



GRG School of Management Studies
PSGR Krishnammal College for Women



CURRICULUM AND SYLLABUS

MBA PROGRAMME

[2023 - 2025]

SEMESTER III

JUNE 2024

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MASTER OF BUSINESS ADMINISTRATION (MBA) 2023-2025 (Choice Based Credit System)

THE PROGRAMME

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

The graduates of the MBA programme from GRGSMS are expected:

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

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- PEO1: To enable students to acquire knowledge in core, functional, and interdisciplinary areas of management at foundational, advanced, and applied levels
- PEO2: To impart critical and analytical thinking, decision making, communication, interpersonal, entrepreneurial and leadership skills to students
- PEO3: To promote ethical, societal and environmental consciousness among students
- PEO4: To augment the necessary competencies of students for undertaking diverse careers in management

PROGRAMME OUTCOMES (PO)

The programme outcomes are the expected learning outcomes of the MBA programme. After completion of the MBA programme, the students will be able to

- PO1: Apply conceptual foundations of management to solve ethically business, environment, and societal problems for sustainable development
- PO2: Develop global outlook and cross-cultural understanding in business

PO3: Evaluate and determine solutions to business problems using critical thinking and problem-solving skills

PO4: Utilize leadership, interpersonal, team working and communication skills in chosen profession to accomplish shared objectives

PO5: Analyse business opportunities and discover entrepreneurial spirit

PO6: Utilize ICT to design strategies for business growth and development

PO7: Develop lifelong learning to acquire new knowledge and skills

PROGRAMME OUTCOMES AND COMPETENCIES

Programme Outcomes	Competencies for Measuring Outcomes			
PO1: Apply conceptual foundations of management to solve ethically business, environment, and societal problems for sustainable Development	Critical Thinking	Problem Solving	Decision Making	Social Responsibility
PO2: Develop global outlook and cross-cultural understanding in business	Global Orientation	Decision Making	Learning Skills	
PO3: Evaluate and determine solutions to business problems using critical thinking and problem-solving skills	Critical Thinking	Problem Solving	Decision Making	Learning Skills
PO4: Utilize leadership, interpersonal, team working and communication skills in chosen Profession to accomplish shared objectives	Leadership	Interpersonal	Teamwork	Communication Skills

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

PEO AND PO MAPPING

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

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

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on the fundamentals of business and management.
- Facilitate students to learn in depth 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 Out Bound Training (OBT).

TYPES AND LEVELS OF COURSES

1. Induction programme: This programme intends to acclimatize students to the tenets and culture of the institute. It will also enable them to imbibe the systems and processes, and bond with each other and faculty members.

2. Bridge Course: The “Bridge” Course is to prepare the students for the MBA programme.
3. Foundation Courses: These courses are intended to provide basic and fundamental knowledge on subjects such as organisational behaviour, economics, accounting, universal human values, AI for Business, decision science, design thinking, cyber security, financial management, human resource management, operations management, entrepreneurship and marketing management
4. Advanced Courses: These courses are offered to equip students in their areas of interest to provide integrative knowledge.
5. Applied Courses: These courses will help students to enhance their skills for pursuing successful professional careers
6. Community Immersion Programme (CIP): Under this programme a field work is carried out by the students, in teams, during the second year of the MBA programme. Students are expected to serve the community by addressing the issues identified.
7. Internship (INP): This programme is done by the students at the end of the fourth semester.
8. Study Abroad Programme (SAB): This programme provides students global exposure and cross-cultural appreciation. SAB is optional. Student who chooses SAB will be awarded credits as per the number of hours defined by the host University for each course.
10. The “Soft Skills” (SFT) is intended to sharpen the soft skills of the students through rigorous practice sessions.

CHOICE OF ELECTIVE COURSES

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

AUDIT COURSE(S)

Students may choose to register for Audit courses. Audit course(s) allow a student to take up additional course(s) to acquire knowledge. Audit courses will not be taken into account for the programme completion requirements. Students can register for a maximum of two course(s) per semester with the programme administrator, upon approval from the Director / Dean. Students should attend classes regularly, complete assigned reading and class activities and participate in discussions, but are exempted from taking up end semester examinations.

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

ONLINE COURSE(S)

Students may choose to register and earn credits for online courses approved by the committee consisting of Director, Dean and Faculty Advisor. Students can take up online courses from NPTEL, SWAYAM or other platforms to a maximum of 36 credits during the two-year duration of the MBA Programme, subject to a maximum of three courses per semester. The 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.

MBAPLUS

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

Topics for I MBA (30 hours)	Topics for II MBA (30 hours)
Time Management	Consciousness and Collaboration
Essentials of Leadership	Responsible Citizenship
Adaptability to Change	Globalization, Boundaryless Thinking and Envisioning

ATTENDANCE

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

COMPLETION OF THE MBA PROGRAMME

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

PEDAGOGY, ASSESSMENT AND EVALUATION

1. The concerned course facilitator shall announce to the students the broad outline of the pedagogy and assessment to be adopted for each course which is in-line with the AICTE Examination reforms. The details of the pedagogy will also be a part of the session plan and course details uploaded on technology-enabled Learning Management System of GRGSMS.
2. Assessment/Evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Core and Elective courses. CIA shall carry a weightage of 25% and the ESE 75%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as assignments, case discussion, simulation, classroom participation, student presentations, field study, exercise, peer evaluation and quiz. The faculty

- concerned may decide appropriate mixture of components for their courses, with the quiz component of equal weightage.
4. For the courses that do not have End Semester Examination, the concerned faculty shall decide three to five assessment components for CIA.
 5. For courses that have End Semester Examination, a quiz shall be conducted of 60 minutes duration through online mode comprising of objective questions towards the end of each semester. The Quiz shall comprise of 50 questions equally distributed across the parts of the course coverage, of which at least 30 % of the questions (15 questions) will be of K3 and K4 levels of Blooms Taxonomy for Foundational Level courses; and at least 50 % of the questions (25 questions) will be of K3 and K4 levels for Applied and Advanced courses.
 6. There will not be any ESE for the following, and 100% of the marks will be through CIA:
 - Bridge Course (MB23BRC)
 - Design Thinking (MB23DTG)
 - Decision Science (MB23DSN)
 - Leadership Skills-1 (MB23LS1)
 - Human Values & Sustainable Development (MB23HSD)
 - Business Research Methods (MB23BRM)
 - Essentials of Data Management (MB23EDM)
 - Business Analytics for Management (MB23BAM)
 - Multidisciplinary Elective (MB23MDE)
 - Legal Aspects of Business (MB23LAB)
 - Soft Skills (MB23SFT)
 - Cyber Security (MB23CYS)
 - MBAPlus-1 (MB23MP1)
 - Community Immersion Programme (MB23CIP)
 - Small Business Consulting (MB23SBC)
 - Study Abroad Programme (MB23SAB)
 - AI for Business and Management (MB23AIM)
 - Internship (MB23INP)
 - MBAPlus-2 (MB23MP2)
 7. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of “B” grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks - “B” grade) in CIA and ESE put together.
 8. Courses offered in Coursera have been grouped and offered under the courses “Essentials of Data Management” and “AI for Business and Management”. Students are required to complete the requirements for these courses as laid by Coursera and by the respective course facilitator. These two courses will be yearlong courses and will be evaluated and graded at the end of the year by the Course facilitator.
 9. “Soft Skills” will be pure practice courses with credits and will be evaluated and graded as “Completed/Not Completed”. Students securing “Not Completed” grade in any of these courses will need to repeat the same when it is offered next time.
 10. “Cyber Security”, “Leadership Skills-2”, “Leadership Skills-3”, “Human Values & Sustainable Development” and “Small Business Consulting” will be non-credit courses and be evaluated and graded as “Completed/Not Completed”. Students securing “Not Completed” grade in any of these courses will need to repeat the same when it is offered next time. In case of specific medical conditions, student may request for exemption from the Leadership Skills-3 by submitting requisition with relevant documents. The Director/ Dean is entitled to approve or reject the same.

11. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director/ Dean, whose decision in the matter shall be final and binding.
12. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

SCHEME OF EXAMINATION

The End Semester Examinations shall be of three hours duration. The maximum marks in ESE shall be 100 to be pro-rated to 75%. The End Semester Examination question papers shall flow the below pattern:

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

GRADING

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

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

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

$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$ 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.

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 analyzing the criteria	Identifies only some important criteria	Identifies the important criteria that should be considered	Identifies the important criteria reflecting a thorough understanding of the situation
Making decision	Selects an alternative, but is not able to present a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement, provides insights that arose during the selection process. Considers ethics in the decision making

Problem Solving: Discovering, analysing and solving business problems systematically			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Problem statement	Identifies and states the problem without providing evidence to support the problem	Identifies and states problem, provides evidence of the problem using at least 2 facts	Identifies and states the problem, provides evidence of the problem using at least 3 facts
Identification of alternatives	Identifies alternatives that are not all seemingly equal, reflects limited understanding of the situation	Identifies alternatives that are seemingly equal and that reflect a basic understanding of the situation	Identifies alternatives that are seemingly equal and that reflect an in-depth understanding of the situation

Making decision	Selects an alternative, but is not able to present a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement	Selects an alternative and presents a well-supported answer to the problem statement, provides insights that arose during the selection process. Considers ethics in the decision making
Implementing the solution	Applies the tools/formula to reach a solution. Several errors are present	Adequately applies the tools/formula to reach a valid solution. Minor errors are present	Accurately applies the tools/formula to reach a valid, accurate solution. No errors are present
Evaluating the results	Reviews results superficially in terms of the problem defined with no consideration of need for further work	Reviews results in terms of the problem defined with little, if any, consideration of need for further work	Reviews results relative to the problem defined with thorough, specific considerations of need for further work

Quantitative Problem Solving: Ability to understand and solve quantitative problems

Criteria	Below Expectation (0)	Meets Expectation (1)	Exceeds Expectation (2)
Understanding the problem	Poor understanding of the problem	Part of the problem misunderstood or misinterpreted	Complete understanding of the problem
Planning a solution	No or poor attempt, or inappropriate plan	Partially correct plan based on part of the problem being interpreted correctly	Plan could have led to a correct solution if implemented properly
Getting an answer	Incorrect answer based on an inappropriate plan	Copying error; computational error; partial answer for a problem with multiple answers	Correct answer and correct label for the answer

Global Orientation: Understanding the opportunities and challenges while operating in a global business environment

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

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

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Observations made	Unclear and imprecise observations	Adequate degree of observations	Sophisticated and thoughtful observations
Depth of reflection	Demonstrates little or no understanding of the reflections presented	Demonstrates limited understanding of the reflections presented	Demonstrates thorough understanding of the reflections presented
Insights obtained	Provides little or no insight, more descriptive than reflective	Provides some insight, reflections presented but lacks depth	High degree of insights, in-depth reflections presented

Social Responsibility: Considering the effects of business decisions on the social System

Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Social and ethical awareness	Fails to demonstrate an awareness of social and ethical responsibilities	Demonstrates an awareness of social and ethical responsibilities	Demonstrates an in depth awareness of social and ethical responsibilities
Recognize the importance of standards of ethical business conduct	Fails to identify how standards of ethical business conduct impact decisions	Identifies the most obvious ways that standards of ethical business conduct impact decisions	Identifies multiple ways that standards of ethical business conduct impact decisions

Recognize the environmental, social, and ethical implications of business decisions	Fails to identify more than one dimension in a business context	Identifies environmental, social and ethical factors in a business context but incompletely articulates their complexity	Identifies environmental, social and ethical factors in a business context and articulates their complexity
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Leadership: Influencing the activities of an individual or a group towards achievement of an objective or outcome			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)
Vision	Vision is unclear	Hints at their vision	Demonstrates clear vision
Planning and delivery	Lacks a clear plan to achieve the vision	Plans clearly as how to achieve the vision	Plans clearly as how to achieve the vision and manages the challenges
People management	Finds people, but does not motivate them to work towards the vision	Finds people and motivates them to work towards the vision	Finds the right people and constantly motivates them to work towards the vision
Communication	Does not communicate clearly vision to others	Communicates clearly the vision to others	Communicates clearly the vision to others and listens to ideas
Mentorship	Does not motivate or develop the leadership capacities of others	Has the capacity to motivate and develop the leadership capacity of others	Motivates and develops the leadership capacities of others
Integrity	Does not exhibit integrity or led by example	Shows some integrity, led by example	Exhibits a high standard of integrity, led by example, maintains high personal standards
Accountability	Does not hold self-accountable for actions	Inconsistently holds self-accountable for actions	Holds self and others accountable for their actions
Involvement	Does not seek involvement opportunities	Seeks involvement opportunities for self and others	Seeks and generates opportunities for involvement for self and others

Teamwork: Working effectively with a group of people to achieve a shared Objective			
Criteria	Below Expectation (1)	Meets Expectation (2)	Exceeds Expectation (3)

Participation in activities	Constantly need prompting to participate in activities or discussion	Participates in activities and discussions with minimal prompting	Consistently participates in activities and discussions without prompting
Attitude towards peers	Consistently demonstrates a negative and disrespectful attitude toward peers and usually has a negative attitude about group tasks	Demonstrates a positive and respectful attitude towards peers and often has a negative attitude about group tasks	Consistently demonstrates a positive and respectful attitude toward peers and always has a positive attitude about group tasks
Working with Others	Rarely listens to, shares with, or supports others and is often disruptive to peers in the group	Sometimes listens to, shares with, and supports others and is sometimes disruptive to peers in the group	Always listens to, shares with, and supports others and is rarely disruptive to peers in the group
Efforts	Demonstrates no effort	Demonstrates efforts but not consistently	Demonstrates consistent efforts

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

Respect	Sometimes impolite to members of the group and does not work cooperatively	Helpful and polite to members of the group. Does not respect individual differences	Helpful and polite to others in the group, respects individual differences
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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

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	Consistent use of	Holds attention of

	audience, as entire report is read from notes	direct eye contact with audience, but still returns to notes	entire audience with the use of direct eye contact, seldom looking at notes
Voice	Vocal delivery is too soft to hear, too fast to understand and/or long, unintended silences and speech disruptions (repetitions; filled pauses, e.g., “um”) frequently distract audience	Vocal delivery is clear and distinct. Rate, volume, and tone facilitate audience comprehension	Vocal delivery is varied and dynamic. Speech rate, volume, and tone enhance listener interest and understanding
Organisation	Cannot understand presentation because there is no sequence of information	Student presents information in logical sequence which audience can follow	Student presents information in logical, interesting sequence which audience can follow
Language	Grammar, pronunciation, and/or word choice are severely deficient	Delivery is free of serious errors in grammar, pronunciation, and/or word usage	Delivery is free of errors in grammar and pronunciation; word choice aids clarity and vividness
Sources and Evidence	No citations, sources are not credible, references are not presented at the end	Almost all sources are mentioned, appropriate sources, presents a few references at the end	Appropriate citations, credible and appropriate sources, presents references at the end
Multimedia support and visual aids	Little or no multimedia or uses it in distracting or ineffective manner (difficult to read, has lots of errors)	Balanced use of appropriate multimedia that enhances the overall presentation	Creative and impactful use of multimedia that enhances the effectiveness of the presentation

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	Appropriate subtopics included but not completely covered. Provides	Addresses the topic with relevant introduction/ broad area; details with appropriate sub headings; presents with

	internet. No information or conclusion	reasonable introduction and conclusion. Presents in own words	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 - 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)
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)

- The choice of rubrics for CIA will be based on the requirements of each course.
- 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.

REVISIONS IN MBA (2023-25) SYLLABUS

Semester	Course Code	Course Title	Newly Introduced/ Revised/ Renamed	Percentage of Revision
III	MB23VEG	Values, Ethics and Governance	Revised	25%
	MB23EEP	Essentials of Entrepreneurship	Revised	25%
	MB23FNM	Financial Markets	Revised	5%
	MB23SAP	Security Analysis and Portfolio Management	Revised	5%
	MB23LSC	Logistics and Supply Chain Management	Renamed and revised	60%
	MB23PMS	Performance Management Systems	Revised	25%
	MB23CBR	Consumer Behaviour	Revised	5%
	MB23DMK	Digital Marketing	Revised	5%

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

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

Code	Title	Level	Mode	Credits
SEMESTER 1				
MB23BRC	Bridge Course	Bridge Course	CIA	
MB23AFM	Accounting for Management	Foundation	ESE	3
MB23DSN	Decision Science	Applied	CIA	3
MB23DTG	Design Thinking	Applied	CIA	3
MB23ECM	Economics for Management	Foundation	ESE	3
MB23ITB	Information Technology for Business	Foundation	ESE	3
MB23LS1	Leadership Skills-1	Applied	CIA	3
MB23OBH	Organisational Behaviour	Foundation	ESE	3
MB23HSD#	Human Values & Sustainable Development	Foundation	CIA	
MB23LS2#	Leadership Skills-2	Applied		
	Total			21
SEMESTER 2				
MB23BAM	Business Analytics for Management	Applied	CIA	3
MB23BRM	Business Research Methods	Applied	CIA	3
MB23EDM	Essentials of Data Management	Foundation	CIA	3
MB23FMT	Financial Management	Foundation	ESE	3
MB23HRM	Human Resource Management	Foundation	ESE	3
MB23MMT	Marketing Management	Foundation	ESE	3
MB23MDE	Multidisciplinary Elective	Advanced	CIA	3
MB23OPM	Operations Management	Foundation	ESE	3
MB23SFT	Soft Skills	Applied	CIA	3
MB23CYS#	Cyber Security	Foundation	CIA	
MB23LS3#	Leadership Skills-3	Applied		
MB23MP1*	MBAPLus -1	Advanced	CIA	2
	Total (Excluding MBAPLus -1)			27
SEMESTER 3				
MB23IBM	International Business and Management	Advanced	ESE	3
MB23LAB	Legal Aspects of Business	Advanced	CIA	3
MB23VEG	Values, Ethics and Governance	Advanced	ESE	3
	Elective - 01	Advanced	ESE	3
	Elective - 02	Advanced	ESE	3
	Elective - 03	Advanced	ESE	3
	Elective - 04	Advanced	ESE	3
MB23CIP	Community Immersion Programme	Applied	CIA	3

MB23SBC#	Small Business Consulting	Applied	CIA	
	Total			24
SEMESTER 4				
MB23AIM	AI for Business and Management	Applied	CIA	3
MB23SMT	Strategic Management	Advanced	ESE	3
	Elective - 05	Advanced	ESE	3
	Elective - 06	Advanced	ESE	3
MB23INP	Internship	Applied	CIA	6
MB23SAB*	Study Abroad Programme	Advanced	CIA	
MB23MP2*	MBAPlus -2	Advanced	CIA	2
	Total (Excluding MBAPlus -2 and Study Abroad Programme)			18
	TOTAL CREDITS			90

* for selected students, SAB credits awarded based on the number of hours
will be non-credit courses

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

No.	Code	Title
ENTREPRENEURSHIP		
1	MB23ENF	Entrepreneurial Finance
2	MB23EEP	Essentials of Entrepreneurship
3	MB23FBM	Family Business Management
4	MB23INM	Innovation Management
5	MB23NPM	New Product Management
6	MB23SEN	Social Entrepreneurship
FINANCE		
1	MB23BAI	Banking and Insurance
2	MB23FNA	Financial Analytics
3	MB23FNM	Financial Markets
4	MB23FNS	Financial Services
5	MB23IFM	International Financial Management
6	MB23SAP	Security Analysis and Portfolio Management
GENERAL MANAGEMENT		
1	MB23DSM	Disaster Management
2	MB23LDO	Leadership in Organisations
3	MB23LSC	Logistics and Supply Chain Management
4	MB23PRM	Project Management
5	MB23TQM	Total Quality Management
HUMAN RESOURCES MANAGEMENT		
1	MB23HRA	HR Analytics
2	MB23IHR	International HRM

3	MB23LAD	Learning and Development
4	MB23ODC	Organisation Development and Change
5	MB23PMS	Performance Management System
6	MB23TAD	Talent Acquisition and Deployment
MARKETING		
1	MB23BMT	Brand Management
2	MB23CBR	Consumer Behaviour
3	MB23DMK	Digital Marketing
4	MB23IMC	Integrated Marketing Communications
5	MB23MKA	Marketing Analytics
6	MB23SVM	Services Marketing

(Note: When students choose the above electives as audit courses, the course code will begin with AUD instead of MB)

SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

Code	Title	Level	Mode	Credits
MB23IBM	International Business and Management	Advanced	ESE	3
MB23LAB	Legal Aspects of Business	Advanced	CIA	3
MB23VEG	Values, Ethics and Governance	Advanced	ESE	3
	Elective - 01	Advanced	ESE	3
	Elective - 02	Advanced	ESE	3
	Elective - 03	Advanced	ESE	3
	Elective - 04	Advanced	ESE	3
MB23CIP	Community Immersion Programme	Applied	CIA	3
MB23SBC#	Small Business Consulting	Applied	CIA	Status
	Total			24

will be non-credit courses

Course Title: INTERNATIONAL BUSINESS AND MANAGEMENT
Course Code: MB23IBM

Course Outcomes

CO1: Explain the differences prevailing between countries in the political and cultural frontiers (K4)

CO2: Analyse the various investment patterns across the world and relate with the trade theories (K4)

CO3: Appraise the monetary system practised in different parts of the world (K5)

CO4: Develop strategies for entering into international business (K6)

CO5: Design appropriate functional strategies for management of international business (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Globalisation and National Differences

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

Part 2 (9 hours)

Global Trade and Investment Environment

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

Part 3 (9 hours)

Global Monetary System

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

Part 4 (9 hours)

The Strategy and Structure of International Business

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

Part 5 (9 hours)

Management of International Business

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

Pedagogy

Lecture, Article Review, Seminar, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Global Orientation, Critical Thinking, Learning skills	10
	Quiz		10
CO2	Article Review	Global Orientation, Critical Thinking, Learning skills	10
	Quiz		10
CO3	Seminar	Global Orientation, Critical Thinking, Learning skills	10
	Quiz		10
CO4	Case Discussion	Global Orientation, Decision Making, Learning skills	10
	Quiz		10
CO5	Case Discussion	Global Orientation, Decision Making, Learning skills	10
	Quiz		10
<p><i>The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i></p>			

Text Book

Hill, Charles W.L, (2023). *International Business: Competing in the Global Marketplace*, 13/e; New Delhi: McGraw Hill Education

Reference Books

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

Course Title: LEGAL ASPECTS OF BUSINESS

Course Code: MB22LAB

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 (15 hours)

Contracts

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

Part 2 (15 hours)

Partnerships and Negotiable Instruments

The Indian Partnership Act, 1932 - Partnership: Nature and Formation - Rights, Duties and Liabilities of Partners - Dissolution of a Partnership Firm
 Negotiable Instruments Act, 1881 - Negotiable Instruments: An Introduction - Negotiation and Assignment - Presentment of Negotiable Instruments - Dishonour and Discharge of Negotiable Instruments

Part 3 (15 hours)

The Companies Act

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus - Memorandum and Articles, Share Capital and Debentures, Membership -

Management, Meetings and Winding Up of Company - Limited Liability Partnership - Intellectual Property Right - Legal Compliances for starting a business

Pedagogy

Lecture, Case Discussion, Seminar, Assignment

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Seminar	Critical Thinking, Learning skills	30
	Quiz		3
CO2	Assignment	Critical Thinking, Learning skills	30
	Quiz		3
CO3	Assignment	Critical Thinking, Learning skills	30
	Quiz		4
	Total		100

Text Book

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

Reference Books

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

Course Title: VALUES, ETHICS AND GOVERNANCE
Course Code: MB23VEG

Course Outcomes

- CO1: Identify the importance of business ethics (K3)
 CO2: Examine business ethics and ethical decision-making (K4)
 CO3: Analyse environmental management and ethics in India (K4)
 CO4: Explain the significance of Corporate Social Responsibility (K5)
 CO5: Discuss the role of stakeholders in Corporate Governance (K6)

CO-PO Mapping

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

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

Course CoveragePart 1 (9 hours)*Business Ethics*

Business Ethics: An Overview - Introduction - Principles of Personal and Business Ethics - Principles of Professional Ethics - Values and Ethics in Business - Values, Ethics and Business Strategy - Distinction between Values and Ethics - Ethical Decision-making

Part 2 (9 hours)*Ethical Decision-making*

Ethical Dilemmas, Sources and their Resolutions - Ethical Decision-making in Business - Globalization and Business Ethics - Factors facilitating Globalization - Doing business in a Diverse world - Creating an Ethical Organization - Code of Conduct

Part 3 (9 hours)*Environmental Ethics*

Environmental Ethics - Environmental Concerns - Environmental Preservation: Role of Stakeholders - Future Outlook on Environment - Industrial Pollution- Pollution Prevention - Environmental Management in India - India's Environment Policy

Part 4 (9 hours)*Corporate Social Responsibility*

Corporate Social Responsibility - Today's Corporate Social Responsibility - CSR as a Business Strategy for Sustainable Development - Social Responsibility and Indian Corporations - A Score card - Future of Indian CSR

Part 5 (9 hours)*Corporate Governance*

Introduction - Issues in Corporate Governance - Good Corporate Governance - Corporate Stakeholders - The Role of Board of Directors in Corporate Governance - The Role of Auditors in Corporate Governance

Pedagogy

Lecture, Assignment, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment method	Competencies	Marks
CO1	Assignment	Critical Thinking, Learning Skills	10

	Quiz		10
C02	Assignment	Critical Thinking, Learning Skills	10
	Quiz		10
C03	Case Discussion	Critical Thinking	10
	Quiz		10
C04	Case Discussion	Critical Thinking, Social Responsibility	10
	Quiz		10
C05	Seminar	Critical Thinking, Learning Skills	10
	Quiz		10
<i>The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i>			

Text Book

Muraleedharan, K. P & E. K. Satheesh (2021). Fernando's Business Ethics and Corporate Governance, 3/e; Pearson

Reference Books

1. Neeti Shikha & Geetanjali Sharma (2018). Corporate Governance in India: Principles and Policies, 1/e; CL India
2. Mandal, S.K (2017). Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education
3. Ghosh, B.N (2017). Business Ethics and Corporate Governance, New Delhi: McGraw Hill Education

Course Title: COMMUNITY IMMERSION PROGRAMME
Course Code: MB23CIP

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

Guidelines for ‘Community Immersion Programme’

The objective of the “Community Immersion Programme” is to sensitize students on their responsibility towards the community through a 30-hour fieldwork in the chosen 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.

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 team of two faculty members will evaluate the presentation. The programme will not only transform the students' perspectives on their responsibility towards the community, but also transform the lives of the community, empowering them to lead better lives thereafter.

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Problem Summary	Critical Thinking	25
CO2	Proposal	Critical Thinking, Social Responsibility	25
CO3	Report, Presentation	Problem Solving, Social Responsibility, Teamwork, Learning Skills	50
		Total	100

Course Title: SMALL BUSINESS CONSULTING
Course Code: MB23SBC

Course Outcomes

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

CO-PO Mapping

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

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

Guidelines for Small Business Consulting

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

Evaluation and Grading

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

Course Title: ESSENTIALS OF ENTREPRENEURSHIP
Course Code: MB23EEP

Course Outcomes

CO1: Identify the need for entrepreneurial mind-set in pursuing the path of entrepreneurship (K3)

CO2: Examine ideas for spotting and utilizing the opportunities existing in the environment (K4)

CO3: Explain how to create sustainable change in the society through social entrepreneurial models (K5)

CO4: Develop a structured business plan to bridge ideas and action (K6)

CO5: Discuss various strategies for funding, launching, growing and ending ventures (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

The Entrepreneurial Perspective

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

Part 2 (9 hours)

From Idea to Opportunity

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

Part 3 (9 hours)

Value Creation through Social Entrepreneurship

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

Part 4 (9 hours)

From Opportunity to the Business Plan

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

Part 5(9 hours)

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

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

Pedagogy

Lecture, Case Discussion, Exercises, Seminar, Business Plan

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	10
	Quiz		10
CO2	Exercise	Critical Thinking, Entrepreneurship, Learning Skills	10
	Quiz		10
CO3	Presentation	Critical Thinking, Social Responsibility	10
	Quiz		10
CO4	Business Plan	Critical Thinking, Entrepreneurship, Learning Skills	10

	Quiz		10
CO5	Case Discussion	Critical Thinking, Decision Making	10
	Quiz		10
<i>The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i>			

Text Book

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

Reference Books

1. Barringer R. Bruce. Ireland, R. Duane (2023). *Entrepreneurship: Successfully Launching New Ventures*, 7/e; New Delhi: Pearson Education
2. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

Course Title: NEW PRODUCT MANAGEMENT
Course Code: MB23NPM

Course Outcomes

- CO1: Identify the strategic aspects of product development (K3)
CO2: Examine product concepts to meet market requirements (K4)
CO3: Evaluate product concepts using various tools and criteria (K5)
CO4: Plan the product development process systematically (K6)
CO5: Propose a strategic plan for product launch (K6)

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, Exercises, Project

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Critical Thinking, Decision Making	10
	Quiz		10
CO2	Exercise	Critical Thinking, Entrepreneurship	10
	Quiz		10
CO3	Seminar	Critical Thinking, Learning Skills	10
	Quiz		10
CO4	Exercise	Decision Making, Learning Skills	10
	Quiz		10
CO5	Project	Critical Thinking, Entrepreneurship, Learning Skills	10
	Quiz		10
<i>The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i>			

Text Book

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

Reference Books

1. Trott, Paul (2017). *Innovation Management and New Product Development*, 6/e, Pearson

2. Ulrich, Karl, Eppinger Steven & Yang, C Maria (2020). *Product Design and Development*, 7/e, McGraw Hill
3. Barringer R. Bruce. Ireland, R. Duane (2020). *Entrepreneurship: Successfully Launching New Ventures*, 6/e; New Delhi: Pearson Education
4. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

Course Title: BANKING AND INSURANCE
Course Code: MB23BAI

Course Outcomes

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

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Banking and Sources of Bank Funds

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

Part 2 (9 hours)

Uses of Bank Funds

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

Part 3 (9 hours)

Retail Banking

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

Part 4 (9 hours)

Introduction to Risk Management and Insurance

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

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

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

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

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

Text Book

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

Reference Books

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

Course Title: FINANCIAL MARKETS
Course Code: MB23FNM

Course Outcomes

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

Interest (K5)

CO5: Explain the functions of the regulators (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	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, Field Study, Simulation, Case Discussion

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Exercise	Critical Thinking, Learning Skills	10
	Quiz		10

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

Text Book

Gurusamy,S.(2023). *Financial Markets and Institutions*, 5 /e; New Delhi: Vijay Nicolelm prints

Reference Books

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

Course Title: FINANCIAL SERVICES
Course Code: MB23FNS

Course Outcomes

- CO1: Analyze the functioning of the financial service industry (K4)
CO2: Examine financial products offered by financial services organization (K4)
CO3: Evaluate the financial service options based on industry information (K5)
CO4: Evaluate and devise strategies to promote venture capital financing and mutualfunds (K5)
CO5: Explain the significance of advisory financial services (K5)

CO-PO Mapping

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

3 - 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 Framework, 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, Learning Skills	10
	Quiz		10
CO2	Field Study	Critical Thinking, Decision Making, Learning Skills	10
	Quiz		10
CO3	Assignment	Critical Thinking, Problem Solving, Learning Skills	10
	Quiz		10

CO4	Case Discussion	Decision Making, Global Orientation, Learning Skills	10
	Quiz		10
CO5	Seminar	Critical Thinking, Learning Skills	10
	Quiz		10
<i>The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i>			

Text Book

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

Reference Books

1. Thummuluri Siddaiah (2015). *Financial Services*, 1/e (reprint); New Delhi: Pearson India
 2. Renuka Sharma and Kiran Mehta (2017). *Financial Services*, 1/e; New Delhi: Cengage
 3. Shanmugam, R. (2017). *Financial Services*, 2/e; New Delhi: Wiley India
-

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MB23SAP

Course Outcomes

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

CO-PO Mapping

COS	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 (9 hours)

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 (9 hours)**Risk and Return**

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

Part 3 (9 hours)**Fundamental Analysis**

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

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

Fundamental Vs Technical Analysis - Charting Techniques - Market Indicators - Patterns - Quantitative Analysis and Technical Analysis - Testing Technical Trading Rules

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

Random walk - Forms Efficient market hypothesis - Bubbles and Market Efficiency - CAPM - APT - Portfolio process - Portfolio Selection - Evaluation Measures of Portfolio

Pedagogy

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

Evaluation and Grading

Outcome	Assessment Method	Competencies	Marks
CO1	Seminar	Critical Thinking, Learning Skills	10
	Quiz		10
CO2	Virtual Stock Trading	Critical Thinking, Decision Making, Learning Skills	10
	Quiz		10
CO3	Seminar	Learning Skills	10
	Quiz		10
CO4	Market Analysis	Critical Thinking, Decision Making, Learning Skills	10
	Quiz		10
CO5	Assignment	Critical Thinking, Learning Skills	10
	Quiz		10

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

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

Text Book

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

Reference Books

1. Fischer, E. Donald and Ronald, J. Jordan (2022). *Security Analysis and Portfolio Management*, 7/e; New Delhi: Pearson Education.
2. Shalini Talwar (2020). *Security Analysis and Portfolio Management*, 1/e; New Delhi: Cengage.

Course Title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT
Course Code: MB23LSC

Course Outcomes

- CO1: Demonstrate the value-added roles of logistics in supply chains, in customer value delivery chain (K2)
 CO2: Evaluate the Strategic challenges in global logistics, Analysing government policies' impact on industry growth and operations. (K5)
 CO3: Develop a comprehensive strategy demonstrating how a company achieves Strategic Fit (K3)
 CO4: Analyse trends in Supply Chain Management, examining the relationship between SCM technology and sustainability. (K4)
 CO5: Analyse the role of network design in enhancing supply chain performance. (K4)

CO PO Mapping

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

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 - Government Policies and Regulations: For Industry Growth, Consumer Protection and Operational Controls

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- - Sustainability in Supply Chains: Green Sustainable Supply Chains- Sustainability and Supply chain Drivers- 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- Global Supply Chains-The Impact of Globalization on Supply Chain Networks-The Importance of Total Cost and Risk management in Global Supply chains.

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

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

Text Book

Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2024). *Supply Chain Management: Strategy, Planning and Operation*, 7/e; New Delhi: Pearson Education

Reference Books

1. Vinod V. Sople,(2012) .Logistics Management, 3/e, New Delhi: Pearson Education

2. "Supply Chain Management: A Logistics Perspective" by John J. Coyle, C. John Langley Jr., and Brian Gibson, Published by Cengage Learning
3. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, John C. Bowersox, 4e, Edition 2018, Chennai, McGraw-Hill Education

Course Title: LEARNING AND DEVELOPMENT
Course Code: MB23LAD

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: Discuss the issues and future trends in learning and development (K6)

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 - Strong 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 - 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 - 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, 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 and Discussion, Case Discussion, Seminar, Class Activities and Exercises

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Class Activity	Critical Thinking, Learning Skills	10
	Quiz		10
CO2	Assignment	Critical Thinking, Learning Skills	10
	Quiz		10
CO3	Assignment	Critical Thinking, Learning Skills	10
	Quiz		10
CO4	Case Discussion	Critical Thinking, Learning Skills	10
	Quiz		10
CO5	Case Discussion	Critical Thinking, Learning Skills	10
	Quiz		10
*The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%			

Text Book

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

Reference Books

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

Course Title: PERFORMANCE MANAGEMENT SYSTEM
Course Code: MB23PMS

Course Outcomes

- CO1: Compare and contrast the various performance appraisal methods (K2)
 CO2: Analyse how competency mapping can be used to enhance performance (K4)
 CO3: Evaluate the tools for enhancing performance (K5)
 CO4: Discuss how compensation plans can be structured to align with the goals and objectives of the organization. (K6)
 CO5: Discuss contemporary issues in performance management (K6)

CO-PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Performance Management

Understanding Human as Resource - Performance Appraisal—An Overview -Traditional and Modern Methods of Performance Appraisal - Appraisal Based on Key Performance Areas

Part 2 (9 hours)

Employee Assessment Systems

Electronic Performance Appraisal in Practice - Role of Artificial Intelligence in E-Appraisal - Challenges of E-Appraisal - Performance Review and Feedback - Competency Mapping to Enhance Performance

Part 3 (9 hours)

Performance Enhancement

Objective Appraisal - Job Relates to Performance - Mentoring and Coaching: Tools for Enhancing Performance - Potential Appraisal - Appraising Performance and Counselling

Part 4 (9 hours)

Decisions Based on Performance

Emotional Bias - Pay for Performance plans - Higher Compensation for Outstanding Performance - Compensation as an Offshoot of Performance - Correlating Compensation with Performance

Part 5 (9 hours)

Performance Measurements

International Compensation Management - Importance of ethical issues - Conflict in the Performance Management - Contemporary issues in performance management

Pedagogy

Lecture and Discussion, Exercises, Case Discussion

Evaluation and Grading

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

Text Book

Goel, Dewakar (2023), Performance Appraisal and Compensation Management, 3/e, New Delhi : PHI Learning

Reference Books

1. Bhattacharyya, Dipak Kumar (Twelfth Impression 2022). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson Education
2. Soumendra Narain Bagci (2022). Performance Management, 2/e; New Delhi: Cengage Learning
3. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: SAGE Publications

Course Title: TALENT ACQUISITION AND DEPLOYMENT
Course Code: MB23TAD

Course Outcomes

- CO1: Analyse how human resource planning helps in recruitment and selection process (K4)
 CO2: Evaluate the Job Analysis Methods (K4)
 CO3: Explain the importance of connecting recruitment and selection with strategies and business goals (K5)
 CO4: Discuss the legal and ethical issues in recruitment and selection (K6)
 CO5: Discuss the influence of career planning and career development on talent management practices (K6)

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 - Recruitment metrics - Recruitment Analytics

Part 4 (9 hours)*Legal & 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 and Discussion, Assignment, Case Discussion, Seminar

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Assignment	Learning Skills	10
	Quiz		10
CO2	Assignment	Critical Thinking, Learning Skills	10
	Quiz		10

CO3	Seminar	Critical Thinking, Learning Skills	10
	Quiz		10
CO4	Case Discussion	Decision Making Skills, Learning Skills	10
	Quiz		10
CO5	Case Discussion	Decision Making Skills, Learning Skills	10
	Quiz		10
<i>*The CIA marks will be prorated to 25%; The End Semester Examination marks will be prorated to 75%</i>			

Text Book

Bhattacharyya, Dipak Kumar (2016). Recruitment and Selection, 1/e; New Delhi: Cengage Learning

Reference Books

1. Carrie A. Picard (2020). Recruitment and Selection Strategies for Workforce Planning and Assessment, 1/e; New Delhi: Sage Publications
2. Jean, M. Phillips (2015). Strategic Staffing, 3/e; New Delhi: Pearson Education
3. Barrick Murray, Field S. Hubert and Gatewood D, Robert (2011). Employee Selection in Human Resource Management, 7/e; New Delhi: Cengage Learning

Course Title: CONSUMER BEHAVIOUR
Course Code: MB23CBR

Course Outcomes

CO1: Identify the applications of consumer behaviour in marketing decisions (K3)
CO2: Examine the influence of psychological forces on consumer decision making (K4)
CO3: Analyze the influence of sociological factors on consumer decision making (K4)
CO4: Interpret consumer decision making process in various purchase situations (K5)
CO5: Evaluate consumer behaviour by conducting a consumer survey (K5)

CO-PO Mapping

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

3 - Strong 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, Consumer Survey

Evaluation and Grading

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

Text Book

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

Reference Books

1. Solomon, Michael R (2023). Consumer Behavior: Buying, Having, and Being, 14/e; New Delhi: Pearson Education
2. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2022). Consumer Behaviour: Building Marketing Strategy, 14/e; New Delhi: McGraw Hill Education

Course Title: DIGITAL MARKETING
Course Code: MB23DMK

Course Outcomes

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

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

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

CO4: Discuss the key performance indicators tied to social media strategy (K6)

CO5: Design a structured digital marketing plan (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	2	-
CO2	3	-	3	-	-	3	3
CO3	3	-	3	-	-	3	3
CO4	3	-	3	-	-	3	3
CO5	3	-	3	-	-	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)**Strategy and Planning**

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

Pedagogy

Lecture, Web Exercise, Online Course, Case Study

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making	10
	Quiz		10
CO2	Online Exercise	Critical thinking, Learning Skills	10
	Quiz		10
CO3	Online Exercise	Critical thinking, Learning Skills	5
	Online Course	Critical thinking, Learning Skills	5
	Quiz		10
CO4	Online Course	Critical thinking, Learning Skills	5
	Case Discussion	Critical thinking, Learning Skills	5
	Quiz		10
CO5	Assignment	Critical thinking, Learning Skills	10
	Quiz		10
<i>*The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %</i>			

Text Book

Gupta Seema (2023), *Digital Marketing*, 3/e, Chennai: McGraw Hill Education

Reference Books

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

Course Title: INTEGRATED MARKETING COMMUNICATIONS

Course Code: MB23IMC

Course Outcomes

CO1: Examine the role of integrated marketing communications in marketing programmes (K4)

CO2: Analyze the role and communication process of different advertisement agencies (K4)

CO3: Design an integrated marketing communication plan for an organization (K6)

CO4: Discuss the effectiveness of various media (K6)

CO5: Elaborate the effectiveness of promotional programmes (K6)

CO - PO Mapping

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

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

Course Coverage

Part 1 (9 hours)

Introduction to Integrated Marketing Communication

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

Part 2 (9 hours)

Organizing for Advertising and Promotion

Role of AD Agencies and Other Marketing Communication Organizations - Integrated Marketing Communication Process - Objectives and Budgeting for Integrated Marketing Communication Programmes

Part 3 (9 hours)

Developing the Integrated Marketing Communication Programme

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

Part 4 (9 hours)***Evaluation of Media***

Television and Radio - Print Media - Support Media - Direct Marketing - Internet and Interactive Media - Sales Promotion - Public Relations and Publicity

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

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

Pedagogy

Lecture, Case Discussion, Seminar, Media Planning

Evaluation and Grading

Course Outcome	Assessment Method	Competencies	Marks
CO1	Case Discussion	Decision Making, Learning Skill	10
	Quiz		10
CO2	Seminar	Critical Thinking, Learning Skill	10
	Quiz		10
CO3	Case Discussion	Critical Thinking, Decision Making	10
	Quiz		10
CO4	Media Planning	Decision Making, Learning Skill	10
	Quiz		10
CO5	Seminar	Critical Thinking, Learning Skill	10
	Quiz		10
<i>*The CIA marks will be prorated to 25 %; The End Semester Examination marks will be prorated to 75 %</i>			

Text Book

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

Reference Books

1. Baack, E. Donald and Clow, E. Kenneth (2021). *Integrated Advertising, Promotion and Marketing Communications*, 9/e; New Delhi: Pearson Education
2. Shah, Kruti (2017). *Advertising and Integrated Marketing Communications*, 1/e; New Delhi: McGraw Hill Education
