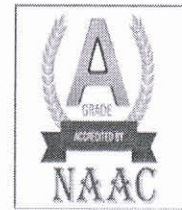


NPR

**COLLEGE OF ENGINEERING & TECHNOLOGY
(AUTONOMOUS)**

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MASTER OF BUSINESS ADMINISTRATION

REGULATION - 2023

CHOICE BASED CREDIT SYSTEM (CBCS)

CURRICULUM AND SYLLABUS

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS - 2023 (CHOICE BASED CREDIT SYSTEM)

CURRICULA AND SYLLABI FOR I - IV SEMESTERS

I. DEPARTMENT VISION

- The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

II. DEPARTMENT MISSION

- To offer post graduate and research programmes of industry and social relevance
- To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
- To enhance managerial and soft skills that augments the overall professional development
- To encourage and support in fulfilling the drive for teaching and research
- To pursue consultancy projects and collaborative research

III. PROGRAM NAME: Management Studies

IV. PROGRAM EDUCATIONAL OBJECTIVES

The students of MBA programme would be able to

PEO1: Graduates will be business leaders and managers with leadership and problem-solving skills in the business world.

PEO2: Graduates will drive entrepreneurship initiatives either on their own or within other organizations where they are employed.

PEO3: Graduates will update conceptual and practical knowledge in the field of business management to contribute to the business and nation building while upholding ethical practices.

V. PROGRAMME OUTCOMES

PO1	Business Environment and Domain Knowledge	Graduates are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.
PO2	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions	Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources
PO3	Leadership and Teamwork	Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
PO4	Effective Communication	Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO5	International Exposure and Cross-Cultural Understanding	Graduates are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
PO6	Social Responsiveness and Ethics	Graduates are expected to demonstrate awareness of ethical issues, identify the contemporary social needs and explore the opportunities for social entrepreneurship.

VI. PROGRAM SPECIFIC OUTCOMES

PSO1: To apply the fundamental knowledge of management sciences to optimally solve the complex business problems.

PSO2: To inculcate in students the ability to gain multidisciplinary knowledge through simulated problems, case analysis, projects and industrial training.

PSO3: To demonstrate the practice of professional ethics and standards for societal and environmental well-being.

VII. MAPPING OF PEOs, POs, AND PSO

POs / PEOs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
I	3	3	3	3	3	3	2	3	2
II	3	3	3	3	3	3	3	2	3
III	2	2	2	2	3	3	2	2	2

1 – Slight, 2 – Moderate, 3 – Substantial

VIII. PROGRAM SCOPE

A Masters in Business Administration (MBA) is a professional postgraduate degree programme that leads to excellent employment scope in a variety of sectors. The two-year degree programme includes on-the-job training that allows students to obtain experience in the business world. The breadth of an MBA expands as specialization in subjects such as Finance, HR, marketing, Operations, Business Analytics, Real estate finance, Tourism Management and Logistics and Supply chain management.

The MBA has established a paradigm for career advancement. The most sought-after academic program in India by a wide margin is an MBA. This extensive degree is aimed at employment. One can observe that the horizon of development for MBA graduates is enriching, progressive, and stable because MBA provides a broad spectrum of specialized knowledge nearly in all domains. Professionals with an MBA are qualified for employment in the public and private sectors.

IX. CURRICULUM - I SEMESTER TO IV SEMESTER

REGULATIONS - 2023

MASTER OF BUSINESS ADMINISTRATION

(CHOICE BASED CREDIT SYSTEM)

SEMESTER I

S No	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
THEORY								
1	23MB101	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
2	23MB102	Managerial Economics	PCC	3	0	0	3	3
3	23MB103	Accounting for Management	PCC	3	0	0	3	3
4	23MB104	Research Methodology	PCC	3	0	0	3	3
5	23MB105	Design Thinking and Innovation	PCC	3	0	0	3	3
6	23MB106	Statistics for Management	PCC	3	0	0	3	3
PRACTICALS								
7	23MB111	Seminar on Emerging Trends in Business Management-I	EEC	0	0	4	4	2
8	23MB112	MS-Office for Managers	EEC	0	0	4	4	2
9	23MB113	Business Communication (Lab)	PCC	0	0	4	4	2
Total				19	0	12	31	24

SEMESTER II

S. No	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
THEORY								
1	23MB201	Marketing Management	PCC	3	0	0	3	3
2	23MB202	Financial Management	PCC	3	0	0	3	3
3	23MB203	Human Resource Management	PCC	3	0	0	3	3
4	23MB204	Business Analytics	PCC	3	0	0	3	3
5	23MB205	Operations Management	PCC	3	0	0	3	3
6	23MB206	Legal Aspects of Business	PCC	3	0	0	3	3
7	23MB207	Quantitative Techniques for Decision Making	PCC	4	0	0	4	4
PRACTICALS								
8	23MB211	Seminar on Emerging Trends in Business Management - II	EEC	0	0	4	4	2
9	23MB212	Data analysis and Business Modelling (Lab)	PCC	0	0	4	4	2
Total				21	0	8	29	26

**MASTER OF BUSINESS ADMINISTRATION
SEMESTER I**

23MB101 - MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
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Preamble:

This course aims at enabling the students to understand the broader spectrum of Organizational process and management. This course helps the students to identify the primary and ancillary functions of management. The students can also identify the ways to manage external environmental challenges.

Unit - I	NATURE AND THEORIES OF MANAGEMENT	7 Hours
Evolution of management Thought - Classical, Behavioral and Management Science Approaches Management - meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory - Classical era- Contribution of F.W.Taylor, Henri Fayol, Modern era - system & contingency approach Managerial Skills.		
Unit - II	PLANNING AND ORGANISING	7 Hours
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.		
Unit - III	INDIVIDUAL BEHAVIOUR	7 Hours
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.		
Unit - IV	GROUP BEHAVIOUR	12 Hours
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development..		
Unit - V	EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR	12 Hours
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		
TOTAL: 45 PERIODS		

Text Books:	<ol style="list-style-type: none"> 1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016. 2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
Reference Books:	<ol style="list-style-type: none"> 1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015. 2. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017. 3. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.toolshero.com/management/14-principles-of-management/ 2. https://open.umn.edu/opentextbooks/textbooks/693 3. https://open.umn.edu/opentextbooks/textbooks/34 4. https://blog.hubspot.com/marketing/management-principles

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	The student will be able to UNDERSTAND and various management concepts and skills required in the business world.	Understanding (K2)
CO2	The student will be able to EXPLAIN how In-depth knowledge of various functions of management in a real time management context.	Remembering (K1)
CO3	The student will be able to UNDERSTAND complexities associated with management of individual behavior in the organizations.	Applying (K3)
CO4	The student will be able to ANALYZE the skillset to have manage group behaviour in Organizations.	Analyzing (K4)
CO5	The student will be able to IDENTIFY Insights about the current trends in managing organizational behaviour.	Remembering (K1)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2	3				
CO-2	3	2		2		2		2	3
CO-3		3		2					
CO-4			3	2	3		2		2
CO-5			3	2		2			

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	3.2
CIA-2	1.5	50	17	17	33	33	-	-	100%	3.4
CIA-3	2	50	25	25	30	20	-	-	100%	3.5
End Sem.	5	100	25	25	30	20	-	-	100%	3.5

Note: $\pm 3\%$ may be varied (CIA 1 & 2 – 50 marks, Model exam & ETE - 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB102 - MANAGERIAL ECONOMICS							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To provide a foundation with the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm Operates.
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Preamble:

This course offers the fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. This course helps to bring conceptual knowledge on demand, supply, profit maximisation, production, cost, and market structures for managerial decisions.

Unit - I	GENERAL FOUNDATIONS OF MANAGERIAL ECONOMICS	9 Hours
Managerial economics - Meaning, Nature, Scope - Fundamental concepts of managerial economics - Micro and macro environments - Relevance of Microeconomics- Application of economic theories and basic techniques of managerial decision-making - Structure and Sectors of Indian economy- Nature of firm - Forms of Organisation.		
Unit - II	CONSUMER AND PRODUCER BEHAVIOUR	9 Hours
Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short - run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.		
Unit - III	PRODUCTION AND COST ANALYSIS	9 Hours
Production function - Laws of production - Economies and diseconomies of scale - laws of returns - Break - Even Analysis - uses - Various concepts of costs - Cost output relationship - Application of marginal costing in business decisions - Cost control and cost reduction.		
Unit - IV	PRICING CONCEPTS	9 Hours
Price - Meaning - Determination - Price determination under different market structures - Perfect competition - Monopoly- Monopolistic competition - Oligopoly - Pricing policies - Practices - Price cartels - Price leadership - Profit concepts & analysis.		
Unit - V	NATIONAL INCOME ANALYSIS	9 Hours
National Income Concepts - Determination - Accounting - Macro-Economic Problems - Unemployment - Inflation - Stagflation - Business Cycle - Factors influencing International Trade - Balance of Payments - Instruments of Macroeconomic Policy - Fiscal policy - Monetary policy - Exchange rate policy - International trade policy - Prices and income policy - Employment policy - Globalisation and emerging India - Global recession and Indian Economy.		
TOTAL: 45 PERIODS		

Text Books:	1. Yogesh, Maheswari, Management Economics, PHI learning, New Delhi, 2012. 2. D.M. Mithanil, Money and Banking – International Trade and Public Finance, Himalaya Publishing House, Mumbai, 1992.
Reference Books:	1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabadh, 2011. 2. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning.
MOOC / Web Platforms:	1. https://www.iedunote.com/organizational-behavior 2. https://www.london.edu/faculty-and-research/organisational-behaviour 3. https://2012books.lardbucket.org/pdfs/an-introduction-to-organizational-behavior-v1.1.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the basic concept with the help of economic principles.	Understanding (K3)
CO2	Appraise the knowledge of demand and supply under different business decisions.	Analyzing (K4)
CO3	Examine the concept of production function and role of technology.	Applying (K3)
CO4	Analyze the importance of matching costs with different time frames.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures..	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3					1	1		
CO-2	2	2						2	
CO-3	2	3							3
CO-4	2	2				1	2		2
CO-5	2	3				1			

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	17	35	32	16	-	-	100%	3.15
CIA-2	1.5	50	18	18	32	32	-	-	100%	3.2
CIA-3	2	50	6	24	40	30	-	-	100%	3.3
End Sem.	5	100	6	24	40	30	-	-	100%	3.3

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB103 - ACCOUNTING FOR MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To understand Accounting tools and techniques.
2	To analyze and interpret financial statements.
3	To recognize the roles of budgets variance as tools of planning and control.

Preamble:

The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements.

The objectives of financial analysis are to provide an introduction to interpreting the accounting information for planning, control and decision making.

Unit - I	INTRODUCTION	9 Hours
Financial, Cost and Management Accounting - Generally accepted accounting principles, Conventions and Concepts - Final Accounts - Preparation of profit and loss account and Balance sheet.		
Unit - II	ANALYSIS OF FINANCIAL STATEMENTS	9 Hours
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow and Funds flow statement analysis.		
Unit - III	COST ACCOUNTING	9 Hours
Cost Accounts - Classification of costs - Job cost sheet - Job order costing - Process costing - (excluding Interdepartmental Transfers and equivalent production) - Joint and By Product Costing - Activity Based Costing, Target Costing.		
Unit - IV	BUDGETING AND VARIANCE ANALYSIS	9 Hours
Budgetary Control - Sales, Production, Cash flow, fixed and flexible budget - Standard costing and Variance Analysis - (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.		
Unit - V	ACCOUNTING IN COMPUTERISED ENVIRONMENT	9 Hours
Significance of Computerized Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Prepackaged Accounting software.		
TOTAL: 45 PERIODS		

Text Books:	<ol style="list-style-type: none"> 1. S N Maheshwari, Suneel Maheshwari & Sharad K Maheshwari Accounting for Management, Vikas, 4th Edition, 2018 2. R. Narayanaswamy, Financial Accounting : A Managerial Perspective, PHI Learning, New Delhi, 6th Edition 2017.
Reference Books:	<ol style="list-style-type: none"> 1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabadh, 2011. 2. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning. 4. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles 2. https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf 3. https://www.profitbooks.net/what-is-depreciation

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Comprehend the basic principles of accounting.	Understanding (K2)
CO2	Prepare and interpret the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet.	Applying (K3)
CO3	Assess the financial soundness of the company using Ratio analysis.	Evaluating (K5)
CO4	Construct the Fund flow statements and analyze the financial statements using fund flow.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1			3
CO-2	3	2		1		1		1	
CO-3		3		1		1	2		
CO-4	3	2		2		1		2	
CO-5	3	2		2		1			2

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	-	-	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	15	25	30	15	15	-	100%	2.5
CIA-2	1.5	50	5	20	20	35	20	-	100%	2.8
CIA-3	2	50	11	19	20	30	20	-	100%	3.0
End Sem.	5	100	11	19	20	30	20	-	100%	3.0

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB104 - RESEARCH METHODOLOGY							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1.	To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.
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Preamble:

This course is designed to help students undertake research project and also intends to provide comprehensive knowledge on research process and introduces the concepts, tools and techniques that are used at each of these steps thereby honing the research skills of future managers.

Unit - I	INTRODUCTION TO RESEARCH	9 Hours
Business Research - Definition and Significance - The research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		
Unit - II	RESEARCH DESIGN AND MEASUREMENT	9 Hours
Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.		
Unit - III	DATA COLLECTION	9 Hours
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Types of Validity - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Sampling methods.		
Unit - IV	DATA PREPARATION AND ANALYSIS	9 Hours
Data Preparation - editing - Coding - Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Applications of Bi-variate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.		
Unit - V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9 Hours
Research report - Types - Contents of report - Need for executive summary - Chapterization - contents of chapter - report writing - The role of audience - Readability - Comprehension - Tone - Final proof - Report format - Title of the report - Ethics in research - Ethics in research - Subjectivity and Objectivity in research.		
TOTAL: 45 PERIODS		

Text Books:	1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012. 2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
Reference Books:	1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012. 2. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
MOOC / Web Platforms:	1. https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf 2. https://gurukpo.com/Content/BBA/ResearchMethod in Mngg.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the research process, Research Problem and literature review.	Understanding (K2)
CO2	Identify the criteria for evaluating data collection methods, and Preparation of Questionnaire Design.	Applying (K3)
CO3	Apply the principles of sampling and data preparation to the contemporary business research problems.	Applying (K3)
CO4	Assess different types of testable hypotheses and interpret the statistical test.	Applying (K3)
CO5	Construct a report writing and proposal writing in business research.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3	2					2		
CO-2	2	3						2	
CO-3	3	2	2						
CO-4	3	2							3
CO-5		3							

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	17	30	28	25	-	-	100%	3.1
CIA-2	1.5	50	17	19	32	32	-	-	100%	3.2
CIA-3	2	50	25	25	30	20	-	-	100%	3.4
End Sem.	5	100	25	25	30	20	-	-	100%	3.4

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB105 - DESIGN THINKING AND INNOVATION							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1.	To familiarize the students to the basic concepts of design thinking in understanding the complexity and wide variety of issues managers face in today's business firms.
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Preamble:

This course aims at enabling the students to understand the design thinking in understanding the complexity and wide variety of issues managers face in today's business firms.

Unit - I	INTRODUCTION TO DESIGN THINKING	9 Hours
Introduction to Design Thinking and Innovation: Overview - Origin and Purpose of Design and Innovation - Design Thinking and its Benefits - Applications of Design Thinking - The Design Thinking Process - Key Features of the Design Thinking Process - Cognitive Models Applied in Design Thinking.		
Unit - II	DESIGN THINKING APPROACH FOR NEW PRODUCT DEVELOPMENT	9 Hours
Design Thinking Approach for New Product Development- Overview Innovation Models - Ideas and Opportunities for Innovation - Jeanne Liedtke's Framework for Design Thinking - Tools Used in the Design Thinking Process - Visualisation in the Design Thinking Process.		
Unit - III	DESIGN THINKING APPROACH FOR DECIPHERING NEEDS	9 Hours
Design Thinking Approach for Deciphering Needs - Overview Value Chain Analysis - Mind Mapping - Span Value Proposition Canvas - User Need Statements - How Might We Statements.		
Unit - IV	DESIGN THINKING APPROACH FOR IDEA GENERATION AND CONCEPT DEVELOPMENT	9 Hours
Design Thinking Approach for Idea Generation - Overview Problem Framing Canvas - Preparing for Idea Generation - Brainstorming - Reverse Brainstorming- Design Thinking Approach for Concept Development - Overview Innovation Idea Funnel - Concept Development - Product Concept - Product Concept Ideation - Back of Napkin - Quality control- Planning operations.		
Unit - V	DESIGN THINKING APPROACH FOR CONCEPT EVALUATION	9 Hours
Value/Ease Matrix - Rapid Prototyping - Preparing for Feedback - Design Thinking Approach for Obtaining User Feedback - Overview Minimum Viable Product - Customer Co-Creation .		
TOTAL: 45 PERIODS		

Text Books:	<ol style="list-style-type: none"> 1. "Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation" by Patrick Van Der Pijl, Justin Lokitz, and Lisa Kay Solomon. 2. "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School" by IdrisMootee.
Reference Books:	<ol style="list-style-type: none"> 1. "Design a Strategy Playbook: How to Create Competitive Advantage by Engaging Customers" by Steve Berez. 2. "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers" by Alexander Osterwalder and Yves Pigneur. 3. "Design a Strategy Playbook: How to Create Competitive Advantage by Engaging Customers" by Steve Berez.
MOOC/ Web Platforms:	<ol style="list-style-type: none"> 5. https://www.ideo.com 6. https://ocw.mit.edu/index.htm

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	The student will be able to UNDERSTAND the Fundamentals of Design Thinking.	Understanding (K2)
CO2	The student will be able to EXPLAIN how Frame Problems and Generate Innovative Ideas.	Remembering (K1)
CO3	The student will be able to PRACTICE Scale and Implement Innovative Solutions.	Applying (K3)
CO4	The student will be able to ANALYZE Integrate Design Thinking into Business Strategy.	Analyzing (K4)
CO5	The student will be able to IDENTIFY and Scale and Implement Innovative Solutions.	Remembering (K1)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2	3				
CO-2	3	2		2		2		2	3
CO-3		3		2					
CO-4			3	2	3		2		2
CO-5			3	2		2			

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	2.94
CIA-2	1.5	50	17	17	33	33	-	-	100%	3.2
CIA-3	2	50	25	25	30	20	-	-	100%	3.5
End Sem.	5	100	25	25	30	20	-	-	100%	3.5

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB106 - STATISTICS FOR MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1.	To learn the applications of statistics in business decision making.
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Preamble:

This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.

Unit - I	INTRODUCTION	9 Hours
Statistics - Definition, Types. Types of variables - Organising data - Descriptive Measures. Basic definitions and rules for probability - conditional probability independence of events - Baye's theorem - and random variables - Probability distributions: Binomial - Poisson - Uniform and Normal distributions.		
Unit - II	SAMPLING DISTRIBUTION AND ESTIMATION	9 Hours
Introduction to sampling distributions - sampling distribution of mean and proportion - application of central limit theorem - sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples - determining the sample size.		
Unit - III	TESTING OF HYPOTHESIS - PARAMETRIC TESTS	9 Hours
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations. ANOVA one and two way.		
Unit - IV	NON-PARAMETRIC TESTS	9 Hours
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.		
Unit - V	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS	9 Hours
Correlation analysis - estimation of regression line. Time series analysis: Variations in time series - trend analysis - cyclical variations - seasonal variations and irregular variations - forecasting errors.		
TOTAL: 45 PERIODS		

Text Books:	<ol style="list-style-type: none"> 1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011. 2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
Reference Books:	<ol style="list-style-type: none"> 1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008. 2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012. 3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012. 4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework---l.html 2. http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/ 3. https://www.himpub.com/BookDetail.aspx?BookId=1936&NB=&Book TitleM=%20Business%20Regulatory%20Framework

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the modes of discharge of contract, remedies for breach of contract.	Understanding (K2)
CO2	Identify the provision of sale of goods act.	Understanding (K2)
CO3	Apply the law relating to partnership and negotiable instrument act..	Applying (K3)
CO4	Analyze the impact of provisions of company law on business decision.	Analyzing (K4)
CO5	Analyze the concept and provision of consumer protection act and IT act in business decision.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2		1		2	3
CO-2	3	2		2		1	3	2	
CO-3		3		2		1			1
CO-4			3	2		1		2	
CO-5			3	2		1			3

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	2.5
CIA-2	1.5	50	17	17	33	33	-	-	100%	2.6
CIA-3	2	50	25	25	30	20	-	-	100%	2.9
End Sem.	5	100	25	25	30	20	-	-	100%	2.9

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

PRACTICAL

23MB111 - SEMINAR ON EMERGING TRENDS IN BUSINESS MANAGEMENT - I							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	EEC	0	0	4	2

Course Objectives

1.	To enable the learners on successful completion of the course the learner will be able to read and analyze books.
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Preamble:

To enable the learners in understanding of the basic concept of able to read and analyze books.

LIST OF EXPERIMENTS/EXERCISES

60 Hours

1. Digital transformation.
2. E-Commerce and Online Marketplaces
3. Leadership in Times of Uncertainty
4. Global Business Expansion
5. Consumer Behavior Shifts
6. You Can Win-Shiv Khera - Book Review
7. The Monk who sold his Ferrari- Robin Sharma - Book Review
8. The Seven habits of highly effective people-Stephen R Covei - Book Review
9. Zero to One- Peter Thiel - Book Review
10. Goal by Eliyahu Goldratt - Book Review

NOTE:

- ✓ The above is the list of topics suggested for preparation and presentation by students twice during the semester (One Topic and One Book Review).
- ✓ This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination required for this course.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory <ul style="list-style-type: none"> • Presentation/Viva 	Course-end survey

23MB112 - MS OFFICE FOR MANAGERS							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	EEC	0	0	4	2

Course Objectives

1.	On successful completion of the course the learner will be able to work on Ms-Word, Ms-Excel and Ms-Powerpoint
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Preamble:

To enable the learners in understanding of the basic concepts of Ms-Word, Ms-Excel and Ms-Powerpoint.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours****Ms-Word**

1. Creating, saving editing and printing of documents.
2. Find and replace options.
3. Formatting with tables, charts and pictures.
4. Mail Merge.
5. Spell check and grammar checks.

MS-EXCEL:

6. Creating, naming and saving worksheets.
7. Data entry-Manual and automatic.
8. Formatting cells and cell referencing.
9. Working with graphs and charts.
10. Creating and using formulas and functions.
11. Data management tools
12. Statistical Applications –Measures of central tendency.
13. Pivot Table
14. V Look Up, H Look Up

MS-POWER POINT:

15. Presenting features
16. saving a presentation using different methods editing
17. formatting,
18. Custom animating and displaying the presentation.

NOTE:

- ✓ This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination required for this course.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory <ul style="list-style-type: none"> • Experimental Report for each experiment • Presentation/Viva 	Course-end survey

23MB113 - BUSINESS COMMUNICATION							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	0	0	4	2

Course Objectives

1.	To familiarize the students with various forms of communication that exists in business and to train them in practical applications of communication.
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Preamble:

This course enhances the students' knowledge in the application of business communication principles through creation of effective business documents and oral presentations. This allows the students to gain knowledge and apply them in team communication and also enables them in the use of technology to facilitate the communication process.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours**

1. Reading - Book reading with written review and oral presentation
2. Writing - Email, Business Letter, Job Application
3. Listening -Video comprehension
4. Role Play
5. Individual Presentation- Presentation of Video Self Introduction (SWOT)
6. Team Presentation - Group Discussion

Text Books:	<ul style="list-style-type: none"> ✓ Rajendra Pal, J.S. Korlahalli, "Essentials of Business Communication", 13th Edition, S. Chand Publishing, New Delhi, 2017. ✓ Herta Murphy, "Effective Business Communication", 7th Edition, McGraw Hill Education, New Delhi, 2017.
Reference Books:	<ol style="list-style-type: none"> 1. R. C. Sharma, Krishna Mohan, "Business Correspondence & Report Writing", 5th Edition, McGraw Hill Education, New Delhi, 2016. 2. AshaKaul, "Effective Business Communication", 2nd Edition, PHI Learning, New Delhi, 2015.
Software:	<ol style="list-style-type: none"> 1. Glob arena Software 2. Open source Software and YouTube video in career lab

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Demonstrate his/her ability to write a business document.	Applying (K3)
CO2	Exercise critical thinking by designing and developing content for presentations.	Applying (K3)
CO3	Participate effectively in groups with emphasis on listening, thinking & responding.	Understanding (K2)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1			2	3					2
CO-2	2		3	3			3		
CO-3	2	3	2	3					

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	✓	✓	-	✓	✓	-	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory <ul style="list-style-type: none"> Experimental Report for each experiment Presentation/Viva; Model Exam ii) End Semester Examination (LAB)	Course-end survey

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Use statistical software for data preparation and summarise the data(make better analysis and presentation of the data).	Understanding (K2)
CO2	Perform data cleaning activities and make better analysis and presentation of the data.	Applying (K3)
CO3	Find group differences using parametric and non - parametric test for a given data set.	Applying (K3)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	2	3		2				2	
CO-2	2	3		2			1		
CO-3	2	3		2					

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	-	-	-	-	-

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory <ul style="list-style-type: none"> Experimental Report for each experiment Presentation/Viva; Model Exam ii) End Semester Examination (LAB)	Course-end survey