Organisational politics - Conflict – The Conflict Process - Conflict management - Negotiation - Negotiation Process

Part 5 (9 hours)
The Organisation System
Organisational Structure – Designing Organisation 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
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

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

****

Course Title: **HUMAN VALUES & SUSTAINABLE DEVELOPMENT**
Course Code: **MB23HSD**

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 (K3)
CO2: Explain the environmental, social and economic dimensions of sustainable development (K2)

CO-PO Mapping

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

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

Course Coverage

<u>Part 1</u> (7 hours)
Value Education, Harmony, Holistic Understanding
Understanding Value Education – Exploring Human Consciousness - Harmony in the Family and Society - Harmony in the Nature - Ethical Human Conduct - Transition towards Universal Human Order

<u>Part 2</u> (8 hours)
Sustainable Development
The Concept of Sustainable Development – Triple P – United Nations and Global Sustainability – The 17 SDGs – The Environmental, Economic and Social Dimensions - Sustainable Business Practices

Pedagogy

Lecture and Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	50
CO2	Case Discussion	Critical Thinking, Learning Skills	50

Reference Books

1. Gaur, R. R., Asthana, R., Bagaria, G. P. (2019). *A Foundation Course in Human Values and Professional Ethics*, 2/e; Excel Books: New Delhi
2. Julia Walker, Alma Pekmezovic, Gordon Walker (2019). *Sustainable Development Goals: Harnessing Business to Achieve the SDGs through Finance, Technology and Law Reform*, 1/e: Wiley
3. Sachs, J. D. (2015). *The Age of Sustainable Development*, Columbia University Press, New York.

****

Course Title: **LEADERSHIP SKILLS-2**
Course Code: **MB23LS2**

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, competitions, video/audio-based content, questionnaires and mock interview. The agency provides feedback regarding the performance of students in quantitative format on the dimensions such as 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.

Evaluation and Grading

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

****

SYLLABUS AND COURSE OUTLINE

SEMESTER II – COURSES

Code	Title	Level	Mode	Credits
MB23BAM	Business Analytics for Management	Applied	CIA	3
MB23BRM	Business Research Methods	Applied	CIA	3
MB23EDM	Essentials of Data Management	Foundation	CIA	3
MB23FMT	Financial Management	Foundation	ESE	3
MB23HRM	Human Resource Management	Foundation	ESE	3
MB23MMT	Marketing Management	Foundation	ESE	3
MB23MDE	Multidisciplinary Elective	Advanced	CIA	3
MB23OPM	Operations Management	Foundation	ESE	3
MB23SFT	Soft Skills	Applied	CIA	3
MB23CYS#	Cyber Security	Foundation	CIA	
MB23LS3#	Leadership Skills-3	Applied		
MB23MP1*	MBA Plus – 1	Advanced	CIA	2
	Total (Excluding MBAPLUS-1)			**27**

\# will be non-credit courses

* for selected students

Course Title: **BUSINESS ANALYTICS FOR MANAGEMENT**
Course Code: **MB23BAM**

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 forecasting techniques to predict business scenario (K3)
CO5: Make use of prescriptive modeling and analysis for making business decisions (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 - Vlookup - Hlookup – 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 – Presentation of Data using Charts - What if Analysis – Goal Seek, Data Table, Scenario Building - 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 and Decision Making
Introduction to Prescriptive Analytics - Optimization Models – Application of Linear Optimization - Simulation Models

Pedagogy

Lecture, Exercises using Spreadsheet, Power BI and Tableau

Evaluation and Grading

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

Reference Books

1. Albright, S. Christian and Winston, L. Wayne (2023). *Business Analytics – Data Analysis and Decision Making*, 7/e; New Delhi: Cengage Learning
2. Evans, R. James (2021). *Business Analytics – Methods, Models and Decisions*, 3/e; Noida: Pearson Education
3. Hillier S Frederick, et.al., (2019), *Introduction to Management Science*, 6/e, New Delhi: McGraw Hill Publication
4. Errin O‟ Connor (2020), *Microsoft Power BI Dashboards*, 1/e, New Delhi: Pearson Education

****

Course Title: **BUSINESS RESEARCH METHODS**
Course Code: **MB23BRM**

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 – CO4	Quiz		20

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

****

Course Title: **ESSENTIALS OF DATA MANAGEMENT**
Course Code: **MB23EDM**

Course Outcomes

CO1: Analyse data using Excel (K4)
CO2: Develop dashboards to present data (K3)
CO3: Organise information using effective presentations (K3)

CO-PO Mapping

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

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

Course Coverage

Part 1 (25 hours)
Excel Skills for Business
Critical Core of Excel – Performing Calculations – Formatting – Working with Data – Printing - Charts

Part 2 (9 hours)
Data Visualisation and Dashboards with Excel and Cognos
Data Visualisation – Creating Dashboards – Application of Cognos

Part 3 (11 hours)
Using PowerPoint
Preparation – Developing a Presentation – Enhancing the Appearance of Presentations – Delivering a Presentation

Pedagogy

Discussion, Assignment, Exercise

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Learning Skills	20
CO2	Assignment	Learning Skill	20
CO3	Seminar	Learning Skill	20
CO1 - CO3	External Assessment		40

****

Course Title: **FINANCIAL MANAGEMENT**
Course Code: **MB23FMT**

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

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

Course Coverage

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	Case Discussion	Critical Thinking, Learning Skills	10
CO2	Exercise	Critical Thinking, Learning Skills	10
CO3	Case Discussion	Critical Thinking, Learning Skills	10
CO4	Assignment	Critical Thinking, Learning Skills	10
CO5	Exercise	Critical Thinking, Learning Skills	10
CO1 - CO5	Quiz		10
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

Note: The coverage of this course will have 50 % numerical problems and 50% theory.

Text Book
Pandey, I.M. (2022). *Essentials of Financial Management*, 5/e; Pearson Education, India.

Reference Books
1. Pandey, I.M. (2021). *Financial Management*, 12/e Pearson Education, India.
2. Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases*, 8/e; New Delhi: McGraw Hill Education
3. Chandra, Prasanna (2019). *Financial Management, Theory and Practice*, 10/e; New Delhi: McGraw Hill Education

****

Course Title: **HUMAN RESOURCE MANAGEMENT**
Course Code: **MB23HRM**

Course Outcomes

CO1: Discuss the significance of HRM, and the important labor laws in India and recent amendments made (K6)
CO2: Explain the process of job analysis for a job position (K5)
CO3: Examine the concept of HR planning (K4)
CO4: Design a reward and benefit programme to improve employee engagement (K6)
CO5: Discuss the challenges of managing global human resources (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	3
CO2	3	-	2	-	-	-	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)
Introduction to Human Resource Management and Labour Legislation
Introduction to Human Resource Management – 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)
HR Management Strategy and Analysis
Human Resource Management Strategy and Analysis –Strategic Management Process - HR Metrics, Benchmarking and Analysis - Job Analysis and the Talent Management Process

Part 3 (9 hours)
Recruiting, Training and Development
Personnel Planning and Recruiting – Employee Testing and Selection - Training and Developing Employees

Part 4 (9 hours)
Managing Performance and Compensation
Performance Management and Appraisal - Managing Careers and Retention - Establishing Strategic Pay Plans – Pay for Performance and Financial Incentives – Benefits and Services

Part 5 (9 hours)
Employee Relations - Global Human Resources
Building Positive Employee Relations - Managing Global Human Resources – Global Work Culture - Repatriation Problems and Solutions - International Industrial Relations

Pedagogy

Lecture & Discussion, Exercises, Assignment, Seminar, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Seminar	Learning Skills	10
CO2	Exercise	Critical Thinking, Learning Skills	10
CO3	Assignment	Critical Thinking, Learning Skills	10
CO4	Case Discussion	Critical Thinking, Problem Solving , Learning Skills	10
CO5	Case Discussion	Decision Making, Learning Skills	10
CO1 - CO5	Quiz		10
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

Text Book
Dessler, Gary and Biju Varkkey (2020). *Human Resource Management*, 17/e; NewDelhi: 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

****

Course Title: MARKETING MANAGEMENT
Course Code: MB23MMT

Course Outcomes

CO1: Explain the significance of holistic marketing in designing and implementing effective marketing programmes (K5)
CO2: Evaluate the significance of product and pricing strategies in attaining market leadership (K5)
C03: Examine how market offerings can be communicated and delivered to the target audience in a competitive environment (K4)
CO4: Determine the significance of channel strategies in influencing and reaching target markets (K5)
CO5: Develop a marketing plan to demonstrate how values can be created (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	-	-	-	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 – Marketing Planning and Management - Analyzing Consumer Markets - Identifying Market Segments and Target Customers - Crafting a Customer Value Proposition and Positioning – Recent Trends

Part 2 (9 hours)
Designing Value
Designing and Managing Products - Designing and Managing Services – Developing New Market Offerings - Building Strong Brands - Managing Pricing and Sales promotions

Part 3 (9 hours)
Communicating Value
Managing Marketing Communications – Integrated Marketing Communications - Deciding the Communication Media – Personal Selling and Direct Marketing

Part 4 (9 hours)
Delivering Value
Designing and Managing Distribution Channels - Channel Management Decisions - Managing Market Logistics - Managing Retailing – The Modern Retail Environment - Managing Omni-

channel Retailing- Wholesaling

<u>Part 5</u> (9 hours)
Marketing Strategy
The Strategic Planning Process and The Marketing Plan - Situational Analysis– SWOT Analysis – Strategy Formulation - Implementation & Control – Building Customer Loyalty

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	Seminar	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
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %			

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

****

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 three multidisciplinary electives offered, students may choose an elective of their choice.

Course Title: ENVIRONMENTOLOGY
Course Code: MB23ME1

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, Methodsand Case Studies*: Springer Publications
2. McCarthy, D. & Morling, P. (2014). *A Guidance Manual for Assessing EcosystemServices at Natura 2000 Sites*: Royal Society for the Protection of Birds: Sandy,Bedfordshire
3. Mark Everard (2015). *Ecosystem Services – Key issues*: Routledge

****

Course Title: POSITIVE PSYCHOLOGY
Course Code: MB23ME2

Course Outcomes

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

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction
Positive Psychology: Historical Roots - Basic Concepts - Good Life – Positive and Negative Emotions – Flourishing Vs. Languishing – Positive Social Relationships – Strengths and Virtues – Compassion and Empathy - Myths about Positive Psychology - Scope and its Future

Part 2 (9 hours)
Science of Wellbeing and Happiness
Definitions - Benefits of Wellbeing - Determinants of Happiness - Genetics and Personality – Life Circumstances – Intentional Activities - Models of Happiness Boosters - Eudaimonic Activity – Positive Activity – Hedonic Adaptation Prevention – Prioritizing Positivity - Determinants of Happiness

Part 3 (9 hours)
Goal Pursuit and Change
Definition - Goals and Wellbeing - Goal Pursuit - Different Models - Goal Characteristics - Measuring Goals – Initiating Changes – Transitions Model - Bridget's Model – Transtheoretical Model

Part 4 (9 hours)
Positive Emotions and Emotional Intelligence
Emotions: Nature and Functions - Emotional Literacy - Managing and Communicating - Biology of Emotions - Role of Cognition and Behavior - Broaden and Built Theory - Emotional Intelligence - Definition – Models - Ability Model – Competency Model - Emotional – Social Intelligence Model – Trait Model

Part 5 (9 hours)
Stress, Posttraumatic Growth and Resilience
Stress: Definition – Types – Consequences - Coping Strategies - Measures of Coping Strategies – Resilience - Adaptation following Adversities – Predictors – Outcomes – Posttraumatic Growth - Models – Measuring – Outcomes – Facilitators

Pedagogy

Lecture, Discussion, Case Discussion, Seminar, Exercises, Field Study

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

****

Course Title: DIGITAL TRANSFORMATION
Course Code: MB23ME3

Course Outcomes

CO1: Explain the strategic implications of digital transformation (K2)
CO2: Compare the role of mobile commerce technology, social technology, network
       technology and collaborative technology in business (K2)
CO3: Explain the principles of digital innovation and agile digital transformation (K2)
CO4: Examine how digital platforms shape the business practices (K4)
CO5: Analyze the adoption and program management issues in digital transformation K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Principles of Digital Innovation and Transformation
Introduction to Digital Transformation 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 2 (9 hours)
Internet Technologies
MobileCommerce Technology -   Web Evolution - Social   Technology - Network Technologies - Collaborative Technologies

Part 3 (9 hours)
Agile Business Transformation
Introduction to Agile Transformation – Framework for Agile Transformation – Agile Digital Transformation – Agile Approach to Digital Transformation – Why Agile Drives Digital Transformation – Core principles of Agile Digital Transformation – Benefits – Case Study

<u>Part 4</u> (9 hours)
Managing Digital Platforms
Understanding various types of Platforms – Platform Economies - Architecture and Governance of Platforms – Platform Competition – Participating on Platforms – Decision Rights

<u>Part 5</u> (9 hours)
Adoption and Program Management Issues in Digital Transformation
Change Management - Role of Leadership in Digital Transformation - Adoption Issues and Implementation Challenges - Understanding your Organization Readiness for Digital Transformation - Roadmap to make your Digital Journey Successful and sustaining it

Pedagogy

Lecture, Discussion, Seminar, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Component	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	20
CO2	Report	Critical Thinking, Learning Skills	20
CO3	Case Discussion	Critical Thinking, Learning Skills	20
CO4	Case Discussion	Critical Thinking, Learning Skills	20
CO5	Seminar	Critical Thinking, Learning Skills	20

Reference Books
1. Turban, Efraim, Linda Volonino and Wood, R., Gregory (2015). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*, 10/e, New Delhi: Wiley India.
2. Shrinivas R Pingali, Prakash Shankar (2021*), Digital Transformation Strategies-Theory and Practice*, New Delhi : Wiley India
3. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information System*,11/e; New Delhi: McGraw Hill Education
4. Laudon, Kenneth C., Laudon (2020). *Management Information System*,16/e; New Delhi: Pearson education

****

Course Title: **OPERATIONS MANAGEMENT**
Course Code: **MB23OPM**

Course Outcomes

CO1: Demonstrate the understanding of concepts of operations management and key challenges facing OM (K2)
CO2: Identify the appropriate performance metrics for different type of organizations (K3)
CO3: Evaluate the role of operations strategy in gaining competitive advantage (K5)
CO4: Examine how technology is impacting the design of manufacturing and service operations (K5)
CO5: Identify the right tools for measuring quality in operations (K3)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)
Introduction to Operations Management
Operations Management – Overview - OM in Workplace - Understanding Goods and Services - Concept of Value - Value Chain Framework – Input-output Framework - Pre-Post production Services Framework - History of Change and Challenge

Part 2 (9 hours)
Measuring Performance in Operations and Value Chain
Types of Performance Measures - Analytics in Operations Management - Designing Measurement Systems in Operations - Models in Organizations performance

Part 3 (9 hours)
Operations Strategy
Gaining Competitive Advantage - Evaluating Goods and Services - Competitive Priorities - OM and Strategic Planning - A Framework for Operations Strategy

Part 4 (9 hours)
Technology and Operations Management
Understanding Technology in Operations - Technology in Value Chain - Designing Goods and Services - Process Design - Facility Design and Work Design

Part 5 (9 hours)
Quality Management and Control
Understanding Quality - Gap Model - ISO Standards - Six Sigma - Cost of Quality - Seven QC Tools - Quality Control Systems - Lean Tools

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Study	Decision Making	10
CO2	Exercise	Critical Thinking, Learning Skills	10
CO3	Seminar	Critical Thinking, Learning Skills	10
CO4	Assignment	Critical thinking, learning Skills	10
CO5	Exercise	Critical Thinking, Learning Skills	10

CO1 - CO5	Quiz	10
The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %		

Text Book

Collier A David, Evans R James (2022). *OM – Operations + Supply Chain Management*, 6/e, New Delhi: Cengage Learning

Reference Books

1. Stevenson, J. William (2022). *Operations Management*, 13/e; New Delhi: McGraw Hill Education
2. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra, K. Manoj (2019). *Operations Management: Processes and Value Chains*, 12/e; New Delhi: Pearson Education

****

Course Title: SOFT SKILLS
Course Code: MB23SFT

Course Outcomes

CO1: Develop communication skills (K6)
CO2: Design and deliver effective presentations (K6)

CO-PO Mapping

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

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

Guidelines

The primary objective of the Soft Skills is to enable the students to enhance their personal and professional attributes. This will be an individual assignment, and each student shall select topics relating to different types of activities to enhance their communication skills. Each student will make a presentation on the insights obtained on the chosen topics. Apart from the presentation, each student is expected to maintain a reflective diary on the learning from each of the presentations made which will be evaluated by the faculty. This course runs across the first two semesters.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Seminar, Reflective Diary	Oral Communication, LearningSkills	50
CO2	Seminar	Oral Communication, Learning Skills	50

****

Course Title: **CYBER SECURITY**
Course Code: **MB23CYS**

Course Outcomes

CO1: Understand the basic concepts of cyber security and threats in the landscape (K2)
CO2: Apply the methods to identify the cyber-attacks and crimes (K3)
CO3: Analyze the legal framework that exists in India for cybercrime and legal frame work followed by other countries (K4)
CO4: Estimate the data privacy and security issues related to personal data privacy and security (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	-	-	2	2
CO2	1	-	-	-	-	2	2
CO3	1	1	-	-	-	2	2
CO4	1	-	-	-	-	2	2

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

Course Coverage

Part 1 (6 hours)
Introduction to Cyber Security
Overview of Cyber Security - Cyber Security Terminologies – Cyberspace - Cyber Attack- Cyber Threats - Cyber Terrorism – Cyber Warfare

Part 2 (9 hours)
Cyber Crime
Cyber Crimes - Cyber Crimes targeting Computer System and Mobiles - Online Scam Frauds - Emails Scams - Phishing- Vishing – Smishing - Online Job Fraud - Online Sextortion - Debit and Credit Card Fraud - Online Payment Fraud – Cyberbullying – Impersonation - Identify Theft - Job Scams – Misinformation - Fake News - Cyber Crime against Persons - Cyber Grooming -Child Pornography - Cyber Stalking - Cyber Police Station – Cyber Crime Reporting Portal

Part 3 (6 hours)
Cyber Laws
Cyber Laws - Legal and Ethical Aspects related to New Technologies - AI/ML-IoT- Blockchain-Darknet and Social Media - Cyber Laws of Other Countries.

Part 4 (9 hours)
Data Privacy and Data Security
Defining Data - Meta-Big Data - Non Personal Data - Data Protection - General Data Protection Regulations (GDPR) - 2016 Personal Information Protection and the Electronic Document Act (PIPEDA) - Social Media Data Privacy and Security Issues - Privacy Settings - Security Controls for Computer and Mobile Phones - Cyber Security Audit

Pedagogy

Recorded Videos – Asynchronous Mode

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	20
CO2	Online Exercise	Critical Thinking, Learning Skills	20
CO3	Assignment	Critical Thinking, Learning Skills	20
CO4	Online Exercise	Critical Thinking, Learning Skills	20
CO1 – CO4	Quiz		20

Reference Books

1. Anand Shinde (2021), I*ntroduction to Cyber Security – Guide to the world of Cyber Security*, Notion Press
2. Sumit Belapure, Nina Godbole (2011)*, Cyber security understanding cybercrimes, computer forensics and legal Perspectives*, Wiley India Pvt Ltd.
3. Dorothy F. Denning (1998), *Information warfare and security*, Addison Wesley.
4. Henry A. Oliver, (2014), *Security in the digital age: social media security threats and vulnerabilities*, Social Wise Media Group
5. Nataraj Venkataramanan, Ashwin Shriram (2016), *Data privacy principle and practice*. CRC Press
6. W. KragBrothy (2006), *Information security governance guidelines for information security manager*, Wiley Publication.
7. Martin Weiss, Michael G. Solomon (2015), *Auditing IT Infrastructure for compliance*, 2/e, Jones Bartlett Learning.

****

Course Title: **LEADERSHIP SKILLS-3**
Course Code: **MB23LS3**

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 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

****

Course Title: **SMALL BUSINESS CONSULTING**
Course Code: **MB23SBC**

Course Outcomes

CO1: Explain the management functions and practices of a chosen MSME or Startups (K2)
CO2: Develop appropriate measures/ strategies to support the development of the chosen MSME or Startups (K6)

CO-PO Mapping

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

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

Guidelines for Small Business Consulting

The primary objective of the "Small Business Consulting" (SBC) is to enable students to understand business functions and management practices adopted by MSMEs/Startups, and apply their knowledge to identify the scope for contributing to the development of the business in various possible ways such as streamlining processes, solving existing problems etc through a 30-hour field work in the chosen organisations. This programme bridges classroom learning with hands-on experience in various business functions. It also will provide the students with opportunities to develop and deepen their business skillset and knowledge. Such a work would involve a detailed study of the business, collection and analysis of relevant information to achieve the objectives, submission of a report and presentation of the learning and work done.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Critical Thinking, Learning Skills	50
CO2	Presentation, Report	Critical Thinking, Learning Skills	50

****