



GRG School of Management Studies
PSGR Krishnammal College for Women



CURRICULUM AND SYLLABUS

MBA PROGRAMME
2025 - 2027

SEMESTER III

JUNE 2026

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**MASTER OF BUSINESS ADMINISTRATION (MBA) 2025-2027
(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

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

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

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 Quantitative Problem Solving Decision Making Social Responsibility Reflective Thinking
PO2: Develop global outlook and cross- cultural understanding in business	Global Orientation Decision Making Learnability Reflective Thinking
PO3: Evaluate and determine solutions to business problems using critical thinking and problem-solving skills	Critical Thinking Problem Solving Quantitative Problem Solving Decision Making Learnability Reflective Thinking
PO4: Utilize leadership, interpersonal, team working and communication skills in chosen profession to accomplish shared objectives	Leadership Interpersonal Teamwork Communication Skills Self-Awareness Emotional Intelligence
PO5: Analyze business opportunities and discover entrepreneurial Spirit	Entrepreneurship Social Responsibility Learnability Reflective Thinking

PO6: Utilize ICT to design strategies for business growth and development	Critical Thinking Decision Making Learnability Reflective Thinking
PO7: Develop lifelong learning to acquire new knowledge and skills	Learnability

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 the courses 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 in companies.
- 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, Leadership, Interpersonal and Communication skills.
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives by way of experiential learning through Personality Development Programme (PDP) and Outbound Training (OBT).

TYPES AND LEVELS OF COURSES

1. Bridge Course: This course is to prepare the students for the MBA programme.
2. Foundation Courses: These courses are designed to equip students with essential managerial knowledge and foundational business competencies across key functional areas.
3. Advanced Courses: These courses are designed to provide students with domain-specific knowledge and specialised competencies in their chosen areas of interest through a range of elective offerings. The courses enable students to develop integrative and application-oriented understanding aligned with industry and functional specialisations.
4. Applied Courses: These courses are designed to enhance students' professional and employability skills through experiential and practice-oriented learning. The courses focus on developing competencies such as creativity, critical thinking, emotional intelligence, leadership, communication, and problem-solving skills.
5. Multidisciplinary Courses: These courses are offered to provide students with an opportunity to explore additional areas of interest apart from management. Courses will be from disciplines like arts, humanities, science, computational science etc.
6. 'Internship' and 'Design Thinking Project' provide students with practical exposure to real-world business environments, enabling them to apply managerial concepts and gain hands-on professional experience.

7. The 'Study Abroad Programme' aims to provide students with global exposure by enabling them to understand and appreciate diverse cultures, interact effectively with international peers, exchange knowledge, and build meaningful global networks. Students may choose between 'Design Thinking Project' and 'Study Abroad Programme'.

CHOICE OF ELECTIVE COURSES

Students may choose six (6) elective courses (advanced level) in any functional area/domain of management based on their interest and competences. Each elective course carries three (3) credits.

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 (3) courses per semester. The choice of such online courses should be relevant and in alignment to 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 as per 100% CIA method.

AUDIT COURSE(S)

Students may choose to 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 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 and will not be taken into account for the programme completion requirements.

ADDITIONAL CREDIT COURSE(S)

Students may choose to register for additional credit course(s) such as MBAPlus Programme or Micro-Credit Course(s) to a maximum of 20 credits during the two-year duration of the MBA Programme. MBAPlus or Micro-Credit 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 and will not be taken into account for the programme completion requirements. Students' who obtain a "Not Completed" status, must withdraw their registration from the respective course.

MBAPLUS

The programme is designed for high-performing students with leadership potential, preparing them to take on leadership roles after graduation. Interested students are

selected at the end of the first semester based on their academic performance, co-curricular and extracurricular involvement, and faculty feedback.

The programme includes around 60 hours of sessions over two years, focusing on leadership and personal development, along with opportunities to interact with industry professionals and alumni mentors. It is structured into six modules, three in the first year and three in the second year. Students who complete all sessions and assessments successfully will earn four credits (two each year).

Topics for I MBA (30 hours)	Topics for II MBA (30 hours)
Time Management	Sustainable Leadership and Global Impact
Essentials of Leadership	Crisis Management
Mindful Leadership	AI for Business Leaders

MICRO-CREDIT COURSE(S)

Micro-Credit courses are online courses offered by Coursera. Students may choose to register for a maximum of four course(s) per year with the programme administrator. Students should complete the course and an assessment (Quiz) conducted by the respective course facilitator.

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 part of the session plan.
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. The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as assignment, case discussion, simulation, classroom participation, student presentation, field study, exercise, peer evaluation, etc. The faculty concerned may decide appropriate mixture of components for their courses.
4. For the courses that do not have End Semester Examination, the concerned faculty shall decide three to five assessment components for CIA.
5. Bridge Course, Cyber Security, Personality Development Programme, Outbound Training and Disaster Preparedness 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 Outbound Training by submitting requisition with relevant documents. The Director/Dean is entitled to approve or reject the same.
6. 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.

7. 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.
8. 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	8.0 - 8.9	D+	Excellent
75 - 79	7.5 - 7.9	D	Distinction
70 - 74	7.0 - 7.4	A+	Very Good
60 - 69	6.0 - 6.9	A	Good
50 - 59	5.0 - 5.9	B	Average
00 - 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester. $SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$ where C_i is the number of credits of the i th course and G_i 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. $CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

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 have 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.

REVISIONS IN MBA 2025 - 27 SYLLABUS -SEMESTER III

Course Code	Course Title	Newly Introduced/ Revised/ Renamed	Percentage of Revision
MB25SMT	Strategic Management	Revised	10%
MB25DGT	Digital Transformation	Revised	50%
MB25BAI	Banking and Insurance	Revised	5%
MB25SAP	Security Analysis and Portfolio Management	Revised	5%
MB25LSC	Logistics and Supply Chain Management	Revised	10%
MB25PRM	Project Management	Revised	80%
MB25TQM	Total Quality Management	Revised	5%
MB25CRM	Customer Relationship Management	Newly Introduced	100%

MBA 2025 - 2027 CURRICULUM

SEMESTER 1					
Course Code	Course Title	Level	Type	Mode	Credits
MB25BRC#	Bridge Course	Foundation	Theory	CIA	Status
MB25FRA	Financial Reporting and Statement Analysis	Foundation	Theory	CIA + ESE	3
MB25DSN	Decision Science	Foundation	Theory + Practice	CIA	3
MB25DT1	Design Thinking - 1	Foundation	Theory + Practice	CIA	2
MB25ECM	Economics for Management	Foundation	Theory	CIA + ESE	3
MB25MIS	Management Information System	Foundation	Theory	CIA + ESE	3
MB25OBH	Organisational Behaviour	Foundation	Theory	CIA + ESE	3
MB25ESC	Environmental Science (Multidisciplinary)	Foundation	Theory	CIA	3
MB25SS1	Soft Skills -1	Applied	Practice	CIA	2
MB25PDP#	Personality Development Programme	Applied	Practice	-	Status
Total					22

SEMESTER 2					
Course Code	Course Title	Level	Type	Mode	Credits
MB25BAS	Business Analytics	Applied	Theory + Practice	CIA	3
MB25BRM	Business Research Methods	Applied	Theory + Practice	CIA	3
MB25FMT	Financial Management	Foundation	Theory	CIA + ESE	3
MB25HRM	Human Resource Management	Foundation	Theory	CIA + ESE	3
MB25MMT	Marketing Management	Foundation	Theory	CIA + ESE	3
MB25OPM	Operations Management	Foundation	Theory	CIA + ESE	3
MB25EPS	Entrepreneurship	Foundation	Theory	CIA + ESE	3
MB25SS2	Soft Skills - 2	Applied	Practice	CIA	2
MB25DT2	Design Thinking - 2	Advanced	Theory + Practice	CIA	2
MB25CYS#	Cyber Security	Foundation	Theory	CIA	Status
MB25DPS#	Disaster Preparedness	Foundation	Theory + Practice	CIA	Status
MB25OBT#	Outbound Training	Applied	Practice	-	Status
Total					25

SEMESTER 3					
Course Code	Course Title	Level	Type	Mode	Credits
MB25SMT	Strategic Management	Advanced	Theory	CIA + ESE	3
MB25LAB	Legal Aspects of Business	Advanced	Theory	CIA	2
MB25DGT	Digital Transformation (Multidisciplinary)	Advanced	Theory	CIA	3
	Elective - 01	Advanced		CIA + ESE	3
	Elective - 02	Advanced		CIA + ESE	3
	Elective - 03	Advanced		CIA + ESE	3
	Elective - 04	Advanced		CIA + ESE	3
MB25CIP	Community Immersion Programme	Applied	Practice	CIA	3
MB25DT3 / MB25SAB	Design Thinking Project / Study Abroad Programme	Applied	Project	CIA	2
Total					25

SEMESTER 4					
Course Code	Course Title	Level	Type	Mode	Credits
MB25ESG	Environmental, Social and Governance	Advanced	Theory	CIA	3
MB25IBM	International Business Management	Advanced	Theory	CIA + ESE	3
	Elective - 05	Advanced		CIA + ESE	3
	Elective - 06	Advanced		CIA + ESE	3
MB25INP	Internship	Applied	Project	CIA + Viva Voce	6
Total					18
Overall Total					90

non-credit courses

LIST OF ADDITIONAL CREDIT COURSES

Course Code	Course Title	Level	Mode	Credits	Semester
MB25MP1	MBAPlus 1	Applied	CIA	2 - 'Status'	II
MB25MP2	MBAPlus 2	Applied	CIA	2 - 'Status'	IV
MB25MC#	Micro-Credit Course(s)	Advanced	CIA	1 - 'Status'	II & III

LIST OF ELECTIVE COURSES

No.	Code	Title	Type	Semester
ENTREPRENEURSHIP				
1	MB25BPD	Business Plan Development	Theory + Practice	III
2	MB25ENF	Entrepreneurial Finance	Theory	III
3	MB25FBM	Family Business Management	Theory	III
4	MB25NPM	New Product Management	Theory	III
5	MB25INM	Innovation Management	Theory	IV
6	MB25SEN	Social Entrepreneurship	Theory	IV
FINANCE				
1	MB25BAI	Banking and Insurance	Theory	III
2	MB25FNM	Financial Markets	Theory	III
3	MB25FNS	Financial Services	Theory	III
4	MB25SAP	Security Analysis and Portfolio Management	Theory + Practice	III
5	MB25FNA	Financial Analytics	Theory + Practice	IV
6	MB25IFM	International Financial Management	Theory	IV
HUMAN RESOURCES				
1	MB25EMR	Employee Relations	Theory	III
2	MB25LAD	Learning and Development	Theory	III
3	MB25PMS	Performance Management System	Theory	III
4	MB25TAD	Talent Acquisition and Deployment	Theory	III
5	MB25HRA	HR Analytics	Theory + Practice	IV
6	MB25ODC	Organisation Development and Change	Theory	IV
OPERATIONS				
1	MB25LNM	Lean Manufacturing	Theory	III
2	MB25LSC	Logistics and Supply Chain Management	Theory	III
3	MB25PRM	Project Management	Theory	III
4	MB25TQM	Total Quality Management	Theory	III
5	MB25SOM	Service Operations Management	Theory	IV
6	MB25SSA	Supply Chain Analytics	Theory + Practice	IV
MARKETING				
1	MB25B2B	B2B Marketing	Theory	III
2	MB25CBR	Consumer Behaviour	Theory	III
3	MB25CRM	Customer Relationship Management	Theory + Practice	III
4	MB25DMK	Digital Marketing	Theory + Practice	III
5	MB25BMT	Brand Management	Theory	IV
6	MB25MKA	Marketing Analytics	Theory + Practice	IV

Note: An elective course will carry 3 credits and will be assessed through CIA and ESE. When students choose any of the electives as audit courses, the course code will begin with AUD instead of MB. Audit course(s) will not carry any credits.

LIST OF MICRO CREDIT COURSES

SEMESTER II

Code	Title	Mode	Credits
MB25MC1	The fundamentals of Personal finance	CIA	1
MB25MC2	Introduction to Cost Accounting	CIA	1
MB25MC3	Introduction to Sustainability	CIA	1
MB25MC4	Women in Leadership - Inspiring Positive Change	CIA	1
MB25MC5	Generative AI in Marketing	CIA	1
MB25MC6	Launch your Online Business	CIA	1
MB25MC7	Generative AI for HR Professionals	CIA	1

SEMESTER III

Code	Title	Mode	Credits
MB25MC11	Portfolio Selection and Risk Management	CIA	1
MB25MC12	FinTech and the Transformation in Financial Services	CIA	1
MB25MC13	Diversity and Inclusion for HR Professionals	CIA	1
MB25MC14	Compensation and Benefits	CIA	1
MB25MC15	Toyota Production System and AHA Organizations	CIA	1
MB25MC16	Six Sigma Principles	CIA	1
MB25MC17	Sustainable Marketing and Consumer Trends	CIA	1
MB25MC18	Integrated Marketing Communications	CIA	1

SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

SEMESTER 3				
Course Code	Course Title	Level	Mode	Credits
MB25SMT	Strategic Management	Advanced	CIA + ESE	3
MB25LAB	Legal Aspects of Business	Advanced	CIA	2
MB25DGT	Digital Transformation (Multidisciplinary)	Advanced	CIA	3
	Elective - 01	Advanced	CIA + ESE	3
	Elective - 02	Advanced	CIA + ESE	3
	Elective - 03	Advanced	CIA + ESE	3
	Elective - 04	Advanced	CIA + ESE	3
MB25CIP	Community Immersion Programme	Applied	CIA	3
MB25DT3 / MB25SAB	Design Thinking Project / Study Abroad Programme	Applied	CIA	2
Total				25

Course Title: STRATEGIC MANAGEMENT
Course Code: MB25SMT

Course Outcomes

CO1: Analyse the internal and external environmental factors that influence a business (K4)
 CO2: Compare the strategies at different levels of organization (K5)
 CO3: Evaluate business-level strategies considering industry environment and technological advancements. (K5)
 CO4: Evaluate appropriate strategies for managing a business successfully in a global context. (K5)
 CO5: Assess various control measures required in an organization for effective decision making. (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 Hours)

Strategic Leadership

Strategic Leadership - Competitive Advantage - Strategy Making Process - External Analysis.

Part 2 (9 Hours)

Strategy Formulations

Internal Analysis - Competitive Advantage through Functional level Strategies.

Part 3 (9 Hours)

Business Level Strategy

Business Level Strategy - Business Level Strategy and the Industry Environment - Strategy and Technology.

Part 4 (9 Hours)

Corporate Level Strategy

Strategy in the Global Environment - Corporate Level Strategy: Horizontal Integration, Vertical Integration and Strategic Outsourcing - Corporate Level Strategy: Related and Unrelated Diversification.

Part 5 (9 Hours)

Strategic Control

Establishing strategic control - Premise control - Strategic surveillance - Special alert control - Balanced Scorecard methodology.

Pedagogy

Lecture, Case Discussion, Article Review

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Peer Evaluation	Critical Thinking, Global Orientation, Learnability	20
CO2	Seminar	Critical Thinking, Global Orientation, Learnability	20
CO3	Seminar	Critical Thinking, Learnability	20
CO4	Assignment	Critical Thinking, Global Orientation, Learnability	20
CO5	Case Discussion	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Hill, Charles W.L., Schilling Melissa A., and Gareth Jones R. (2022). Strategic Management: Theory: An Integrated Approach, 13/e, Cengage India.

Reference Books

1. Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce, Safal Batra, (2023). Strategic Management: Concepts and Cases, 4/e (Indian adaptation), Willey India.
2. Pearce, A. John, Robinson, B. Richard and Mital, Amita (2017). Strategic Management: Formulation, Implementation and Control, 12/e (Special Indian Edition), McGraw Hill Education.
3. Thomas Wheelen L., David Hunger J., Alan Hoffman N., Charles Bamford E. and Purva Kansal (2018). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15/e, Pearson India.
4. Dess Gregory G., McNamara Gerry, Lee Seyng-Hyun (2021). Strategic Management, 9/e, McGraw Hill Education.

Course Title: LEGAL ASPECTS OF BUSINESS
Course Code: MB25LAB

Course Outcomes

CO1: Outline the fundamentals of business and commercial laws with significant focus from a management student's perspective (K2)

CO2: Examine in-depth the various aspects of commercial laws and their contemporary relevance to businesses (K4)

CO3: Assess the need for progressive development of commercial law in India to suit the emerging needs and innovative ways in which business is being done (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (12 hours)

Contracts

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

Part 2 (6 hours)

Partnerships

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

Part 3 (12 hours)

The Companies Act

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus - Memorandum and Articles, Share Capital and Debentures, Membership - Management, Meetings and Winding Up of Company - Limited Liability Partnership - Intellectual Property Right - Legal Compliances for starting a business.

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Seminar	Critical Thinking, Learnability	40
CO2	Assignment	Critical Thinking, Learnability	20
CO3	Assignment	Critical Thinking, Learnability	40

Text Book

Kumar, Ravinder (2021). Legal Aspects of Business, 5/e, Cengage India.

Reference Books

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

Course Title: DIGITAL TRANSFORMATION
Course Code: MB25DGT

Course Outcomes

- CO1: Examine the foundations, strategies and leadership perspectives of digital transformation in organizations. (K4)
 CO2: Analyze digital business models and emerging technologies enabling digital transformation. (K4)
 CO3: Examine the role of data-driven decision making and Artificial Intelligence in digital business transformation. (K4)
 CO4: Analyze digital operations, product management and agile practices for organizational transformation. (K4)
 CO5: Assess cyber security, privacy and sustainability issues in digital transformation environments. (K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Foundations and Strategy of Digital Transformation

Key Enablers and Challenges of Digital Transformation - Measuring Digital Transformation Success - Digital Transformation Strategy and Digital Matrix - Enterprise Architecture and Ecosystem Integration - Omnichannel and Phygital Journeys - Risk Management - Corporate Strategy and Digitalization - Digital Vision, Leadership and Transformation Initiatives.

Part 2 (9 hours)

Digital Business Models and Emerging Technologies

Digital Business Models - Data as an Asset - Platform, Sharing, Subscription and Freemium Models - Emergence of Prosumer and Future Trends in Digital Business - Cloud Services and Low-code Platforms - Immersive Technologies - IoT and Digital Twins - Blockchain - Robotic Process Automation - Edge and Quantum Computing.

Part 3 (9 hours)

Data-Driven Decision Making and Artificial Intelligence

Data-Driven Decision Making and Optimization - Data Analytics Techniques - Data Governance, Privacy and Ethics - Data Monetization and Enterprise Data Strategy - AI and Machine Learning Applications - AI-powered Automation - AI Infrastructure - Economics, Ethics and Governance of AI.

Part 4 (9 hours)

Digital Operations and Product Management

Digital Integration of Business Processes - Digital Supply Chain, Marketing and Sales - Automation and Data Analytics for Operational Excellence - Risks in Business Operations - Sustainable Digital Transformation - Digital Product Management and Customer Journey Mapping - Agile Methodologies, Lean Startup and DevOps Culture - Agile Tools and Technologies.

Part 5 (9 hours)

Cyber Security and Sustainability in Digital Transformation

Digital Identity Systems and Open Data Platforms - Cyber Security Threats in the Digital World - High-impact Cyber Security Attacks - Zero Trust Security Model - AI and Cyber Security - Security in Emerging Technologies - Regulatory Compliance and Security Standards - Human Factors in Cyber Security - Data Privacy, Ethics and Sustainability in Digital Transformation.

Pedagogy

Lecture, Exercise, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making, Critical Thinking	20
CO2	Exercise	Problem Solving, Learnability	20
CO3	Case Discussion	Critical Thinking, Learnability	20
CO4	Seminar	Decision Making, Critical Thinking	20
CO5	Assignment	Problem Solving, Learnability	20

Text Book

Gupta, S. (2025). Digital transformation. McGraw Hill Education.

Reference Books

1. Almeida, F. (2023). Digital transformation: How to lead business transformation through digital platforms. CRC Press.
2. Digital Transformation: Technology, Tools, and Studies. (2024). Germany: Springer Nature Switzerland.

Course Title: COMMUNITY IMMERSION PROGRAMME
Course Code: MB25CIP

Course Outcomes

CO1: Identify the issues or problems in the chosen community (K3)
 CO2: Determine solutions and action plans to address the chosen issue (K5)
 CO3: Develop and execute the chosen plan with measurable outcomes (K6)

CO-PO Mapping

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

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

Overview

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

Guidelines

Students shall undertake a survey of the chosen community and submit a problem statement that they would be addressing in about 500 words. Upon approval from the faculty guide, they shall later submit a detailed plan of action for the stated problem comprising of how the problem will be addressed, with whom they are associating (if any), and the timeline for executing the plan, with expected outcome and impact. Each team is expected to execute the proposed plan of action and at the end of the semester 3, a detailed report shall be submitted on the outcome of the Programme, the impact it has created in the community and the learning. Each team will make a presentation on their work and a panel of two members will evaluate the presentation. The

programme will not only transform the students' perspectives on their responsibility towards the community, but also transform the lives of the community, empowering them to lead better lives thereafter.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Report (Problem Statement)	Critical Thinking	25
CO2	Report (Action Plan))	Critical Thinking, Social Responsibility	25
CO3	Presentation & Report (Execution)	Problem Solving, Social Responsibility, Teamwork, Learnability	50

Course Title: DESIGN THINKING PROJECT

Course Code: MB25DT3

Course Outcomes

CO1: Analyse how an idea is developed into a prototype and how user feedback during testing phase helps improve the solution for real-life use (K4)

CO2: Develop suitable strategies or actions that support the improvement and implementation of solution within the chosen organization (K5)

CO-PO Mapping

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

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

Overview

The primary objective of the Design Thinking Project is to help students understand real-life problems faced by organizations and apply what they have learned to find meaningful solutions. Through 30 hours of field work with a chosen organization, students will explore challenges, use design thinking process like empathy, idea generation, and solution development to address real issues. This project connects classroom learning with real-world experience. It helps students improve their problem-solving and decision-making skills by studying real scenarios, gathering and analysing information, and working toward practical outcomes.

Guidelines

At the end of the field work students' have to submit a project diary and make a presentation that focuses on

- The needs or experiences or challenges of the users through observation, interaction and research
- The core problem based on insights gathered
- Creative ideas, alternatives, and innovative solutions
- How the creative solutions can be implemented

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Report (Project Diary)	Critical thinking, Problem Solving, Learnability	50
CO2	Presentation	Critical thinking, Problem Solving, Learnability	50

Course Title: STUDY ABROAD PROGRAMME
Course Code: MB25SAB

Course Outcomes

CO1: Apply global exposure and cross-cultural learning experiences to broaden their understanding of international practices and professional environments (K3)

CO-PO Mapping

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

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

Overview

The primary objective of the Study Abroad Programme (SAB) is to provide global exposure to the students. Students who are interested shall choose to pursue any short-term course offered by the partnering institutions abroad for a period of two to four weeks. Students who choose SAB will be exempted from Design Thinking Project.

Guidelines

At the end of the SAB students' have to make a presentation about their cross-cultural experiences and key learnings.

Note: The evaluation and grading for SAB will be based on two components. Course Completion Grades will be prorated to 50% and the grades secured on the presentation made will be pro-rated to the remaining 50%.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Presentation	Global Orientation, Learnability	100

ELECTIVE COURSES

ENTREPRENEURSHIP		
No.	Code	Title
1	MB25BPD	Business Plan Development
2	MB25ENF	Entrepreneurial Finance
3	MB25FBM	Family Business Management
4	MB25NPM	New Product Management

Course Title: BUSINESS PLAN DEVELOPMENT
Course Code: MB25BPD

Course Outcomes

CO1: Demonstrate knowledge in identifying the target market opportunities and screening business ideas (K3)

CO2: Apply business planning tools to define value, market, and model frameworks (K3)

CO3: Analyse organizational structure and operations for effective venture planning (K4)

CO4: Prepare a business plan and deliver an effective presentation (K5)

CO5: Explain the systematic approach to forecast demand and estimate returns (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Starting the Process

Need for Planning - Developing and Screening Business Ideas - Feasibility Analysis - Identifying Customer Needs - Environmental Scanning.

Part 2 (9 hours)

Business Plan Preliminaries

Introductory Material - The Executive Summary - Industry Analysis - Market Analysis - Value Proposition - Business Model Framework.

Part 3

Organising the Venture

Management Team - Company Structure - The Organizational Plan - Operations Plan - Human Resource Plan.

Part 4 (9 hours)

Business Plan Essentials

Marketing Plan - Product Development Plan - The Financial Plan - Presenting the Business Plan.

Part 5 (9 hours)

The Financials

Financial Projections - Demand Forecasting - Technical Analysis - Financial Estimates.

Pedagogy

Lecture, Case Discussion, Exercise, Business Plan

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Learnability	20
CO2	Exercises	Critical Thinking, Learnability	20
CO3	Assignment	Critical Thinking, Learnability	20
CO4	Presentation (Business Plan)	Critical Thinking, Entrepreneurship, Learnability	20
CO5	Assignment	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Barringer, R. Bruce (2021). Preparing Effective Business Plans: An Entrepreneurial Approach, 2/e, Pearson India.

Reference Books

1. Chandra, Prasanna (2023). Projects - Planning, Analysis, Selection, Financing, Implementation and Review, 10/e, McGraw Hill Education.
2. Abrams, Rhonda (2019). The Successful Business Plan: Secrets & Strategies, 7/e, Prentice Hall.

Course Title: ENTREPRENEURIAL FINANCE
Course Code: MB25ENF

Course Outcomes

CO1: Explain the entrepreneurial process and financial principles throughout the venture life cycle. (K2)

CO2: Analyse venture operations using financial statements and breakeven analysis. (K4)

CO3: Apply cash flows analysis, cost of capital, and valuation methods in early-stage ventures (K3)

CO4: Analyse various financing sources and their implications for venture growth (K4)

CO5: Analyse exit and turnaround strategies for financially troubled ventures (K4)

CO-PO Mapping

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

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

3 - Strong Correlation, 2 - Medium Correlation, 1 - Low Correlation, 0- No Correlation

Course Coverage

Part 1 (9 Hours)

Introduction to Entrepreneurial Finance

The Entrepreneurial Process - Entrepreneurship Fundamentals - Sources of Entrepreneurial Opportunities - Developing Business Idea - Principles of Entrepreneurial Finance - Role of Entrepreneurial Finance - The Successful Venture Life Cycle.

Part 2 (9 Hours)

Organizing and Operating the Venture

Organizing and Financing a New Venture - Preparing and Using Financial Statement - Operating Breakeven Analysis.

Part 3 (9 Hours)

Planning For the Future

Managing Cash Flow - Cash Flow Activities - Cost of Capital - Valuing Early-Stage Ventures - Valuation Methods.

Part 4 (9 Hours)

Structuring Financing for the Growing Venture

Raising Capital - Sources of Capital - Debt Financing - Types - Sources - Equity Financing - Financing of Minorities and Women - Crowdfunding.

Part 5 (9 Hours)

Exit and Turnaround Strategies

Financially Troubled Ventures - Planning an Exit strategy - Valuing the Enterprise - Systematic Liquidation - Outright Sale.

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO2	Exercise	Critical Thinking, Decision Making, Learnability	20
CO3	Assignment	Critical Thinking, Learnability	20
CO4	Presentation	Critical Thinking, Learnability	20

CO5	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

J. Chris Leach, Ronald W. Melicher (2021). *Entrepreneurial Finance*, 7/e, Cengage India.

Reference Books

1. Marco Da Rin, Thomas Hellmann (2020). *Fundamentals of Entrepreneurial Finance*, 1/e, Oxford University Press.
2. Jeffrey R. Cornwall, David O. Vang, Jean M. Hartman (2015). *Entrepreneurial Financial Management: An Applied Approach*, 3/e; Chennai: Yes Dee.

Course Title: FAMILY BUSINESS MANAGEMENT
Course Code: MB25FBM

Course Outcomes

CO1: Explain the need for governance and professionalism in family enterprises (K2)
 CO2: Examine the evolution of family businesses (K4)
 CO3: Analyse the significance of the structure of family business models (K4)
 CO4: Analyse strategies for family business management (K4)
 CO5: Assess family business valuation approaches (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Fundamentals of a Family Business

Nature, Importance and Uniqueness of Family Business - The Family Dynamics Challenge
 - The Ownership Challenge - The Governance and Professionalism Challenge.

Part 2 (9 hours)

Diagnosing the Family Business

Creating Conditions for the Continued Spirit of Enterprise - The 12S Model of Family Business - Succession - Development and Selection of the Next Generation - Transfer of Power.

Part 3 (9 hours)

The Future of Family Business

Change, Adaptation and Innovation - Three States of Evolution - Family Business Governance - Boards of Directors - Family Councils - Family Offices - Family Meetings.

Part 4 (9 hours)

Strategic Planning in Family Business

Creating Value with Unique Business Models - Strategic Regeneration - Transgenerational Entrepreneurial Ventures - Estate Planning - The Owners Plan.

Part 5 (9 hours)

Management of Family Businesses

Financial and Wealth Management in the Family Business - Business Valuation - Key Nonfamily Management - Commitment to Managing the Family Business Professionally - Extending the Family Business Culture to Nonfamily Managers.

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Reflective Thinking	20
CO2	Field Study	Critical Thinking, Entrepreneurship, Reflective Thinking	20
CO3	Assignment	Critical Thinking, Reflective Thinking	20
CO4	Case Discussion	Critical Thinking, Decision Making, Interpersonal	20
CO5	Seminar	Critical Thinking, Entrepreneurship, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Poza J., Ernesto, Daugherty S., Mary (2018). Family Business, 5/e, Cengage India.

Reference Books

1. Zellweger Thomas (2017). Managing the Family Business: Theory and Practice, 1/e, UK: Edward Elgar Publishing
2. Leach Peter, Dixit Tatwamasi (2015). Indian Family Business Mantras, 1/e, New Delhi: Rupa Publications
3. Leach Peter (2007). Family Businesses: The Essentials, 1/e, London: Profile Books Ltd

Course Title: NEW PRODUCT MANAGEMENT
Course Code: MB25NPM

Course Outcomes

CO1: Identify the strategic aspects of product development (K3)
 CO2: Examine product concepts to meet market requirements (K4)
 CO3: Analyse product concepts using various tools and criteria (K4)
 CO4: Analyse the product development process systematically (K4)
 CO5: Evaluate and recommend a strategic plan for product launch (K5).

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Overview; Opportunity Identification and Selection

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

Part 2 (9 hours)

Concept Generation

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

Part 3 (9 hours)

Concept Evaluation

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

Part 4 (9 hours)

Product Development

Product Protocol - Product Design - Product Architecture - Prototype Development - Development Team Management - Product Use Testing.

Part 5 (9 hours)

Product Launch

Strategic Launch Planning - Target Market Decision - Implementation of the Strategic Plan - Market Testing - Launch Management.

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	20
CO2	Exercise	Critical Thinking, Entrepreneurship	20
CO3	Seminar	Critical Thinking, Learnability	20
CO4	Exercise	Decision Making, Learnability	20
CO5	Assignment	Critical Thinking, Entrepreneurship, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Crawford, Merle & Benedetto, Di Antony (2020). New Product Management, 12/e, McGraw Hill Education.

Reference Books

1. Trott, Paul (2017). Innovation Management and New Product Development, 7/e, Pearson India.
 2. Ulrich, Karl, Eppinger Steven & Yang, C Maria (2020). Product Design and Development, 7/e, McGraw Hill Education.
 3. Barringer R. Bruce. Ireland, R. Duane (2020). Entrepreneurship: Successfully Launching New Ventures, 6/e, Pearson India.
 4. Coleman, Susan, Kariv, Dafna (2015). Creating the Social Venture, Routledge.
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ELECTIVE COURSES

FINANCE		
No.	Code	Title
1	MB25BAI	Banking and Insurance
2	MB25FNM	Financial Markets
3	MB25FNS	Financial Services
4	MB25SAP	Security Analysis and Portfolio Management

Course Title: BANKING AND INSURANCE
Course Code: MB25BAI

Course Outcomes

CO1: Analyze the structure of the Indian financial system and identify key sources of bank funds (K4)
 CO2: Analyse the use of bank funds and credit processes (K4)
 CO3: Evaluate innovative banking solutions in retail, international, and digital banking (K5)
 CO4: Appraise the principles and regulatory framework of the insurance sector (K5)
 CO5: Justify insurance solutions using life and general insurance concepts (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Banking and Sources of Bank Funds

Indian Financial and Banking System Overview - Current Issues and Future Challenges - Monetary Policy - Implications for Bank Management - Sources of Funds.

Part 2 (9 hours)

Uses of Bank Funds

Uses of Bank Funds-Lending Function-Fund Based and Non-Fund Based Lending - Credit Process - Credit Delivery- Credit Monitoring, Sickness, and Rehabilitation - Managing Credit Risk - Managing Market Risk - NPA management and asset reconstruction.

Part 3 (9 hours)

Retail Banking

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

Part 4(9hours)

Introduction to Risk Management and Insurance

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

Part5(9hours)

Life Insurance and General Insurance

Fundamentals of Life Insurance-Types-Claim Management of Life Insurance-Introduction to General Insurance - Function of Insurers - Underwriting - Reinsurance - ESG practices in banking and insurance - Future of banking and insurance industry.

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO2	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO3	Exercise	Critical Thinking, Learnability	20
CO4	Assignment	Critical Thinking, Learnability	20
CO5	Project (Insurance Plan)	Critical Thinking, Decision Making, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Suresh, Padmalatha and Paul, Justin (2018). Management of Banking and Financial Services, 4/e, Pearson India.

Reference Books

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

Course Title: FINANCIAL MARKETS

Course Code: MB25FNM

Course Outcomes

- CO1: Examine the functions of money markets (K4)
 CO2: Examine the role of capital and other markets (K4)
 CO3: Examine the role of intermediaries and different methods of issue (K4)
 CO4: Examine the trading mechanism (K4)
 CO5: Examine the role of regulators in protecting investor's Interest (K4)

CO-PO Mapping

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

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

Course Coverage**Part 1 (9 hours)***Introduction to Financial and Money Market*

Financial Market - Role - Functions and Constituents - Call money market - Commercial paper market - Commercial bill market - Certificate of deposit market - Treasury bill market.

Part 2 (9 hours)*Capital Market*

Indian Capital Market - Evolution and Growth - Capital Market Instruments - Capital Market Reforms - Foreign Exchange Market - Global Financial Markets - Derivatives Market.

Part 3 (9 hours)*New Issues Market*

Public Issue of Securities - Modes of Issue and Role of Intermediaries - New Issue Market (NIM) - A conceptual framework.

Part 4 (9 hours)*Secondary Market*

Stock Exchange - Functions - Trading and Regulatory framework - Indian stock exchanges - Insider Trading - Speculation - Listing and delisting.

Part 5 (9 hours)*Regulation*

Investor Protection - Role and Functions of RBI - Securities Contract (Regulation) Act - Powers and Functions of SEBI.

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
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CO1	Seminar	Critical Thinking, Learnability	20
CO2	Exercise	Critical Thinking, Learnability	20
CO3	Exercise	Critical Thinking, Learnability	20
CO4	Case Discussion	Critical Thinking, Learnability	20
CO5	Assignment	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Gurusamy, S. (2023). Financial Markets and Institutions, 5/e, Vijay Nicole Imprints.

Reference Books

1. Mishkin S Frederic and Eakins Stanley (2024). Financial Markets and Institutions, 10/e, Pearson India.
 2. Bharti Pathak (2024). Indian Financial System, Markets, Institutions & Services, 6/e, Pearson India.
 3. Jeff Madura (2022). Financial Markets and Institutions, 13/e, Cengage India.
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Course Title: FINANCIAL SERVICES
Course Code: MB25FNS

Course Outcomes

CO1: Analyze the functioning of the financial service industry (K4)
 CO2: Examine financial products offered by financial services organization (K4)
 CO3: Analyse the financial service options based on industry information (K4)
 CO4: Analyse and devise strategies to promote venture capital financing and mutual funds (K4)
 CO5: Analyse the significance of advisory financial services (K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Financial Services

Financial Services - Concept, Participants and Functions, Regulatory Frame work, Non-Banking Financial Companies - Recent Trends.

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

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

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

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

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

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

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

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

Pedagogy

Lecture, Field Study, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Seminar	Critical Thinking, Learnability	20
CO2	Field Study	Critical Thinking, Decision Making, Learnability	20
CO3	Assignment	Critical Thinking, Problem Solving, Learnability	20
CO4	Case Discussion	Decision Making, Global Orientation, Learnability	20
CO5	Seminar	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Khan, M.Y. (2019). Financial Services, 10/e, McGraw Hill Education.

Reference Books

1. Thummuluri Siddaiah (2015). Financial Services, 1/e(reprint), Pearson India.

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

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MB25SAP

Course Outcome

CO1: Analyse the investment environment, objectives, and alternatives in securities markets (K4)

CO2: Analyse investment performance based on risk-return analysis (K4)

CO3: Analyse economic, industry, and company factors using fundamental analysis (K4)

CO4: Analyse advanced trading strategies using technical analysis to forecast market trends (K4)

CO5: Evaluate portfolio efficiency using CAPM/APT models and apply performance evaluation techniques (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9hours)

Introduction to Securities

Investment - Objectives - Need - Investment Vs. Speculation, Investment Process, Investment alternatives, Markets for securities and their functions, Institutional Investors and changing markets.

Part 2 (9hours)

Risk and Return

Risk - Types - Measurement - Beta Estimation - Systematic and Unsystematic risk, Risk in Contemporary mode - Security returns - Measurement.

Part 3 (9hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision - Industry Analysis - Industry life cycle; Company Analysis - Internal and External Information - ESG considerations in investment decisions.

Part 4 (9hours)

Technical Analysis

Fundamental Vs Technical Analysis - Charting Techniques-Market Indicators-Patterns - Quantitative Analysis and Technical Analysis-Evaluation of technical trading rules using historical data - Market sentiment indicators.

Part5(9hours)

Efficient Market Theory & Portfolio Analysis

Random walk - Forms Efficient market hypothesis - CAPM - APT - Portfolio process - Portfolio Selection - Performance evaluation using Sharpe/Alpha/Treynor ratios - Algorithmic trading- Algorithmic trading applications in portfolio management.

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

Pedagogy

Lecture, Exercise, Peer learning, Trading

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO2	Exercise	Critical Thinking, Learnability	20
CO3	Seminar	Learnability	20
CO4	Exercise (Market Analysis)	Critical Thinking, Decision Making, Learnability	20
CO5	Assignment	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

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

Reference Books

1. Fischer, E. Donald and Ronald, J. Jordan (2022). Security Analysis and Portfolio Management, 7/e, Pearson India.
2. Shalini Talwar (2020). Security Analysis and Portfolio Management, 1/e, Cengage India.

ELECTIVE COURSES

HUMAN RESOURCES		
No.	Code	Title
1	MB25EMR	Employee Relations
2	MB25LAD	Learning and Development
3	MB25PMS	Performance Management System
4	MB25TAD	Talent Acquisition and Deployment

Course Title: EMPLOYEE RELATIONS
Course Code: MB25EMR

Course Outcomes

CO1: Identify the foundational principles of employee relations and their role in organizational contexts (K3)
 CO2: Analyze the legal frameworks governing labor relations in India, including recent labor codes (K4)
 CO3: Examine the role of trade unions, collective bargaining, and dispute resolution mechanisms (K4)
 CO4: Analyse the impact of labor laws on HR practices and organizational policies (K4)
 CO5: Evaluate comprehensive employee relations strategies by critically analyzing statutory and non-statutory welfare measures to ensure legal compliance, employee well-being, and an inclusive workplace environment (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 Hours)

Introduction to Employee Relations

Definition, scope, and importance of employee relations - Historical evolution and contemporary trends in India - Role of HR in fostering effective employee relations- Factors influencing employee relations: organizational culture, leadership, communication.

Part 2 (9 Hours)

Legal Framework of Labour in India

Overview of Indian labor legislation - The four labor codes: Code on Wages, 2019; Industrial Relations Code, 2020 - Code on Social Security, 2020 - Occupational Safety, Health and Working Conditions Code, 2020 - Implications of labor codes on HR practices.

Part 3 (9 Hours)

Trade Unions and Collective Bargaining

Role and functions of trade unions - The Trade Unions Act, 1926: registration, rights, and liabilities - Collective bargaining: process, levels, and outcomes - Challenges and strategies in union-management relations.

Part 4 (9 Hours)***Dispute Resolution and Grievance Handling***

Types and causes of industrial disputes - Dispute resolution mechanisms: conciliation, arbitration, adjudication - Grievance redressal procedures and best practices - Role of labor courts and tribunals.

Part 5 (9 Hours)***Employee Welfare, POSH Compliance, and Legal Obligations***

Employee Welfare Measures: Statutory and non-statutory welfare provisions - Social security legislations: Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - Employees' State Insurance Act, 1948 - Maternity Benefit Act, 1961 - Occupational health and safety standards - Prevention of Sexual Harassment (POSH) Act, 2013: Background: Vishakha Guidelines and the need for legislation - Key provisions of the POSH Act.

Pedagogy

Lecture, Assignment, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Problem Solving, Learnability	20
CO2	Exercise	Critical Thinking, Learnability	20
CO3	Case Discussion	Critical Thinking, Problem Solving, Learnability	20
CO4	Case Discussion	Critical Thinking, Problem Solving, Decision Making, Learnability	20
CO5	Presentation	Critical Thinking, Problem Solving, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Mamoria, C.B., Mamoria, S., & Gankar, S.V. (2022). Dynamics of Industrial Relations, 19/e, Himalaya Publishing House.

Reference Books

1. Piyali Ghosh, Shefali Nandan, (2015) Industrial Relations and Labour Laws, McGraw-Hill Education.
2. Kapoor, N.D. (2021). Elements of Industrial Law, 15/e, Sultan Chand & Sons
3. Taxmann (2023). Labour Laws, Taxmann Publications.
4. Srivastava, S.C. (2020). Industrial Relations and Labour Laws, 6/e, Vikas Publishing.

Course Title: LEARNING AND DEVELOPMENT
Course Code: MB25LAD

Course Outcomes

CO1: Explain how business strategy influences the type and amount of training (K2)
 CO2: Apply the needs assessment methods and conduct a needs assessment for a set of employees in small or medium organisations (K3)
 CO3: Design and develop a training programme (K4)
 CO4: Compare the strengths and weaknesses of various training methods (K5)
 CO5: Evaluate the issues and future trends in learning and development (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

The Context for Training and Development

Introduction to Employee Training and Development, Key Components of Learning, Forces Influencing Working and Learning - Strategic Training and Development Process - Organisational Characteristics that Influence Training - Training Needs in Different Strategies.

Part 2 (9 hours)

Training Needs Assessment, Learning and transfer of training

Needs assessment - Methods Used in Needs Assessments - The Needs Assessment Process - Competency Models (Zoho People) - Learning Theories - Transfer of Training Theory - The Learning Process - Instructional Emphasis for Learning.

Part 3 (9 hours)

Designing Training and Training Evaluation

Considerations in Designing, Reasons for Evaluating Training - Overview of Evaluation Process (Zoho People) - Outcomes Used in Evaluation for Training Programmes - Determining whether Outcomes are Appropriate - Evaluation Practices - Evaluation Designs - Determining Return on Investment.

Part 4 (9 hours)

Training and Development Methods

Traditional Training Methods - Presentation Skills - Hands-on Methods - Group Building methods - Technology Based Training Methods - Computer-Based Training, Online

Learning, Web-Based Training, Learning Management Systems - Choosing New Technology Training Methods - E-Learning (Zoho People), Employee Development and Career Management, The Relationship among Development, Training and Careers, Approaches to Employee Development.

Part 5 (9 hours)

Social Responsibility and the Future

Employee Development and Career Management, The Relationship among Development, Training and Careers, Approaches to Employee Development Career Challenges facing a Multigenerational Workforce - Career Paths and Dual Career Paths - Career Recycling - The Future of Training and Development - Increased Use of New Technologies for Training Delivery and Instruction.

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Critical Thinking, Learnability	20
CO2	Assignment	Critical Thinking, Learnability	20
CO3	Assignment	Critical Thinking, Learnability	20
CO4	Case Discussion	Critical Thinking, Learnability	20
CO5	Case Discussion	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2023). Employee Training and Development, 9 /e, McGraw Hill Education.

Reference Books

1. Saks, Alan M. and Haccoun, Robert R (2019). Managing Performance through Training and Development, 8/e, Cengage India.
2. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). Effective Training, 5/e, Pearson India.
3. Bhattacharyya, Dipak Kumar (2015). Training and Development: Theories and Application, Sage Publications.
4. A book on ZOHO PEOPLE, Volume 1, 978-81-996601-0-6.
5. A book on ZOHO RECRUIT, Volume 1, 978-81-996601-8-2.

Course Title: PERFORMANCE MANAGEMENT SYSTEM
Course Code: MB25PMS

Course Outcomes

- CO1: Explain the strategic relevance of Performance Management Systems (K2)
 CO2: Explain the role of competencies in enhancing organizational performance (K2)
 CO3: Identify various performance assessment & appraisal methods (K3)
 CO4: Apply technology-enabled approaches for continuous engagement in PMS (K3)
 CO5: Analyse the contemporary issues in performance management (K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Performance Management

Performance Management - Overview - Concept - Scope and Significance - Defining Performance - Planning performance - Identifying Performance areas - KPIs & KRAs - Linking Strategic Planning & Performance Management - Defining & Building Competencies - Ulrich's HR Model - AMO Framework.

Part 2 (9 hours)

Strategic Metrics and Performance Architecture

Communication of Performance Expectations - Performance Definitions and Measurements - Metrics for Individual & Team performance - Applications - Linking Metrics to Rewards - Types of Metrics - Leading & lagging indicators - Desirable Characteristics of Performance Metrics - Performance Management Frameworks - Balance Score Card- MBO - OKR-Competency based framework.

Part 3 (9 hours)

Performance Assessment & Analysis

Performance Appraisal - Objectives - Steps - Methods - Potential Appraisal - Biases in Performance Appraisal - E-appraisals- Rater errors- Tools for Performance Management Review - Nine Box Talent grids - Bell Curve Method- Effective Performance Counselling - Performance Analysis for Organisational Development.

Part 4 (9 hours)

Technology for Continuous Engagement in PMS

Performance Management Tools - Popular HRMS- Zoho People, Darwin box, SAP Success Factors - HRIS - Role of technology in PMS - Performance visualization tools - Tableau, Google Data Studio, Excel dashboards, HRMS dashboards - AI in Performance Management - Coaching & Feedback - Models: SBI, GROW, COIN -

Behavioural nudges - Continuous listening - Agile PMS - frequent check-ins- Real-time & peer feedback - Self-management through PMS.

Part 5 (9 hours)

Decisions based on Performance

Using performance management data for HR decisions- Pay for Performance Plans - Incentive Schemes - Type - Performance related Compensation Design - Benefits - Failures - Performance based Career Planning - Career Development and Succession Planning- Best practices in PMS - Performance management through Assessment & Development centres -link with innovation & risk taking - Ethical & legal issues in PMS - Role of people analytics - The Future of Performance Management Systems - Global PMS practices - Cultural and legal perspectives.

Pedagogy

Lecture & Discussion, Exercises, Seminar, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO2	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO3	Seminar	Critical Thinking, Decision Making, Learnability	20
CO4	Assignment	Critical Thinking, Learnability	20
CO5	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Chawla, N. & Rao, T. V. (2024). Performance Management-Path to growth & Excellence, 1/e, Taylor & Francis.

Reference Books

1. Basu Roy, Anindya & Sumati Ray (2025). Competency-Based Human Resource Management, Revised 1/e, Sage Publications.
2. A book on ZOHO PEOPLE, Volume 1, 978-81-996601-0-6.

Course Title: TALENT ACQUISITION AND DEPLOYMENT
Course Code: MB25TAD

Course Outcomes

CO1: Explain how human resource planning helps in recruitment and selection process (K2)

CO2: Explain the Job Analysis Methods (K2)

CO3: Apply strategic tools for recruitment and selection (K3)

CO4: Analyse the legal and ethical issues in recruitment and selection (K4)

CO5: Analyse the influence of career planning and career development on talent management practices (K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Essentials of Recruitment and Selection

Introduction - Definitions and Concepts of Recruitment and Selection - Recruitment and Selection functions - Recruitment Policy - E-recruitment - Recruitment and Selection in India - Manpower Demand Forecasting - Macro-Level HRP Models - Predictive Statistics for Organization Level Human Resource Planning.

Part 2 (9 hours)

Job Analysis and Profile Matching

Introduction - Position analysis Questionnaire (PAQ) and Job Analysis Methods - Personality-Based Job Analysis - Personality and Employment testing - Performance Intelligence Test - Ethical Guidelines for Psychological Testing - Recruitment and Selection Policy.

Part 3 (9 hours)

Strategic Recruitment and Selection

Introduction - Definitions and Concepts - Features & Importance of Strategic Recruitment and Selection - Modern Recruitment tools - Zoho Recruit - Keka HR - Bamboo HR - Recruitment metrics - Recruitment Analytics.

Part 4 (9 hours)

Legal and Ethical Issues in Recruitment and Selection

Legal Briefing on Recruitment and Selection in India - Ethical Due Diligence - Social Media and Recruitment Ethics - Unethical Recruitment and Selection Process.

Part 5 (9 hours)

Employee Onboarding

Introduction - Definitions and Concepts - Succession Planning and Onboarding - Importance of Career Planning - Career Development Cycle.

Pedagogy

Lecture, Assignment, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learnability	20
CO2	Assignment	Critical Thinking, Learnability	20
CO3	Seminar	Critical Thinking, Learnability	20
CO4	Case Discussion	Decision Making Skills, Learnability`	20
CO5	Case Discussion	Decision Making Skills, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Bhattacharyya, Dipak Kumar (2024), Recruitment and Selection, 1/e, Cengage India.

Reference Books

1. Carrie A. Picard (2020). Recruitment and Selection Strategies for Workforce Planning and Assessment, 1/e, Sage Publications.
2. Jean, M. Phillips (2015). Strategic Staffing, 3/e, Pearson India.
3. Barrick Murray, Field S. Hubert and Gatewood D, Robert (2011). Employee Selection in Human Resource Management, 7/e, Cengage India.
4. A book on ZOHO RECRUIT, Volume 1, 978-81-996601-8-2.

ELECTIVE COURSES

OPERATIONS		
No.	Code	Title
1	MB25LNM	Lean Manufacturing
2	MB25LSC	Logistics and Supply Chain Management
3	MB25PRM	Project Management
4	MB25TQM	Total Quality Management

Course Title: LEAN MANUFACTURING
Course Code: MB25LNM

Course Outcomes

CO1: Apply the concepts, principles, and elements of lean manufacturing in industrial environments (K3)
 CO2: Apply lean implementation tools such as Value Stream Mapping and Kaizen for process improvement (K3)
 CO3: Analyse lean system implementation techniques for identifying process inefficiencies and improving operational performance (K4)
 CO4: Assess visual management practices and Total Productive Maintenance (TPM) techniques for eliminating manufacturing waste (K5)
 CO5: Evaluate agile manufacturing paradigms and contemporary lean-agile implementation practices in organizations (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	2	-	-	-	-
CO2	2	-	3	1	-	-	-
CO3	2	-	3	1	-	-	-
CO4	3	-	3	2	-	-	-
CO5	2	2	3	-	-	-	1

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

Course Coverage

Part 1 (9 hours)

Introduction to Lean Manufacturing

Lean manufacturing overview - Need for Lean Manufacturing - Elements of Lean Manufacturing - Emergence of Lean and Agile Manufacturing Paradigm - Lean Manufacturing Rules - Origin of Lean Manufacturing at Ford and Toyota's foray into Lean - Wastes to be eliminated in Lean - Tools and Techniques applied to eliminate wastes - Introduction to Toyota Production System.

Part 2 (9 hours)

Lean Training and Implementation

Training: Selecting the Champion - Leaders and Associates - CEO Meetings - Training Schedule - Brainstorming and Selecting Projects - Voting the Ideas - Selecting Lean Leaders - Preparing Project Charter and Plan - Project Implementation and Review - Calculating Cost Savings - Training of Employees.

Part 3 (9 hours)

Lean System Implementation

Value Stream Management - Primary and Secondary Icons - Developing Value Stream Mapping - Current State Map and Future State Mapping. Concepts in application of Lean Manufacturing - Stages of 5S - 5S for Waste Elimination - Pull Production through Heijunka - Kanban Card System - Level Loading and Kanban Card Control -

Implementation - Lean Manufacturing through One-Piece Flow - Implementation - Kaizen in Lean Manufacturing Paradigm.

Part 4 (9 hours)

Visual Management and TPM

Visual Management- Visual Management Tools for eliminating Overproduction, Inventory, Delay, Transportation, Processing, Unnecessary Motion, Defective Parts, and Underutilization of People - Facilities - Implementation Procedure-TPM - Principles - Leanness through TPM - Implementation.

Part 5 (9 hours)

Agile Manufacturing

Agile Manufacturing - Criteria Agile Manufacturing Model - Implementation of Agile and Lean Manufacturing - Contemporary Scenario of Implementing Lean and Agile Manufacturing Paradigms - Consultants' Paradigm in Moderate and Smart Organizations - Practicing Managers and Researchers- Decision on Implementing Lean or Agile Manufacturing Paradigm.

Pedagogy

Lecture, Case Discussion, Exercise, Flipped Classroom, Field Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Learnability	20
CO2	Presentations	Critical Thinking, Leadership, Learnability	20
CO3	Case Discussion	Critical Thinking, Problem Solving, Teamwork	20
CO4	Exercise	Critical Thinking, Problem Solving, Leadership	20
CO5	Exercise	Critical Thinking, Problem Solving, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

S. R. Devadasan, (2012). Lean and Agile Manufacturing, PHI Learning.

Reference Book

1. Arun Desai, (2008). Lean Manufacturing: Perspectives and Application, IUP Publications.

Course Title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT
Course Code: MB25LSC

Course Outcomes

CO1: Apply logistics and warehousing principles to illustrate how customer service strategies enhance value delivery in the supply chain (K3)
 CO2: Analyse the influence of globalization, cost, and risk on strategic decisions in global supply chain and logistics operations (K4)
 CO3: Analyse supply chain decision-making by evaluating strategic fit, drivers, and approaches to manage uncertainty in both traditional and digital environments (K4)
 CO4: Analyse the role of supply chain technologies and sustainability practices in driving innovation and operational efficiency (K4)
 CO5: Evaluate distribution network design alternatives for improving responsiveness and cost efficiency in supply chain operations (K5)

CO PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Logistics Management

Concepts, scope and objectives of logistics - logistics mix - present and future perspective of logistics - role of logistics in customer value delivery chain - Customer Service: customer service attributes and phases - value added logistics services - role of customer service in logistics strategy - customer service perception and service design. Ware house Management.

Part 2 (9 hours)

Global Supply chain and logistics Management

Global Supply Chains - The Impact of Globalization on Supply Chain Networks - The Importance of Total Cost and Risk management in Global Supply chains. Scope and scale of global logistics - operational factors and challenges in global logistics - strategic issues in cross - border goods movement - Documentation - Global Logistics Strategic Issues - Building Resilience to Disruption in Supply Chains.

Part 3 (9 hours)

Understanding the Supply chain

Introduction - Importance of Supply chain Decisions - Decision Phases - Strategic Fit in Supply Chain: Competitive and Supply Chain Strategies - Achieving Strategic Fit - Supply

Chain Levers to Deal with Uncertainty - Supply chain drivers and Metrics - Supply Chains in E - Commerce.

Part 4 (9 hours)

Supply Chain Technology and Sustainability in Supply chains

SCM Software Applications - SCM - Technology Implementation - Innovations in Supply Chain - Artificial Intelligence in Supply Chain - Sustainability in Supply Chains: Green Sustainable Supply Chains - Sustainability and Supply chain Drivers - Emerging Trends in Supply chain Management.

Part 5 (9 hours)

Designing the Supply Chain Network

Factors affecting Distribution Network Design in the Supply Chain - Design Options for a distribution Network - The Role of Network Design - Factors Influencing Network design decisions - Frame work for Network Design Decisions - Designing a Broad Supply Chain Network.

Pedagogy

Lecture, Case Discussion, Experiential Learning, Field Visit, Flipped Classroom

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Critical Thinking, Decision Making	20
CO2	Case Discussion	Global Orientation, Decision Making, Learnability	20
CO3	Assignment	Critical Thinking, Problem Solving	20
CO4	Seminar	Critical Thinking, Problem Solving Learnability	20
CO5	Assignment	Critical Thinking, Problem Solving Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi (2026) Supply Chain Management: Strategy, Planning and Operation, 8/e, Pearson India.

Reference Books

1. Vinod V. Sople, (2012), Logistics Management, 3/e, Pearson India.
2. Coyle, John J., Langley Jr., C. John, & Gibson, Brian. Supply Chain Management: A Logistics Perspective. Cengage India.
3. Bowersox, Donald J., Closs, David J., Cooper, M. Bixby, & Bowersox, John C. (2018). Supply Chain Logistics Management, 5/e, McGraw-Hill Education.

Course Title: PROJECT MANAGEMENT
Course Code: MB25PRM

Course Outcomes

CO1: Apply the fundamental concepts, principles and process groups of project management in organisational settings (K3)
 CO2: Organize project planning, integration and stakeholder management processes for effective project execution (K3)
 CO3: Analyse project scope, schedule, cost, quality, risk and procurement management techniques for managerial decision making (K4)
 CO4: Examine Agile methodologies, governance practices and digital project management tools in contemporary project environments (K4)
 CO5: Evaluate integrated project management plans incorporating leadership, monitoring, control and project closure practices (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Project Management and Project Environment

Definition, Importance and Evolution of Project Management - Role of PMI and PMBOK® Guide - Projects versus Operations - Organisational Structures and Culture - Stakeholder Engagement - Governance and Ethics.

Part 2 (9 hours)

Process Groups, Knowledge Areas and Integration Management

Overview of Five Process Groups: Initiating, Planning, Executing, Monitoring & Controlling and Closing - Integration with Ten Knowledge Areas - Project Charter Development - Project Management Plan - Directing and Managing Project Work - Change Control and Knowledge Management.

Part 3 (9 hours)

Scope, Schedule, Cost, Quality and Resource Management

Requirement Collection and Scope Definition - Work Breakdown Structure (WBS) - Zoho Project - Scheduling Techniques using CPM, PERT and Agile Approaches - Cost Estimation and Budgeting - Earned Value Management - Quality Planning, Assurance and Control - Human Resource Planning - Team Development and Leadership Styles - modification.

Part 4 (9 hours)

Communication, Stakeholder, Risk and Procurement Management

Communication Planning and Management - Stakeholder Identification, Analysis and Engagement Strategies - Risk Identification - Qualitative and Quantitative Risk Analysis - Risk Response Planning and Monitoring - Procurement Processes - Contract Management - Vendor Management.

Part 5 (9 hours)

Agile Project Management, Ethics and Industry Applications

PMI Code of Ethics and Professional Conduct - Sustainability and Social Responsibility in Projects - Introduction to Agile Concepts and Methodologies - Scrum and Agile Practices - Zoho Sprints - Applications and Case Studies in Project Management - Introduction to MS Project, Agile Boards and Earned Value Analysis Tools.

Pedagogy

Lecture, Case Discussion, Exercise, Seminar, Project, Simulation

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Critical Thinking	20
CO2	Exercise (Project Planning)	Critical Thinking, Learnability	20
CO3	Exercise (Cost and Risk Analysis)	Critical Thinking, Decision Making, Learnability	20
CO4	Case Discussion (Agile Workflow)	Critical Thinking, Learnability	20
CO5	Project	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Project Management Institute (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 7/e, Project Management Institute.

Reference Books

1. Kerzner, Harold (2022). Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 13/e, Wiley India.
2. Wysocki, Robert K. (2019). Effective Project Management: Traditional, Agile, Extreme, 8/e, Wiley India.
3. Larson, Erik W. & Gray, Clifford F. (2021). Project Management: The Managerial Process, 8/e, McGraw Hill Education.
4. Project Management Institute & Agile Alliance (2017). Agile Practice Guide, Project Management Institute.
5. Zoho Corporation. (2024). Zoho Projects [Cloud-based project management software]. <https://www.zoho.com/projects/>

6. Zoho Corporation. (2024). Zoho Sprints [Agile project management tool]. <https://www.zoho.com/sprints/>

Course Title: TOTAL QUALITY MANAGEMENT

Course Code: MB25TQM

Course Outcomes

CO1: Apply TQM principles to implement quality improvement strategies effectively in organizations(K3)

CO2: Analyse continuous process improvement techniques and performance measures for enhancing quality performance. (K4)

CO3: Analyse customer satisfaction, employee involvement, and supplier partnership practices for effective quality management. (K4)

CO4: Evaluate the effectiveness of QFD, TPM, and Benchmarking in improving quality and operational performance. (K5)

CO5: Evaluate the role of FMEA and Quality Management Systems in risk reduction and quality improvement. (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Total Quality Management

Introduction, Gurus of TQM - TQM Framework - Defining Quality - Historical Review - Obstacles and Benefits of TQM - Leadership: Characteristics of Quality leaders - 7 Habits of Highly Effective People - Deming Philosophy - Role of TQM Leaders - Quality Council - Malcom Baldrige National Quality Award

Part 2 (9 hours)

Continuous Process Improvement and Performance Measures

Continuous Process Improvement: Introduction - Process - The Juran Trilogy - Improvement Strategies - Types of Problems - The PDCA Cycle - Problem Solving Method - Kaizen - Reengineering - Six - Sigma. Performance Measures: Introduction - Basic Concepts - Strategy - Performance measures Presentation - Quality Costs.

Part 3 (9 hours)

Customer Satisfaction, Employee Involvement and Supplier Partnership

Customer Satisfaction - Customer Perception of Quality - Feedback- Using Customer Complaints - Service Quality - Translating Customer Needs into Requirements - Customer Retention - Employee Involvement - Empowerment-Teams - Suggestion System - Recognition and Rewards - Performance Appraisal - Benefits. Supplier Partnership: Introduction-Principles of customer, Supplier Relations - Partnering - Sourcing-Selection and Certification - Supplier rating and Relationship Development.

Part 4 (9 hours)

Tools and Techniques-Part-I

Quality function Deployment - Total Productive Maintenance - Benchmarking: Reasons to Benchmark - Process - Deciding What to Benchmark - Understanding Current Performance - Planning - Studying Others - Learning from Data - Using the Findings - Pitfalls and Criticisms of Benchmarking.

Part 5 (9 hours)

Tools and Techniques-Part-II

Failure Mode and Effect Analysis - Quality Management Systems: Environmental and Occupational Health and Safety Management System.

Pedagogy

Lecture, Case Discussion, Exercise, Seminar, Flipped Classroom

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Problem Solving	20
CO2	Exercise	Critical Thinking, Decision Making	20
CO3	Assignment	Decision Making, Leadership, Teamwork	20
CO4	Assignment	Critical Thinking, Leadership, Learnability	20
CO5	Seminar	Decision Making, Leadership, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, Mary Besterfield, Hemant Urdhwareshe, Rashmi Urdhwareshe, (2018). *Total Quality Management*, 5/e, Pearson India.

Reference Books

1. James Evans; William Lindsay, (2019). *Managing for Quality and Performance*, 11/e, Cengage India.

2. Kiran, D.R (2016). Total Quality Management: Key Concepts and Case Studies, 1/e; Butterworth-Heinemann, Imprint of Elsevier.

ELECTIVE COURSES

MARKETING		
No.	Code	Title
1	MB25B2B	B2B Marketing
2	MB25CBR	Consumer Behaviour
3	MB25CRM	Customer Relationship Management
4	MB25DMK	Digital Marketing

Course Title: B2B MARKETING
Course Code: MB25B2B

Course Outcomes

CO1: Examine the nature, scope, and unique features of business-to-business (B2B) marketing compared to consumer marketing. (K4)
 CO2: Analyze how organizations make purchase decisions and assess the importance of relationship management in B2B contexts. (K4)
 CO3: Evaluate how business markets can be segmented, targeted, and positioned for competitive advantage. (K4)
 CO4: Examine key elements of the B2B marketing mix, including product development, pricing, distribution, and communication strategies. (K4)
 CO5: Assess how performance metrics, technology, and sustainability contribute to the long-term success of B2B marketing programs. (K4)

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

Course Coverage

Part 1 (9 hours)

Understanding the World of B2B Marketing

Introduction to Business-to-Business (B2B) marketing - How B2B differs from consumer marketing - Who buys in B2B markets and why - Key industries and business customers - Understanding demand in business markets - External factors shaping B2B decisions: economy, technology, regulations, and global trends - The growing role of sustainability and digital tools in today's business markets.

Part 2 (9 hours)

Building and Managing Business Relationships

How businesses make buying decisions - The “buying center” and who influences purchases - Common buying situations in organizations - How suppliers build and maintain strong customer relationships - Basics of trust and long-term partnerships - Introduction to Customer Relationship Management (CRM) and Key Account Management (KAM) - The importance of ethics and responsible practices in B2B relationships.

Part 3 (9 hours)

Finding and Evaluating Market Opportunities

How B2B companies find and evaluate market opportunities - Segmenting business markets by customer type, industry, and buying needs - Choosing the right target

customers - Positioning a business offering to stand out - Estimating demand in business markets - Understanding how value is created and communicated to customers - Linking market understanding to business strategy.

Part 4 (9 hours)

Developing a B2B Marketing Strategy

Basics of planning a B2B marketing strategy - Creating product and service offerings for business customers - Introduction to pricing approaches and negotiations in B2B - How products reach organizational buyers: channels, distributors, and logistics - Importance of service quality and reliability - Communicating with business buyers: personal selling, trade shows, and online engagement - How digital transformation is changing the way businesses sell and connect.

Part 5 (9 hours)

Evaluating Performance and Adapting to Change

Why performance measurement matters in B2B marketing - Understanding key performance indicators (KPIs) - Basics of tracking marketing results and return on investment (ROI) - Using data and simple analytics to improve decisions - How technology and smart tools help monitor success - Overview of Industry 4.0 and connected business systems - Sustaining growth through innovation, ethics, and continuous improvement.

Pedagogy

Lecture, Exercise, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making	20
CO2	Exercise	Critical Thinking, Learnability	20
CO3	Seminar	Critical Thinking, Learnability	20
CO4	Exercise	Decision Making, Learnability	20
CO5	Assignment	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Reference Book

Hutt, M. D., Speh, T. W., & Hoffman, D. (2023). Business Marketing Management: B2B, 13/e, Cengage India.

Course Title: CONSUMER BEHAVIOUR
Course Code: MB25CBR

Course Outcomes

CO1: Examine the applications of consumer behaviour in marketing decisions (K4)

C02: Examine the influence of psychological forces on consumer decision making (K4)
 C03: Analyse the influence of sociological factors on consumer decision making (K4)
 C04: Examine consumer decision making process in various purchase situations (K4)
 C05: Evaluate consumer behaviour by conducting a consumer survey (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	-	-	-	-	-	2
C02	3	-	3	-	-	-	-
C03	3	-	3	-	-	-	-
C04	3	-	3	-	-	-	3
C05	3	-	3	-	-	-	3

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

Course Coverage

Part 1 (9 hours)

Introduction to Consumer Behaviour

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

Part 2 (9 hours)

Psychological Influences on Consumer Decision Making

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

Part 3 (9 hours)

Sociological influences on Consumer Decision Making

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

Part 4 (9 hours)

Consumers' Decision-Making

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

Part 5 (9 hours)

Consumer Research

Exploratory Research and Secondary Data - Qualitative Research - Quantitative Research - Sampling - Data Collection and Analysis - Customer Experience Management - Design, Integrate, Measure and Lead.

Pedagogy

Lecture, Case Discussion, Seminar, Survey

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making, Learnability	20
CO2	Assignment	Critical Thinking	20
CO3	Seminar	Critical Thinking	20
CO4	Case Discussion	Decision Making, Learnability	20
CO5	Survey	Critical Thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2024). Consumer Behaviour, 12/e, Pearson India.

Reference Books

1. Solomon, Michael R (2024). Consumer Behavior: Buying, Having, and Being, 14/e, Pearson India.
 2. Mothersbaugh L. David, Hawkins, I. Del, Kleiser, Susan Bardi Mookerjee Amit (2022). Consumer Behaviour: Building Marketing Strategy, 14/e, McGraw Hill Education.
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Course Title: CUSTOMER RELATIONSHIP MANAGEMENT
Course Code: MB25CRM

Course Outcomes

CO1: Apply the concepts, evolution, and strategic importance of Customer Relationship Management in organizational contexts. (K3)

CO2: Utilize CRM applications and permission marketing techniques to enhance customer engagement and relationship building. (K3)

CO3: Examine sales force automation and customer service systems in managing customer relationships. (K4)

CO4: Analyze data management and analytical CRM techniques in improving customer value and business performance. (K4)

CO5: Analyze CRM implementation and Social CRM strategies using AI-enabled digital platforms for customer engagement. (K4)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to CRM

Concept and Importance of CRM - Customer Acquisition, Loyalty and Lifecycle Management - Components and Types of CRM - CRM Architecture - Evolution of CRM - AI Integration in CRM Systems.

Part 2 (9 hours)

CRM in Marketing and Permission Marketing

Customer-Centric Marketing - Relationship Marketing - Campaign Management - AI-based Marketing Initiatives - Customer Segmentation and Personalization - Customer Value Management - Permission Marketing - Customer Data Privacy and Ethical Issues in CRM.

Part 3 (9 hours)

Sales Force Automation and Customer Service

Sales Force Automation - Sales and Territory Management - Lead and Contact Management - AI-Driven CRM Applications - Workflow Automation - Customer Service and Support Systems - Contact Centres - Conversational AI and Chatbots - KPIs for Customer Service Effectiveness.

Part 4 (9 hours)

Data Management and Analytical CRM

Operational and Analytical CRM - Database Management and Data Warehousing - Big Data in CRM - Data Cleaning and Governance - Data Mining and AI Models - Predictive Analytics - Market Basket Analysis - Sentiment Analysis - Dynamic Pricing and Personalization Applications.

Part 5 (9 hours)

CRM Implementation and Social CRM Strategy

CRM Planning and Implementation - Business Process Integration - CRM Product Selection - AI in CRM Processes - Social CRM Strategy - Social Media Analytics - Content and Audience Management - KPI Measurement - Social CRM Success Factors.

Pedagogy

Lecture, Exercise, Case Discussion, Seminar, Workshop

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	20
CO2	Exercise	Critical Thinking, Problem Solving	20
CO3	Case Discussion	Critical Thinking, Learnability	20
CO4	Seminar	Problem Solving, Learnability	20
CO5	Assignment	Critical Thinking, Learnability	20

CO1 - CO5	End Semester Examination	100
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Text Book

Peppers, D., & Rogers, M. (2022). Managing customer experience and relationships: A strategic framework (4th ed.). Wiley India.

Reference Books

1. Prior, D. D., Buttle, F., & Maklan, S. (2024). Customer Relationship Management: Concepts, applications and technologies, 5/e, Routledge, Taylor & Francis Group.
2. Parekh, L. (2021). Cracking the CRM code: How to prevent failures in buying, implementing and using CRM. Notion Press.

Course Title: DIGITAL MARKETING
Course Code: MB25DMK

Course Outcomes

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

CO2: Examine websites and recommend measures for digital performance improvement (K4)

CO3: Design email campaigns using email automation software (K6)

CO4: Assess key performance indicators associated with social media strategies (K5)

CO5: Evaluate structured digital marketing plans aligned with business objectives (K5)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Digital Marketing

An introduction to Digital Marketing - Traditional versus Digital Marketing - Internet Users in India - P-O-E-M Framework, Ethical and legal framework of digital marketing.

Part 2 (9 hours)

SEO and Online Advertising

Search Engine Optimization - Web Site Audit, SEO - Visual Search, Voice Search, UX

and UI - Search Advertising - Display Advertising - Types of Display ads, Buying Models, Targeting, Programmatic Digital Advertising, A/B Testing.

Part 3 (9 hours)

Email Marketing and Mobile Marketing

Email Marketing - Creating an Email campaign in Mail Chimp - Building effective email lists - Campaign Design and Mail Delivery - Analysis and reporting - Mobile Marketing - Mobile Advertisements, Mobile Marketing tool kit, Mobile Marketing Features.

Part 4 (9 hours)

Social Media Marketing

Definition - Process - Channels - Emerging platforms - Influencer Marketing - Emerging trends - Video Marketing - Social Messaging Apps - Social Media Stories - Social Listening - Social CRM - Online Reputation Management, AI for social media. Marketing.

Part 5 (9 hours)

Digital Media and Marketing Communications

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

Pedagogy

Lecture, Exercise, Online Course, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making, Critical Thinking	20
CO2	Online Exercise	Critical thinking, Learnability	20
CO3	Online Course	Critical thinking, Learnability	20
CO4	Online Course	Critical thinking, Learnability	20
CO5	Case Discussion	Critical thinking, Learnability	20
CO1 - CO5	End Semester Examination		100

Text Book

Gupta Seema (2023), Digital Marketing, 3/e, McGraw Hill Education.

Reference Books

1. Henlon Annmarie (2020), Digital Marketing, Strategic Planning and Integration, Adapted Edition, Sage Publications.
2. Bhatia Puneet (2019), Fundamentals of Digital Marketing, 2/e, Pearson India.

ANNEXURE

COMPETENCIES AND RUBRICS

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

Learnability: Purposeful continuous learning activity undertaken with the objective of improving knowledge, skill and competence

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Learning Initiative	Shows limited curiosity or initiative to learn beyond basic requirements	Demonstrates adequate interest in learning and participates in learning activities when guided	Demonstrates strong curiosity, proactively seeks new knowledge, and independently engages in learning opportunities
Adaptability & Openness to Learning	Demonstrates resistance or difficulty in adapting to new ideas, feedback, or learning situations	Adapts to new learning situations with moderate support and accepts feedback appropriately	Adapts effectively to new situations, actively applies feedback, and demonstrates a growth mindset
Reflection & Application of Learning	Provides little reflection on learning experiences and limited understanding of how learning can be applied	Reflects on learning experiences with reasonable understanding and identifies some areas for improvement or application	Provides deep and thoughtful reflections, draws meaningful insights, and effectively applies learning to future academic or professional contexts

Reflective Thinking: Make meaningful and accurate observations, Reflect deeply on experiences, situations, or learning

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

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
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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

Emotional Intelligence: Ability to manage and control emotions appropriately in different situations

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Emotional Regulation	Has difficulty managing emotions in challenging situations; reactions are often impulsive or inappropriate.	Manages emotions adequately in most situations; demonstrates reasonable control over emotional responses.	Consistently manages emotions effectively even under pressure; responds calmly, constructively, and professionally.

Empathy and Interpersonal Sensitivity	Shows limited understanding of others' emotions and perspectives; interactions may appear insensitive or dismissive.	Demonstrates an adequate understanding of others' feelings and perspectives; maintains respectful interactions.	Demonstrates strong empathy and interpersonal sensitivity; actively understands, values, and responds appropriately to others' emotions and needs.
Relationship Management and Collaboration	Struggles to maintain positive relationships; has difficulty collaborating or resolving interpersonal issues.	Maintains functional working relationships and collaborates effectively in most situations.	Builds strong, positive relationships; effectively influences, collaborates, and resolves conflicts constructively.

Self-Awareness: Self-awareness, personal effectiveness, and ability to reflect on and regulate

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Recognition of Personal Strengths and Weaknesses	Demonstrates limited awareness of personal strengths and areas for improvement	Identifies personal strengths and weaknesses with reasonable clarity	Demonstrates deep and realistic understanding of strengths, limitations, and development needs
Awareness of Emotions	Rarely recognises emotions or emotional triggers	Recognises emotions and emotional responses in common situations	Clearly identifies emotions, emotional triggers, and their impact on behaviour and decisions
Reflection on Behaviour and Actions	Shows minimal reflection on actions and experiences	Reflects on experiences and identifies areas for improvement	Demonstrates thoughtful and critical reflection leading to meaningful self-improvement
Openness to Feedback	Resists or ignores feedback	Accepts feedback and attempts improvement	Actively seeks feedback and consistently uses it for personal growth
Confidence and Self-Presentation	Displays low confidence or inconsistent self-presentation	Demonstrates adequate confidence and professional behaviour	Demonstrates strong confidence, composure, and professional presence
Goal Setting	Has unclear or unrealistic personal goals	Identifies personal goals and development areas	Demonstrates clarity of goals with proactive efforts

			toward self-development
Adaptability and Self-Regulation	Struggles to adjust behaviour in different situations	Adjusts behaviour appropriately in most situations	Consistently demonstrates maturity, adaptability, and self-control across situations
Time Management	Demonstrates difficulty in planning, prioritising, and completing tasks on time	Manages time and responsibilities adequately in most situations	Effectively plans, prioritises, and completes tasks efficiently with consistent punctuality and discipline

Entrepreneurship: Identifying an opportunity and converting it into a business plan			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Business idea generation	Generates business idea that is not well thought out, and does not improve the life of others, is not needed, or not appropriate	Generates business idea that is mostly well thought out, and improves the life of others but not necessarily needed or original	Generates business idea that is well thought out, original, needed, and improves the life of others
Innovative thinking	Proposes solutions by reformulating a collection of available ideas/ solutions, that does not create new opportunities and/or solve business problems	Proposes solutions, which are not necessarily novel and unique, to create new opportunities and/or solve business problems	Proposes novel or unique solutions to create new opportunities and/ or solve business problems
Opportunity recognition	Poorly understands the opportunity evaluation tools to identify outcome-driven business opportunities	Understands the opportunity evaluation tools to identify outcome-driven business opportunities	Clearly understands and applies opportunity evaluation tools to identify outcome-driven business opportunities

Business plan	Develops a business plan with an idea which is not realistic, is not well planned, and each part of the business plan is not developed	Develops a business plan with somewhat realistic idea, partially well planned, and a few sections of the business plan are not fully developed	Fully develops a business plan with a realistic idea; and each part of the business plan is fully developed
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Communication Skills - Oral: Expressing ideas clearly, logically and persuasively in oral Format			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Eye Contact	No eye contact with audience, as entire report is read from notes	Consistent use of direct eye contact with audience, but still returns to notes	Holds attention of entire audience with the use of direct eye contact, seldom looking at notes
Voice	Vocal delivery is too soft to hear, too fast to understand and/or long, unintended silences and speech disruptions (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	Balanced use of appropriate multimedia that enhances the overall presentation	Creative and impactful use of multimedia that enhances the

	(difficult to read, has lots of errors)		effectiveness of the presentation
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Communication Skills - Written: Expressing ideas clearly, logically and persuasively in written format

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Structure and organisation	Lack of logical flow, poor sentence and paragraph structure, no alignment	Logical flow, paragraphs and sentences could be structured better, not properly aligned at a few places	Logical flow, well-structured paragraphs and sentences, proper alignment
Content and clarity	Irrelevant information mostly copy pasted from internet. No information or 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

Communication Skills - Language Proficiency (LSRW): Ability to effectively use the language necessary for fulfilling careers and to meet the needs of businesses and of society

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
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Attention to details	Pays less focus and attention to the information and details conveyed	Pays moderate focus and attention to the information and details conveyed	Ability to pay thoughtful and complete attention to the information conveyed
Retention of Information	Not able to remember facts & establish connections and recall information	Able to partially remember facts, establish connections and recall information	Being able to effectively remember facts ,establish connections and recall information
Reciprocating with Accuracy	Difficulty in expressing information and communicating with the speaker	Moderate ability to express information and communicating with the speaker	Mutually responding with precision and correctness in communication or action
Clarity	Difficulty in communicating verbally with right choice of words and flow of speech	Mediocre ability to communicate clearly and maintain flow	Expressing thoughts clearly when communicating verbally with right choice of words and flow
Pronunciation	Level of articulation lower than anticipated. Correct sounds and emphasis is poor	Being able to partially articulate and knows correct sounds and emphasis for most of the words	Most Accurate and clear way of articulating words or sounds. Has high level of proficiency and correctness.
Fluency	Unable to maintain natural pace of speech and has difficulty in choice of words to convey information	Can communicate reasonably well, with a moderate degree of ease and accuracy, but there may still be some limitations in terms of vocabulary	Able to communicate effectively, express themselves with confidence and has exceptional vocabulary
Content	Relevance of information while speaking/writing is low	Conveys information with reasonable relevance while speaking/writing	Spoken/Written words are meaningful, relevant, and convey a complete message or information
Making Connections	Direct questioning may be needed to understand information Searches for details or answers unsuccessfully	Most questions require prompting. Some details or answers of the story are recalled with prompting	The question is answered correctly and without prompting. Independently searches the story for details or answers

Sequencing	Unable to identify the beginning, middle, and end of the text. Refuses to answer or makes no attempts to search the text with prompting.	Can recall what happens in the beginning, middle, and end with little or no prompting.	Can recall what happens in the beginning, middle, and end without prompting. Details are included without prompting. There is logical sequencing.
Draw Conclusions	Can't draw conclusions based on prior knowledge and text evidence	Draws conclusions but does not use text evidence to support the conclusion.	Uses both prior knowledge and text evidence to draw conclusions that make logical sense
Organization	Poorly organized. Incomplete coverage of topic. Not enough complex sentences are used.	Presentation is generally logical. Most information on topic is included. Uses complex sentences.	Writing and flow is well organized. Topic is discussed thoroughly with
Grammar	Consistently makes errors with grammar, word order, spelling, and noun/adj agreement. Errors with simple and basic structures. Verb conjugations and tenses are inaccurate.	Makes frequent mistakes with grammar, word order, spelling, and noun/adj. agreement	Uses correct grammar, word order, spelling, and noun/adj. agreement. Correct sentence structure is used
Style	The sentences and phrases are simplistic, unvaried, or wordy. Writing is stiff, awkward, and difficult to follow	Some sentences and phrases are repetitive, bland, or awkward. Writing is occasionally difficult to follow.	Uses varied sentence structure

Listening	Attention to details, Retention of Information, Reciprocating with Accuracy, Making Connections, Sequencing and Draw Conclusions
Speaking	Clarity, Pronunciation and Fluency
Reading	Attention to details, Retention of Information, Making Connections, Sequencing and Draw Conclusions
Writing	Content, Organization, Grammar and Style

Note: The choice of rubrics for CIA will be based on the requirements of each course and how it is mapped with the Pos. To assess language proficiency, appropriate rubrics for listening, speaking, reading, or writing can be utilized as necessary. For quantitative papers, quantitative problem-solving rubrics will be applicable.
