

SEMESTER-I MANAGEMENT AND ORGANISATIONAL BEHAVIOR

Course Code: 23MBA11	Credits: 4
L: T:P: J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide basic knowledge of management's key concepts and theories.
2. To help students develop acumen for management functions.
3. To help students understand and think critically about their own and others' behaviour in organizational settings and thus act more consciously.
4. To develop interest in different aspects of the individual behaviour.
5. To help students understand the concept of Group, Teams and Power and politics within the organization.

Contents of the Module	Hours	COs
Module -1: Introduction to Management		
Management -Introduction, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management	7	CO1
Practical component – Identify different skills needed for different management roles across different industries	2	
Module-2: Functions of Management		
Definition, Features, Importance, Types, Step/ process of Planning, Organization, Directing, Controlling. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organizational Effectiveness, Decision-making Styles.	8	CO2
Practical component – Talk to an entrepreneur/Manager to understand how they implement the functions of management and identify the different decisions that need to be taken in their business	2	
Module -3: Introduction to OB and Foundations of Individual Behavior		
Organizational Behavior- Fundamental concepts of OB, contributing disciplines, challenges and opportunities. Evolution of Organizational Behavior in India. Foundations of Individual Behavior - Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of	8	CO3

disabilities. Personality - Meaning, formation, determinants, traits of personality, Personality Frameworks, personality attributes influencing OB		
Practical component – Take up an online personality test and discuss on the findings	2	
Module – 4: Perception, motivation and leadership		
Perception - Meaning, Process, factors influencing perception, link between perception and individual decision-making. Attitude - Meaning, Formation, components of attitudes, relation between attitude and behaviour. Motivation - Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. Leadership - Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.	7	CO4
Practical component – Develop few questions on motivation and ask individuals in an organization/institution on what motivates them	2	
Module -5: Group dynamics, Teamwork, Power and Politics		
Group - Meaning, Classification, Models of Group Development, Group Dynamics - Meaning, Group Behavior, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organizational Politics	8	CO5
Practical component – Conduct an event and try understanding the dynamics that goes into a group.	2	
Self- Study – Importance of Management, Difference between Administration and Management, Scope of Management	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals of management, the theory of management, and its trends.
CO2	Apply their understanding of management functions in organizations
CO3	Demonstrate their acumen in applying behavioral concepts in real-world/situations through better insight of one's own self.
CO4	Apply the learnings of individual behavior for a better inter-personal relationship in the workplace
CO5	Analyze the impact of group behavior on individuals
CO6	Apply the knowledge of management in different sectors

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3				2	2		1	2
CO2	3	2	2		2		2	1	2
CO3	3		2		3				3
CO4	2		3		3			1	3
CO5			3	2	3				3
CO6	3				2	2		1	2

MOOCs

Introduction to Organization Behaviour- <https://nptel.ac.in/courses/110/106/110106145/>

Principles of Management - <https://nptel.ac.in/courses/110/107/110107150/>

Suggested Case Studies

- “Nuts and Bolts”, Principles of Management, Cengage learning, William, Manjunath, Sandhya Page no 531-532.
- Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, Tata McGraw Hill companies, Fourth Edition, Pg-6.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	11e, 2020
2	Principles and Practices of Management and Organizational Behavior	Chandrani Singh and Aditi Khatri	Sage Publication	2019
3	Organizational Behavior	Stephen P Robbins, Timothy	Pearson	18e, 2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organizational Behavior	Fred Luthans,	McGraw Hill International	12/e, 2013
2	Management and Organization Behavior	K Ashwathappa G. Sudarshana Reddy	HPH	2017
3	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2/e, 2019

ACCOUNTING FOR MANAGERS

Course Code:23MBA12	Credits: 4
L:T:P:J:2:2:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To explain fundamental accounting concepts, basic accounting vocabulary and accounting equation
2. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner
3. To prepare financial statements of companies and explain the contents of the statements
4. To analyze a company's financial statements and come to a reasoned conclusion about the financial position of the company
5. To familiarize students with the concept of depreciation and inventory valuation methods

Contents of the Module	Hours	COs
Module -1: Introduction to Financial Accounting		
Need and Objectives of Accounting, Branches of Accounting, Types of business ownership, Accounting Terminologies, Classification of Accounts, Accounting Concepts and Conventions, GAAP and Accounting Standards	9	CO1
Module- 2: Preparation of Books of Accounts		
Accounting Cycle, recording of transactions - Journalizing, Ledger posting, Preparation of Trial Balance (Problems on Journal and Trial balance)	5	CO2
Practical Component - Preparation of books of accounts for a hypothetical business organization using Tally Software or any other tool.	3	
Module -3: Preparation of Financial Statements		
Components of Financial Statements; Preparation of Financial Statements of companies as per Schedule III of Companies Act, 2013: Statement of Profit and Loss, Balance Sheet and Notes to Financial Statements; (Problems on preparation of final accounts with basic adjustments)	10	CO3
Module -4: Analysis of Financial Statements		
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis;	7	CO4
Practical Component - Financial Statement Analysis using MS Excel (Problems on Trend Analysis, Comparative analysis and Ratio Analysis)	2	
Project work – Perform Financial Statement analysis for an existing listed joint stock company and comment on the financial status of the business	5	
Module -5: Measuring and Reporting Assets		

Concepts & Methods of depreciation -SLM & WDV. Concepts of Inventory and methods of Inventory valuation - LIFO, FIFO, Weighted Average Method	7	CO5
Self- Study - Study of Annual Reports of joint stock companies	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand accounting concepts and accounting equation
CO2	Prepare journal, ledger and trial balance
CO3	Prepare financial statements of companies
CO4	Analyse financial statements and take decisions
CO5	Apply depreciation and inventory valuation methods
CO6	Apply accounting concepts in a business case study and present their analysis

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				3				2	
CO2	2							2	
CO3	2	2		3				2	
CO4	2	2		3				2	
CO5	2	2		2				2	
CO6				3		2		2	2

Suggested Case Studies

- WORLDCOM, INC. – CAPITALIZED COSTS AND EARNINGS QUALITY
- ROCKY MOUNTAIN CHOCOLATE FACTORY FINANCIAL STATEMENTS
- EXAMINATION OF EQUITY ON THE BALANCE SHEET

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management: Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3/e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6/e, 2020
3	Financial Accounting	Tulsian, P. C.	Pearson Education	1/e, 2018

4	Accounting for Managers	Madegowda J; Inchara P.M. Gowda	Himalaya Publishing House	3/e, 2021
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Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Accounting: A Managerial Perspective	Narayanaswamy R.	PHI Learning Pvt. Ltd.	6/e, 2019
2	Financial Accounting for Management: An Analytical Perspective	Ambrish Gupta	Pearson Education.	6/e, 2021
3	Financial Accounting for Management	N. Ramachandran, & Ram Kumar Kakani	McGraw Education (India) Private Limited	5/e, 2020

MARKETING MANAGEMENT

Course Code: 23MBA13	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
2. To train students in marketing strategies that incorporate psychological and sociological factors which influence buying behavior of different types of customers (B2C, B2B and Rural)
3. To provide conceptual understanding of marketing efforts related to products, services and brands.
4. To make them understand the essentials of pricing and promotion functions.
5. To give students insights into marketing plans and distribution efforts of organizations.

Contents of the Module	Hours	COs
Module-1 Introduction to marketing		
Marketing v/s Selling, Customer value, Components of customer value and customer cost. Customer lifetime Value. Marketing Myopia. Marketing Environment Components – Micro and Macro. New-age marketing: Cause and Social Marketing alternate concepts like 3V concepts of Nirmala Kumar, Social Responsibility of marketing, Ambush marketing, Buzz marketing, Viral marketing. Green marketing and green economy Neuro Marketing, Sensory Marketing.	7	CO1
Practical Component – Prepare a report on Contemporary Indian Marketing Environment & Social Responsibility	2	
Module -2 Analyzing Consumer behavior		
Factors influencing Consumer Behavior - personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behavior. Psychological Processes underlying consumer behavior. Market Segmentation: Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets. Indian Consumer - Features of Indian consumer, Classifying Indian consumer by Income. B2B Vs Consumer Marketing. Business markets and buying behavior in Business markets. Concept of Rural Marketing: Difference between rural & urban consumers. Characteristics of rural economy.	9	CO2
Practical component - Preparation and demonstrating their exposure to consumer behavior through live project.	2	

Module -3 Product, Brand & services marketing		
Product Management- product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, packaging & role of labeling in packing. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product development and innovations, pricing strategy for new product. Branding - Concept and Types. Services Marketing & its Characteristics – 7Ps of services marketing, brand building in services. Market Segmentation, Targeting & Positioning (STP)	10	CO3
Module -4 Pricing and Promotion:		
Pricing: Significance and objectives of pricing, factors influencing pricing, Pricing Strategies. Integrated Marketing Communications: Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Publicity/Public Relation-word of mouth, sponsorships. Advertising: Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern advertising. Digital marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.	8	CO4
Practical component –Effectively using their skill in creating sales promotion.	2	
Module-5 Marketing Planning and Distribution		
Marketing Planning: Steps involved in Marketing planning. Components of Marketing Audit. Marketing Analytics. Identifying market information needs, customer database & developing MIS Significance of Marketing Research- importance of data Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System and Network Marketing. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management. Direct marketing: Concept and scope.	8	CO5
Self-Study – Digital marketing: concept and components, Digital marketing Communications, digital marketing in India.	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
CO2	Apply marketing strategies that incorporate psychological and sociological factors which influence buying behavior of different types of customers (B2C, B2B and Rural)

CO3	Analyze the marketing efforts related to products, services and brands.
CO4	Analyze and apply the concepts of pricing and promotion functions.
CO5	Evaluate marketing plans and distribution efforts of a given organization.
CO6	Analyze the Digital marketing concepts and trends

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3			3				3	
CO 2						2		3	
CO 3		3			2			3	
CO 4		3		2	2		2		2
CO 5	2	2				2			2
CO6					2			2	

MOOCS:

<https://www.my-mooc.com/en/mooc/social-media-in-public-relations/>

Social media in Public relations.

<https://www.my-mooc.com/en/mooc/manage-your-customer-relationships-with-crm/>

Manage your customer relationships with CRM

<https://www.my-mooc.com/en/mooc/neuromarketing/>

An Introduction to Neuroscience and Neuro marketing

<https://www.my-mooc.com/en/mooc/ethical-social-media/>

Ethical social media

Suggested Case Studies

- The Teen market: Youth will be served – Principles of Marketing :Kotler & Armstrong
- Kellogg's Cornflakes sales promotion techniques
- Enterprise Rent a car: measuring Service Quality. Principles of Marketing: Kotler & Armstrong.
- Flumist (HBR) and Saffola journey.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management-Indian Context, Global Perspective	Ramaswamy & Namakumari	Sage	6/e 2020
2	Principles of Marketing	Philip Kotler, Gary Armstrong, Prahlad Agnihotri	Pearson Education	17/e 2021
3	New Product Management	Merle Crawford Anthony Di Benedetto	McGraw-Hill Education	11/e 2020
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar S Anup Krishnamurthy	Sage Publications	2020

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	4/e 2012
2	Fundamentals of Marketing Management	Etzel M J, BJ Walker William J Stanton	Tata McGraw Hill	14/e 2007
3	Understanding digital marketing	Damian Ryan Calvin Jones	Kogan Page Ltd.	4/e 2016
4	Social media marketing	Tracy Tuten & Micheal Solomen	Sage Publication	2017

Additional Practical Component

- Students should choose a service industry of their choice and apply 7Ps.
- Visit Marketing audit firm and gain deep insights on marketing planning.
- Learn basic tools of digital marketing.

BUSINESS STATISTICS

Course Code: 23MBA14	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To apply basic statistical tools and techniques like Central Tendency in decision making.
2. To apply measures of Dispersion to evaluate the data
3. To be able to evaluate relationship between variables using correlation and Regression techniques
4. To be able to Forecast the values using Regression analysis
5. To develop analytical skills in students to be applied on data following Probability distribution

Contents of the Module	Hours	COs
Module -1: Introduction and Measures of central tendency		
Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	9	CO1
Module-2: Measures of Dispersion		
Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion	9	CO2
Module -3: Correlation and Regression		
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Concurrent Deviation Method,	6	CO3
Module -4: Regression Analysis		
Simple and multiple regressions (problems on simple regression only).	6	CO4
Module -5: Probability Distribution		
Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal– (Problems only on Binomial, Poisson and Normal).	8	CO5
Self- Study - Application of statistical methods on Real time data	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
CO2	Apply measures of Dispersion to evaluate the data
CO3	Evaluate relationship between variables using correlation
CO4	To Estimate the values using Regression Analysis
CO5	Analyze data following Probability distribution and Interpret the outcomes
CO6	Apply theoretical concepts of Statistics in real time data to make decisions

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2		2				2		2	
CO3		3				2			
CO4		3				2			
CO5	2	2						2	
CO6	3	3							

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Fundamentals of Statistics	S. C. Gupta	Himalaya Publications	2019
2	Statistical Methods	S. P. Gupta	Sultan Chand Publications	2017
3	Business Statistics and Analytics	Pannerselvam, Nagesh, Senthilkumar	Cengage Learning,	2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Statistics	J. K. Sharma	Vikas Publishing	5/e, 2019
2	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
3	BSTAT : A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016

Additional Practical Component

- Students are expected to have a basic excel classes.
- Students should do a small primary research inside the classroom in groups and to analyze the data using statistical tools like Mean, SD, Correlation
- Student should demonstrate the application of the techniques covered in this course.

MANAGERIAL ECONOMICS

Course Code:23MBA15	Credits: 3
L:T:P:J:2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics & to evaluate and apply Economic concepts in business decision making and problem solving.
2. To apply various components of demand and supply in managerial decision-making.
3. To analyse and apply the various concepts relating to production and cost.
4. To apply and evaluate the various determinants of profit and break-even analysis.
5. To understand the various forms of market structures and pricing practices with respect to firm and industry.

Contents of the Module	Hours	COs
Module -1: Introduction		
Managerial Economics: Meaning, Nature, Scope, & Significance of Managerial Economics, Role and Responsibilities of Managerial Economist. Fundamental Principles of Managerial Economics: Opportunity Cost, Incremental, Time Perspective, Discounting and Equi-marginal Principle. Theory of the Firm: Types of Ownership, Firm and Industry, Objectives of the firm, alternate objectives of firm.	7	CO1
Module -2: Demand Analysis		
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand (Simple problems) Demand forecasting: Meaning & Significance, Methods of demand forecasting. (only theory).	7	CO2
Module -3: Production analysis		
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function.	7	CO3
Module -4: Cost Analysis		
Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions,	7	CO4

Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).		
Module -5: Market Structures		
Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels.	7	CO5
Group Discussion on Topics related to Management, Current affairs and Society	5	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals, tools and theories of managerial economics. Students will be able to evaluate and apply Economic concepts in business decision making and problem solving
CO2	Apply various components of demand and supply to arrive at managerial decisions.
CO3	Analyse and apply the various concepts relating to production and cost.
CO4	Apply and evaluate the various determinants of profit and break-even analysis.
CO5	Evaluate the various forms of market structures and pricing practices with respect to firm and industry.
CO6	Apply and analyse the theoretical aspects of Economics and to present the analysis.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			2				2	
CO2	3		2						2
CO3		3			2			2	
CO4		2					2	2	
CO5	2					2			2
CO6	2							2	

MOOCs

Introduction to Managerial Economics- <https://www.iimbx.edu.in/courses/course-v1:IIMBx+ES101x+2019BL1/about>

Suggested Case Studies

- Automobile Industry in India: New Production paradigm. Source: Managerial Economics – Geethika, Ghosh & Choudhury
- Dabur India Limited: Growing Big and Global.
- David Fights Goliath: The Nirma Story.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill Education	3/e, 2021
2	Managerial Economics	Dominick Salvatore; et al.	Oxford University Press	8/e, 2016
3	Managerial Economics	Dwivedi D. N.	Vikas Publishing House	8/e, 2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	R. Panneerselvam, P., Sivasankaran, P. & Senthilkumar	Cengage Learning	2018
2	Managerial Economics	Samuelson, William F., & Marks, Stephen G.	Wiley India Pvt. Ltd.	6/e, 2020
3	Managerial Economics	D.M. Mithani	HPH	2021
4	Managerial Economics	H.L Ahuja & Ahuja Amit	S.Chanda	9/e, 2020

Practical Component

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Knowledge Point presentations on Latest topics from Technology, Business and Economics

HUMAN RESOURCE MANAGEMENT

Course Code: 23MBA16	Credits: 3
L: T:P: J: 2:1:1:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students to understand theories and various functions of Human Resources Management.
2. To develop the ability to analyse the importance of Talent Acquisition.
3. To understand the importance of training and development in the organization.
4. To understand the current practices in Performance management, compensation, and benefit management.
5. To understand and analyze the contemporary areas of focus in HRM

Contents of the Module	Hours	COs
Module-1: Introduction to HRM		
Human Resource Management and Personnel Management, The Importance of HRM, Evolution of HRM, Models of HRM, The Factors Influencing Human Resource Management, Human Resource Managers and Line Managers, The HR Competencies. Concept of Talent and Human Assets in HRM	6	CO1
Practical component – Talk to a HR of an organization and identify the competencies needed for their job	1	
Module -2: Talent Acquisition		
HR Planning: Importance of HR Planning, Factors Affecting HRP, Benefits of HRP, HRP Process, Tools for Demand Forecasting, Attributes of Effective HR Planning, Barriers to HRP, Meaning, Process and design of Job Analysis, and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection.	6	CO2
Practical component – Compare the job analysis data for different job advertisements in different media and identify ways to improve the job description and job specification, Expose students to standard selection tests followed in various sectors.	1	
Module- 3: Talent Management I		
Learning and Development: Training, Learning, and Development, Learning Theories, The Future of Training, Process of training and Techniques of Training	5	CO3
Practical component – Present on the latest training methods and techniques being used in different companies/industries	2	
Module – 4: Talent Management II		

Performance Management: Meaning and Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Methods of Performance appraisals – traditional and modern methods Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.	7	CO4
Practical component – Study and identify the different components of a performance appraisal form for any company. Explore performance appraisal practices in various sectors.	1	
Module-5: Stress management and other contemporary areas of focus in HRM		
Stress and its impact on Health and work : Meaning and Definition; Types of stress – Eustress and Distress; The physiology of stress; Sources of stress ,Theories of stress – Early Theory (Walter Cannon); stress as a stimulus (Holmes and Rahe), stress as a response – General Adaptation Syndrome (Hans Selye) and stress as an interaction (Lazarus), Stress-related illnesses; Measurement of stress; Rating scales – life events(Holmes and Rahe), physiological measurements; Coping with stress – emotion-focused and problem-focused coping. Other contemporary areas: Diversity, Equity and Inclusion, Employee experience management, Work-life balance, Employee wellbeing, Employee satisfaction, Employee Engagement, Organizational Citizenship Behaviour, Employer branding (Concepts and application)	7	CO5
Practical component – Prepare a few questions on stress and collect information from a few respondents on how they manage it	1	
Self-Study: Industrial Relations: International Labor Organization (ILO), Industrial Relations and Human Resource Management, Industrial Disputes and their resolution, Major Trade Unions in India and their functions.	3	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand theories and various functions of Human Resources Management
CO2	Understand and analyse Talent Acquisition strategies
CO3	Understand and apply techniques of training and development in the organization
CO4	Understand and apply current practices in Performance management, compensation, and benefit management
CO5	Understand and analyse the contemporary areas of focus in HRM
CO6	Understand the importance of ILO, industrial relations, industrial disputes and the role of Trade Unions in India

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2	3	2	2	2		2		2	
CO3	3	2	2		2			2	
CO4	3	2	2		2	2		2	
CO5	3	2	2	2	2	2		2	
CO6	2		2	2				2	

MOOCs

NPTEL Human Resource Management –I course -
<https://nptel.ac.in/courses/122/105/122105020/>

Suggested Case Studies

Case Study on “Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140 – **Module 3 Learning and Development**

Case Study on “Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123. – **Module 2 HRP and Recruitment and Selection**

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, & Nipun Sharma	Sage Publication India Pvt. Ltd.	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2021
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	7/e, 2019
4	Human Resources Management	T.P Renuka Murthy	HPH	1/e, 2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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1	Human Resources Management: A South Asian Perspective	Denski/Griffin/Sarkar	Cengage Learning	2012
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith & Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao	Sage Publishing India Ltd.	1/e, 2004
4	Human Resource Management	Appasaba L.V & Kadakola M	College Book House	2016
5	Human Resource Management	V.S.P Rao	Cengage Learning	2019
6	Contemporary Human Resource Management Text and Cases	Adrian Wilkinson Tony Dundon Tom Redman	Sage Publishing India Ltd.	2017
7	Contemporary Global Issues in Human Resource Management	Dr. Mehmet Ali Turkmenoglu Dr. Berat Cicek	Emerald Publishing	2021

CORPORATE COMMUNICATIONS

Course Code: 23MBA17	Credits: 3
L:T:P:J: 1:0:2:2	CIA Marks: 50
	SEA Marks: 50

Course Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To understand and apply the components of speech appropriately.
3. To understand the importance of being a good listener and to enhance the reading ability through activity-oriented learning
4. To understand and demonstrate writing processes through invention, organization, drafting, revision, editing, and presentation.
5. To develop skills to conduct business meetings and to create and present professional reports.

Contents of the Module	Hours	COs
Module-1: Introduction		
Meaning and importance, Process of communication, types of communication with special attention to non-verbal communication, barriers of effective communication, 7Cs of effective communication, importance of cross-cultural communication.	4	CO1
Module-2: Speaking skills		
Oral communication: Components of speech - Volume, pitch, tone, modulation, pauses and stresses. Key aspects of effective presentation skills.	2	CO2
Practical Component – Practice exercises on usage of appropriate Volume, pitch, tone, modulation, pauses and stresses.	2	
Module-3: Listening and Reading skills		
Importance of listening, process of listening, tips for effective listening. Stages in reading, tips to improve vocabulary, Business Case Analysis: Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	4	CO3
Practical Component – Analysis and presentation of a case study Classroom activity on barriers to listening Book review	8	
Module-4: Writing skills		
Principles of effective writing, 3X3 writing process for business communication, Writing Positive, Neutral, Persuasive and Negative Messages	2	CO4
Practical Component –	8	

Writing exercises – Emails, Business letters, Memos, Business Proposals, Blogs, Planning Documents, Press Releases and Proactive Media Writing		
Module -5: Business Reports, Meetings and case analysis		
Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Meeting Documentation: Notice, Agenda, and Resolution & Minutes, Business Meetings: Format, planning, facilitating, participating and follow-up.	4	CO5
Practical Component – Plan & implement a meeting (including documentation)	4	
Self-Study: Levels of communication, Communicating Networks in Organizations. Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	2	CO6
Project component – Draft an analytical report on a given topic		

Course Outcomes: At the end of the course the student will be able to:

CO1	Identify ethical, legal, cultural, and global issues affecting business communication and apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Deliver an effective oral business presentation
CO3	Practice the art of active listening and develop the comprehending ability by practicing reading skills.
CO4	Utilise the mechanics of writing and compose business letters in English precisely and effectively.
CO5	Select appropriate organizational formats and channels used in developing and presenting business messages.
CO6	Use the concepts learnt and apply it effectively in business situations to meet the challenges of competitive environment.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				3	2			3	
CO2			2	3	2			2	
CO3			2	3	2			2	
CO4				2	2			2	
CO5			2	3	2			2	
CO6			2	3	2			2	

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	BCOM : A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2/e, 2012
3	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
4	Business and Professional Communication	Kelly M., Quintanilla & Shawn T. Wahl	Sage Publications	2011

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Williams, Karen Logan, Merrier	Cengage Learning	8/e, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3/e, 2002
3	Business Communication	Lesikar, Flatley, Rentz, Pande	McGraw Hill Education	13/e, 2015

Additional Practical Components

- Role play on communication barriers, Classroom activity on non-verbal communication
- Essentials of presentation using Microsoft PowerPoint & Canva, Google slides etc.
- Presentation on various management topics
- Draft a press release statement for a new product launch

APPLICATION OF MS OFFICE

Course Code: 23MBA18	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 50
Exam Hours: 2 Hours	SEA Marks: 50

Course Objectives:

1. The students will be able to understand the basics of computer and techniques of creating a power point presentation.
2. The students will be able to understand the importance and application of MS Word for various academic and professional purposes.
3. The students will be able to understand and apply MS excel techniques for various academic and professional purposes.

Contents of the Module	Hours	COs
Module-1: Introduction to Computers and MS Office		
Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	10	CO1
Module-2: M S Word		
Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography	5	CO2
Module-3: M S Excel		
Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions & formulas, modifying worksheets with colour & auto-formats, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms, analyzing data: Data Menu, Subtotal, Filtering Data, use of data analysis tools available on excel, formatting worksheets, Securing & Protecting spreadsheets, Mail Merge	15	CO3
Project Component: Students will be given with an unformatted raw data. They are expected to use their excel skills to segregate, format, analyze (or any other operations required)and present it in an organized way		

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics of computer and techniques of creating a power point presentation.
CO2	Understand the importance and application of MS Word for various academic and professional purposes.
CO3	Understand and apply MS excel techniques for various academic and professional purposes.

Mapping of Course Outcomes with Programme Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2		2			
CO2				2		2			
CO3				2		2			

MOOC Course

1. Introduction to computers and office productivity software -
<https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software>
2. Excel skills for business specialization –
<https://www.coursera.org/specializations/excel>

Text Books:

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer Applications in Management	Niranjan Shrivastava	Dreamtech Press	2012
2	Computer Applications in Business	Sudalaimuthu S. S. Anthony Raj	HPH	2/e 2012

Reference Books:

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer fundamentals – Introduction to computers	Faithe Wempen	John Wiley and Sons Inc.	2015
2	Computer and Financial Accounting with Tally 9.0 Course Kit	Vikas Gupta	Dreamtech Press	2012

Additional Practical Components:

- Students may be asked to list down latest business trends, cases etc. and can present it using PPT.
- Students are expected to prepare activity reports using MS word and excel applications.
- With the help of a sample survey data and faculty can demonstrate how to perform basic data analysis using excel

SEMESTER-II

STRATEGIC MANAGEMENT

Course Code: 23MBA21	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide a framework for students to understand strategic management concepts and conduct external analysis for competitive advantage.
2. To help students develop a thorough understanding of principles and models related to an organization's internal analysis.
3. To help students understand the different strategy options available for organizations in a complex and dynamic environment.
4. To acquaint students with essential factors in strategy implementation.
5. To provide basic understanding of how to establish and exert strategic control.

Contents of the Module	Hours	COs
Module-1 Introduction to Strategic Management and External Analysis		
Meaning and Characteristics of Strategic Management; The Strategic Management Process. External Analysis Strategically Relevant Components of a Company's External Environment – PESTLE analysis, Environment Threat and Opportunity Profile (ETOP); Industry Analysis –Porter's Dominant Economic Features, Porter's Five Forces Model, Entry and Exit Barriers, Strategic Group Mapping; Industry Key Success Factors, Key Performance Indicators and Key Result Areas.	8	CO1
Practical component - Identify Key Success Factors, Key Performance Indicators and Key Result Areas of a chosen Industry.	3	
Module -2 Internal Analysis		
Strategic Vision, Mission, Goals, Long-Term and Short-Term Objectives and their Value to the Strategic Management Process; Organizational Capability Profile – Resource Based View of the firm (RBV) and VRIN; Business Portfolio Analysis – BCG / Growth Share Matrix, GE 9 Cell Model; Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking.	8	CO2
Practical component - Analyse SWOC of a chosen Company.	2	
Module -3 Strategy Formulation		
Business Strategies: Porter's Generic Strategies – Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation	8	CO3

Corporate Strategies: Growth Strategies – Internal Growth, External Growth (Integration, Diversification, Mergers, Joint Ventures, Strategic Alliances), Product/Market Expansion grid / Ansoff's Matrix; Stability Strategies – No-Change, Profit and Proceed with Caution; Retrenchment Strategies – Turnaround, Divestment and Liquidation; International Business Level Strategies.		
Practical component - Analyse outcome of any Three major Mergers / Joint Ventures / Strategic alliances in the last 2 years.	3	
Module -4 Strategy Implementation		
Facilitators for implementation of strategy: Organisational Structures – matching structure to strategy, McKinsey's 7S, Changing structure and processes (Business Process Reengineering, Six Sigma); Strategic Leadership; Organisational Culture – Learning organisations, MBO, TQM; Barriers to implementation of strategy. Strategy and Innovation: Introduction to Innovation – Process, Product and Platform; Creative Destruction and Disruptive Technologies; Open Innovation and Open Strategy.	8	CO4
Practical component – Profiling BPR / Six Sigma / TQM pioneers.	2	
Module-5 Strategic Control		
Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations).	4	CO5
Self-Study – Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy.	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand strategic management concepts and how to conduct external analysis for competitive advantage.
CO2	Apply selected models of internal analysis to evaluate an organization.
CO3	Understand and analyze the different strategy options available for organizations in a complex and dynamic environment.
CO4	Appreciate the essential factors in strategy implementation.
CO5	Understand how to establish and exert strategic control.
CO6	Analyze environment and strategies of organizations.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		3		2		3	
CO 2	3	2				2		3	
CO 3	2			3			2	3	2

CO 4				3	3				2
CO 5	2		3		3				2
CO6	3			3					2

MOOCs:

1. NPTEL: Strategic Management IIT Kharagpur
<https://nptel.ac.in/courses/122/105/122105024/>
2. NPTEL: Strategic Management IISc Bangalore
<https://nptel.ac.in/courses/110/108/110108047/>
3. SWAYAM: Strategic Management
https://onlinecourses.swayam2.ac.in/imb20_mg33/announcements?force=true
4. COURSERA: Strategic Management <https://www.coursera.org/learn/strategic-management>
5. COURSERA: Strategic Management and Innovation
<https://www.coursera.org/specializations/strategic-management>

Suggested Case Studies:

1. TATA Steel, JIO, Zoom`s Rise Amidst the COVID-19 Pandemic
2. Swiggy: Delivering on Business Continuity amidst COVID-19
3. Rise of Adani Group through different corporate strategies.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e, 2017
2	Contemporary Strategy Analysis	Robert M Grant	Wiley	11/e, 2021
3	Contemporary Strategic Management	Robert M Grant	Wiley India	6/e, 2011
4	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e, 2016

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e 2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015
4	Contemporary Strategic Management Case Studies	Robert M Grant	Wiley India	2009

Additional Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc (Industry Note to be submitted).
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy formulation and execution that were responsible for the company's failure in the market. Analysis to be done keeping in mind the internal and external factors impacting the company.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

FINANCIAL MANAGEMENT

Course Code: 23MBA22	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with basic concepts of financial management and apply the concept of time value of money and its implication
2. To familiarize students with the concept of cost of capital and its relevance
3. To evaluate the investment proposals
4. To analyze capital structure and dividend decisions
5. To understand the management of working capital in an organization

Contents of the Module	Hours	COs
Module- 1: Introduction to Financial Management		
Meaning and objectives/ goals of Financial Management; Functions of Financial Management; Interface of Financial Management with other functional areas. Time value of money – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity; Loan amortization. (Problems on PV, FV, Annuity and Loan Amortization schedule)	8	CO1
Practical Component – Finding out rate of return generated by different financial instruments; Preparing loan amortization scheme for a loan offered by bank	4	
Module- 2: Cost of capital		
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Convertibles. Cost of Capital: Cost of debenture capital; Cost of preferential capital; Cost of term loans; cost of equity capital - Dividend discounting and CAPM model; Cost of retained earnings; Determination of Weighted average cost of capital (WACC) and Marginal cost of capital (Problems on WACC)	8	CO2
Module- 3: Capital Budgeting (Investment decision)		
Capital budgeting: Importance; Process of Capital Budgeting, Estimation of Cash Flows; Investment evaluation techniques – Payback period, Accounting rate of return, Discounted payback period, Net present value, Internal rate of return, Modified internal rate of return, Profitability index, (Problems on evaluation of new projects)	10	CO3
Practical Component – Study the cash flows projection and capital budgeting method employed by a small or medium sized business firm	4	

Module- 4: Capital structure and Dividend decisions		
Capital structure - Capital structure planning and factors affecting capital structure policy; Leverage Analysis, EBIT and EPS analysis. ROI & ROE analysis. Dividend Decision – Factors affecting the dividend policy (Theories of capital structure and dividend NOT included) (Problems on leverages and EPS analysis)	6	CO4
Practical Component: Study the capital structure and dividend policy of any two listed companies	2	
Module- 5: Working Capital Management		
Meaning and Objectives; Factors influencing working capital requirements; Determination of operating cycle and cash cycle; Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). (Problems on operating cycle and estimation of net working capital)	6	CO5
Self-Study - Sources of Financing -Long term and Short-term	2	CO6

Question Paper- 60% Problems, 40% Theory

Course Outcomes: At the end of the course, the student will be able to:

CO1	Understand the basic concepts of financial management and apply the time value of money concept
CO2	Analyse the various sources of finance and computation of weighted average cost of capital
CO3	Evaluate the investment decisions of a business
CO4	Analyze the capital structure and dividend decisions
CO5	Estimate working capital requirements of a business
CO6	Apply financial management concepts in a business case study (using MS Excel) and present their analysis

Mapping of COs with POs and PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2				2	
CO2	2	3						2	
CO3	2	2						2	
CO4	2	2						2	
CO5	2	2						2	
CO6	2	2		2		2	2	2	2

Suggested Case Studies:

- Taylor Brands: Cost of Capital or Required rate of return
- Hero Motor Corporation Limited – Profitability Analysis
- Dividend Policy at Hindustan Petroleum Corporation Limited (HPCL)

Text Books:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management: Text, Problems and Cases	Khan M. Y.& Jain P. K	TMH	8/e, 2019
2	Financial Management	Prasanna Chandra	TMH	9/e, 2017
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah & Harish Babu	HPH	1/e, 2015

Reference Books:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	I. M. Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I. M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R	Sage Publications	3/e, 2019

BUSINESS RESEARCH METHODS

Course Code: 23MBA23	Credits: 4
L:T:P:J: 3:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the basic concept of Research and its process.
2. To gain insight into the various Research Designs to choose the most appropriate one.
3. To choose samples using an appropriate technique and collect data from them using a suitable tool.
4. To develop testable hypothesis, evaluate aptness of research conclusions, and generalize them appropriately.
5. Demonstrate a logical argument, interpret, and present data in oral and written form for decision making.

Contents of the Module	Hours	COs
Module -1: Introduction to Research		
Meaning, Types, Process of research, Defining the research problem, Formulating the research hypothesis, Developing the research proposals, Research design, sampling design, Planning, and collecting the data for research, Data analysis and interpretation, Features of good research study.	8	CO1
Module-2: Research Design		
Meaning, Significance and Types of research design- Exploratory, Conclusive, Descriptive, Experimental, Case Study, Mixed -method	7	CO2
Practical Component – Research review paper on any topic of your choice.	2	
Module-3: Sampling and Data Collection		
Sampling: Concepts- Types of Sampling – Errors in sampling. Primary and Secondary data- meaning and various techniques of the data collection and their pros and cons. Questionnaire design, Measurement and Scaling Techniques: Basic measurement scales, Attitude measurement scale.	8	CO3
Module-4: Data Formatting and Hypothesis Testing		
Data Formatting for testing. Hypothesis testing: Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, Chi square, KW test, Normality, and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification, and problems on it	10	CO4
Practical Component – Construct a questionnaire for a research topic of interest	2	
Module -5: Inferential Statistics using Minitab and Report Writing	5	
Report writing and presentation of results: Importance and Types of research report, Report structure, guidelines for effective documentation.		CO5
Practical Component – Parametric and Non-Parametric Tests- t-test, z-test, f-test,	4	

Goodness of fit, Normality and reliability of hypothesis. Statistical analysis, Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification, and problems on it. Analysis and interpretation using Minitab		
Self-Study: Review of literature (Journal) and present the same.	4	CO6
Project Work- Project work –Choose a research topic of interest and test hypothesis, analyze and present a research proposal for the topic chosen.		

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basic concept of Research and its process.
CO2	Gain insight into the various Research Designs to choose the most appropriate one.
CO3	Choose samples using an appropriate technique and collect data from them using a suitable tool
CO4	Develop testable hypothesis, evaluate aptness of research conclusions, and generalize them appropriately
CO5	Demonstrate a logical argument, interpret, and present data in oral and written form for decision making
CO6	Analyze review of literature to identify research gaps.

Mapping of Cos with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2		3		2	
CO2	3			2				2	
CO3						3		2	
CO4		3						2	
CO5		3							2
CO6		3							

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	12/e, 2018
2	Research Methods	M M. Munshi& K Gayathri Reddy	HPH	1/e, 2015
3	Research Methods	Naresh K Malhotra	Pearson Education	7/e,2022
4	Research Methodology	C R Kothari	New Age International	4/e, 2019
5	Statistics for business & economics,	Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J.	Cengage Learning	13/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for management	Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H	Prentice Hall India Publications	Prentice Hall India Publications
2	Research Methodology	Ranjit Kumar	Sage Publications	3/e, 2013
3	Research Methodology	Deepak Chawla and NeenaSondhi	Vikas Publications	2/e, 2018
	Excel for dummie	Harvey. G	John Wiley & Sons	2019

OPERATIONS RESEARCH

Course Code: 23MBA24	Credits: 4
L:T:P:J: 4:0:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the basics of Operation Research.
2. To apply the techniques to minimize the transportation cost.
3. Be able to mathematically formulate a linear program and solve graphically
4. To understand the various environments of Decision making and sequence the jobs effectively
5. To apply the simulation techniques and Game theory to obtain the optimal solutions

Contents of the Module	Hours	COs
Module -1: Introduction		
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	6	CO1
Module-2: Transportation and Assignment Problem		
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.	12	CO2
Module -3: Linear Programming Problem		
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	10	CO3
Module -4: Decision Theory and Job Sequencing		
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, decision tree. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines (Problems) 2 jobs-M machines cases. (Only theory).	10	CO4

Module -5: Simulation and Game Theory		
Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages. Game Theory: Formulation of game models, Two-person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.	10	CO5
Self- Study- Apply concepts like simulation, game theory, Hungarian Assignment on real time data	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics of Operations Research
CO2	Apply transportation techniques to minimize cost
CO3	Mathematically formulate the Linear Problem and solve graphically
CO4	Understand the various decision-making environment and sequence the jobs to minimize the idle time
CO5	Simulate problems and apply game theory to obtain optimal solution
CO6	Apply theoretical concepts of OR in real time data to make decisions

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2								
CO2		3				2		2	
CO3		3				2			
CO4		2				3		2	
CO5		3				3			
CO6	3	3							

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Education	9/e, 2014
2	Operation Research	J. K. Sharma	Trinity Press	2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Quantitative Techniques in management	N. D. Vohra	McGraw Hill	4/e, 2015
2	Introduction to Operations Research	Hiller, Frederick S. ; et al	Tata McGraw Hill	9/e, 2012

Practical Component

- Learn and use TORA Software for analysis of all the OR Techniques and Real-life Problems.
- Student should demonstrate the application of the techniques covered in this course.

ADVANCED STATISTICAL TOOLS

Course Code: 23MBA25	Credits: 3
L:T:P:J: 1:0:4:0	CIE Marks: 50
Exam Hours: 03	SEE Marks: 50

Course Objectives: To

1. Introduce students to basic statistical concepts and their applications.
2. Help students perform financial and logical functions using MS Excel.
3. Help students to perform time series forecasting using MS Excel.
4. Train students in data visualization using Jamovi.
5. Develop ability of students to perform hypothesis testing using Jamovi.

Contents of the Module	Hours	COs
Module 1: Basics and Reference functions using MS Excel		
Introduction; Basics Revision	2	CO1
Practical Component: Subtotal Function, Look-up and Reference function: V Look up and H Look up; Formula errors	4	
Module 2: Financial functions, Logical functions and Pivot table in MS Excel		
Practical Component: Finance Functions –Loan amortization with suitable case Logical Functions – If, And, Or, Count if and Sum if Pivot table: Using Pivot table for data analysis; Create database for Pivot; Analyzing data with Pivot tables; Producing a report with Pivot table; Solver and Goal Seek	8	CO2
Module 3: Time Series Forecasting using MS Excel		
Introduction to Time series analysis, components of time series	2	CO3
Practical Component: Time Series Plots, Trend Analysis, Seasonality, Moving Averages and Exponential Smoothing	4	
Module 4: Introduction and data visualization in Jamovi		
Measurement of Central tendency and Measurement of Dispersion	2	CO4
Practical Component: Installing JAMОВI and Navigating JAMОВI Measures of Central Tendency and Measures of Dispersion (Mean, Mode, Median; Variance, SD) Data visualization: Histograms, Bar graphs and Scatterplots	6	
Module 5: Hypothesis testing Jamovi		
Correlation and Regression Hypothesis Testing: Meaning, Null and Alternative Hypothesis, Parametric and Non-Parametric tests	4	CO5
Practical Component: Correlation and Regression Parametric and non-parametric tests:	6	

t-test, Z Test, F Test, Chi Square test, One Way ANOVA, Two Way ANOVA, Implementation of all the concepts in other statistical tools like SPSS and Minitab		
Self-Study: learn data visualization and descriptive statistics in MS Excel	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Apply basic statistical functions using M S Excel
CO2	Perform financial and logical functions using MS Excel
CO3	Perform time series forecasting using MS Excel
CO4	Represent data in different visualization forms using Jamovi
CO5	Perform hypothesis testing using Jamovi
CO6	Apply descriptive statistics and data visualization for data-based decisions.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3							
CO2	3	3						3	
CO3	3	3						2	
CO4	3	3						3	
CO5	3	3						3	
CO6	3	3						3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
2	BSTAT: A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016
3	Learning Statistics with Jamovi	Danielle J. Navarro & David R. Foxcroft	E book	2022
4	MINITAB	Manual Michael Evans	E book	2009

ECONOMIC ENVIRONMENT OF BUSINESS

Course Code: 23MBA26	Credits: 2
L:T:P:J: 1:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the essential economic indicators of the domestic economic environment.
2. To familiarize students with the factors of economic growth and development.
3. To introduce students to the economic policies of India.
4. To make students understand the essential economic indicators of the international economic environment.
5. To make students develop an insight on the way international businesses work.

Contents of the Module	Hours	COs
Module-1 Domestic Economic Environment		
Macro Environment of Business; Economic system: Capitalism and Socialism; Macroeconomic Scenario: Growth, Saving and Investment, Inflation (sources, types and impact), Fiscal Imbalance, Balance of Payment; Prosperity, Recession, Depression and Stagflation; Economic Roles of the State and Central Government in India; Economic Policies: Industrial policy, Trade Policy, Monetary Policy and Fiscal Policy.	6	CO1
Module -2 Economic Growth and Development		
Concepts, Factors and Models (Keynesian and IS/LM Model); Economic Planning and Control; Circular Flow of Income in an Economy: Two-sector, Three-sector and Four-sector Model; National Income Measurement: Concepts and Methods; Gross Domestic Product and Gross National Product.	5	CO2
Practical component - Write an evaluative note on GDP and GNP of India. Students can interpret major news on Indian economy during the semester.	1	
Module -3 Economic Policies of India		
Fiscal Policy: Instruments, Objectives, Issues: Fiscal Imbalance; Monetary Policy: Instruments, Objectives: Control of Currency and Control of Credit, Issues; New Industrial Policy; National Manufacturing Policy (Make in India); New Trade Policy, FERA.	6	CO3
Module -4 International Economic Environment		
Important Factors in International Economic Environment: Global Competitiveness, Balance of Payments GDP, GNP, Purchase Power Parity, Exchange Rate, Per Capita Income, Employment, Poverty, Growth Rate. International Economic Collaboration: International Institutions (Relevance of IMF, World Bank and WTO), Trade Agreements (FTAs, RCEP, ASEAN, SARC,	5	CO4

BRICS, NATO, G20).		
Practical component – Compare and contrast one developed, one developing and one under-developed economy. Students can analyze the economic parameters of different countries and see how each country is faring	1	
Module-5 International Business		
Meaning, Parties involved, Modes of Entry; Foreign Capital: Need and Components; Investing in countries abroad-Opportunities and Challenges; Repatriation of Profits.	4	CO5
Self-Study – Analysis of the latest Fiscal and Monetary Policy and submission of report. Students can have a group discussion on the pros and cons of different economic policies.	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the essential economic indicators of the domestic economic environment.
CO2	Analyze the factors of economic growth and development.
CO3	Understand the economic policies of India.
CO4	Assess the essential economic indicators of the international economic environment.
CO5	Develop an insight on the way international businesses work.
CO6	Analyze the Economic Environment and policies of a country.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1				3					
CO 2		3		3					2
CO 3				3					
CO 4		3		3					2
CO 5				3					2
CO6		3		3					2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Economic Environment of Business	V K Puri S K Mishra	HPH	11 th Rev ed. 2019
2	International Business: Competing in the Global Marketplace	Charles W L Hill	McGraw Hill	14 th ed. 2023

INNOVATION AND ENTREPRENEURSHIP

Course Code: 23MBA27	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. Understand and appreciate application of design thinking in entrepreneurship
2. Familiarize oneself with the startup ecosystem.
3. Create business plans, Business Canvas and a winning elevator pitch.

Contents of the Module	Hours	COs
Module-1: Design Thinking		
Design Thinking -Meaning, features, principles stages, Why Empathy? How to feel? Visualization of 6 phases of the design thinking process, Journey Mapping, look outside your context, the power of Storytelling in Empathy, Define for Design Thinking Analysis & Synthesis, Empathy Mapping, Problem Statement, User: Insight, how might We? Real Time interactions. benefits, theories, Tools for ideation in design thinking-Brainstorming - Mind mapping - SCAMPER - Analytical Thinking, Introduction to prototyping and Types of Prototyping Testing Compare Alternatives, Users experience, Observe, Follow ups, Popular Design Frameworks	9	CO1
Practical Component –Brainstorming and Mind mapping activities, visit financial institutions to understand different financial schemes available for entrepreneurs. Visit an entrepreneurship training institute like EDII, NEISBUD etc., and prepare a report.	4	
Module-2: Startup ecosystem		
Introduction start up ecosystem, introduction to Starup India initiatives, Schemes under startup India initiatives, Important skillset for entrepreneur. Difference between entrepreneur and businessman.	5	CO2
Module-3: Business plan, Business Canvas, and Elevator pitch		
Feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Legal requirements of the venture, Business plan creation, Business Canvas Model, and Elevator pitch.	8	CO3
Self-Study: Entrepreneur decision process, Functions of an Entrepreneur, Types of Entrepreneurs, Stages in entrepreneurial process, Different sources of Funds. Interview an entrepreneur and write a report on his/her journey.	4	CO4
Project Work: In this module, Students will have to complete one project turning their business idea into a business plan. In the process, student will have to conduct research on the viability of the plan, design a business model canvas and prepare a business plan.		

Student will have to apply theoretical knowledge from the other courses they have learnt and connecting it with real life practical issues and decisions.		
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Course Outcomes: At the end of the course the student will be able to:

CO1	To understand and apply the concept of design thinking for product and service development.
CO2	To understand and familiarize with the fundamental concepts of startup ecosystem in India
CO3	To create business plans, Business canvas, and elevator pitch for any entrepreneurship idea

Mapping of Cos with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2					2	2	
CO2	2	2	2	2		2	2	2	2
CO3	3		2				2	2	2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Design Thinking for Strategic Innovation: What They Cannot Teach You at Business or Design School	Idris Motee	John Wiley & Sons	2014
2	Entrepreneurship	Robert D Hisrich, Mathew. J. Manimala, Michael P. Peters and Dean A Shepherd	Tata-McGraw-Hill	8 th edition 2015
3	Entrepreneurship- A South-Asian Perspective	D.F.Kuratko, T.V.Rao	Cengage Learning	2018

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Sultan Chand & Sons, New Delhi.	2017
2	Design Thinking for Beginners: Innovation as a factor for entrepreneurial success	Kilian Langenfeld	Personal Growth Hackers	2019

PROJECT OF SOCIAL CONCERN

Course Code: 23MBA28	Credits: 2
L:T:P:J: 0:0:0:4	CIA Marks: 50
	SEA Marks: 50

COURSE OBJECTIVES

- To sensitize students towards social issues
- To bring awareness of multiple perspectives on a given topic of social concern among students
- To encourage students to understand the cause and effects of social problems and find research-based solutions for them

General Guidelines

- The Project of social Concern (22MBA27) is compulsory for all the students perusing MBA Course
- The project work shall be spread over 2nd Semester with an emphasis on field survey.
- The project shall be done by a group of 3 students.
- The students shall identify a topic of social concern of his / her interest / passion through life experiences and / or through external sources.
- The students shall get associated with an organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), working for the cause.
- The students are expected to identify the organization in consultation with the guide.
- The students shall seek guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- No two groups shall work in the same area/topic
- The student group shall submit a report on their work at the organization / evaluation studies.
- The group shall present the report to a committee of internal and external evaluators.

IDENTIFYING TOPICS

Topics of social concern can be classified into:

1. Social problems (Climate change, illiteracy, unemployment, poverty, malnutrition, health and hygiene, homelessness, domestic violence, inter-group conflicts, terrorism, etc).
2. Economic and social justice (ageism, racism, income disparity, gender bias and other types of discrimination).
3. Social ideals (empowerment, equality, democracy, etc.).

Format and Contents of the report

- The Project report shall not exceed 50 pages.

- The Project report shall be prepared using word processor viz. MS-Word in Times New Roman font, font size 12.
- All the reports shall be printed in A4 size sheet leaving 1” margin on all the sides.
- Students should submit the Project Report in both electronic form (Non editable PDF) and two hard copies (One for the student and other for the institute).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- Certificate from the organization.

Evaluation: Project of Social Concern carries 100 marks as shown below.

Rubrics for Project of Social Concern

Sl.No	Particulars	Marks Allotted
1	Progress Review (Internal Assessment)	25
2	Report Evaluation by the Guide	25
3	Report Evaluation by the External Examiner	25
4	Viva-Voce Examination (Joint Evaluation)	25
Total		100

A. Progress Review by the Guide

Sl. No	Aspects	Marks Allotted
1	Progress Review Evaluation I	25
2	Progress Review Evaluation II	25
3	Progress Review Evaluation III	25
Average of all 3		25

B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Introduction and Relevance to the project of social concern	5
2	Theoretical Background & Literature Review	5
3	Research Design/ Volunteering work	5
4	Analysis, Interpretation & Findings	5
5	Learning outcomes & conclusion	5
Total		25

C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	5

2	Communication skills	5
3	Knowledge about the chosen Social Concern & the Organisation	5
4	Objectives of the study and Research Design	5
5	Learning outcomes and appropriate suggestions	5
Total		25

Contents of the Project Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Head of the Institution
- Declaration by the student
- Acknowledgement
- Table of contents
- List of figures, tables and graphs

Chapter 1: Introduction

Introduction to the project: The cause identified, The organization chosen, Nature of Work carried out.

Chapter 2: Organization profile

Nature of the organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), History, Promoters, Vision, Mission, Core values, Products / service profile, Areas of operation, Other organizations involved in the cause, SWOC Analysis, Impact of the organization's activities, Awards and recognitions, Future growth and prospects.

Chapter 3: Theoretical Background and Literature Review

Theoretical background of the issue / problem identified (Major theories, models, policy initiatives, Laws and propositions). Review of literature regarding the reasons and solutions for the identified cause.

Chapter 4: Research Design, Analysis and Findings

Statement of the problem, Need for the study, Objectives of the study, Scope of the study, Research methodology; Analysis and interpretation of the data collected with relevant tables and graphs, Summary of findings and Suggestions.

Projects involving volunteering work:

Nature of work / engagement; Methodology adopted / Plan of action; Ground Report; Feedback from the beneficiary / beneficiary organization; Impact / Outcome of the work / engagement; Challenges encountered in carrying out the work.

Chapter 5: Experience, Learning Outcome and Conclusion

Include experience, learnings from the engagement with the NGO / working for the cause, and conclusion.

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Course Outcomes: At the end of the course the student will be able to:

CO1	Identify and define core social issues / problem
CO2	Understand the causes and effects of the social problems
CO3	Develop research-driven strategies to solve the existing social problems

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1			3					2	
CO2		3				3			3
CO3		3				3			3

EMPLOYABILITY SKILLS

Course Code: 23MBA29	Credits: 2
L:T:P:J: 0:0:2:2	CIA Marks: 50
	SEA Marks: 50

Course Objectives:

1. To develop the ability to communicate effectively in groups.
2. To understand and apply various techniques to ace the employment interviews.
3. To make students more employment ready by enhancing their problem solving and decision making through numerical aptitude, reasoning aptitude and verbal aptitude skills.

Contents of the Module	Hours	COs
Module -1: Group Discussion		
Group Discussion with special attention to content, team dynamics, body language and various components of oral communication skills.	4	CO1
Module -2: Employment communication		
Employment communication: Preparing your resume, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview, Grooming etiquettes. Essential aspects of virtual interviews.	6	CO2
Practical component – Conduct Mock interviews and provide one on one feedback	2	
Module -3: Aptitude skills		
Numerical aptitude – Problems on Basic number system, Time, speed and distance, Time and work, Profit and loss, Percentages, Simple and compound interest. Logical Reasoning – Problems on Blood relation analysis, Direction sense, Analytical reasoning, Syllogisms, Series completion, Coding and decoding English proficiency – Parts of speech, Verbal Analogies, Synonyms and antonyms, Reading comprehension, Error spotting, Sentence correction and completion.	18	CO3
Project Work: Prepare resume in the below shared formats – <ul style="list-style-type: none"> • One-page resume in pdf format • Resume in image format • Create a video resume professionally 		

Course Outcomes: At the end of the course the student will be able to:

CO1	Develop the ability to communicate effectively in groups.
CO2	Develop the art of articulating well during the interviews
CO3	Understand and apply various techniques and shortcuts to solve problems during employment aptitude

	tests.
CO4	Apply the employability skills practiced during the course in real time scenarios such as interviews, corporate presentations etc.

Mapping of COs with POs & PSOs:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				3	2			2	
CO2				3	2			2	
CO3		3			2			2	
CO4		2	2	2	2			2	

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
3	Quantitative Aptitude	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition
4	Verbal and Non-verbal Reasoning	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition