

ACADEMIC REGULATIONS AND COURSE CONTENTS

GOVERNING MBA DEGREE OF RV INSTITUTE OF MANAGEMENT

**(AUTONOMOUS INSTITUTION UNDER BENGALURU CITY
UNIVERSITY)**

2021-22 ONWARDS

UNDER CHOICE BASED CREDIT SYSTEM



RV INSTITUTE OF MANAGEMENT

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Phone: 080-42540300, 26547048

<https://rvim.edu.in>

REGULATIONS FOR TWO YEARS FULL TIME MBA PROGRAM

1. TITLE

These Regulations shall be called “RV INSTITUTE OF MANAGEMENT Regulations affiliated to BENGALURU CITY UNIVERSITY, Autonomous College Statutes – 2021 for Academic Autonomy - 2021” for MBA Programme.

2. EXTENT OF APPLICATION

This set of Regulations, on approval by the Governing Body, shall supercede all the corresponding earlier sets of regulations of the MBA Degree programmes of BCU along with all the amendments thereto, and shall be binding on all students undergoing the Post Graduate Degree Programme(s) (Credit System) at RVIM, Bangalore. This set of Regulations, may evolve and get refined or updated or amended or modified or changed through appropriate approvals from the Academic Council and/or Governing Body from time to time, and shall be binding on all parties concerned, including the Students, Faculty and the Staff of Departments. The decision of the Governing Body shall be final and binding.

3. VISION, MISSION AND QUALITY POLICY

Vision

To Become World Class Management Institute of Eminence

Mission

To nurture global thought leaders by offering holistic management education fostering Business Intelligence, Innovation and Entrepreneurship for inclusive growth and sustainable development

AND

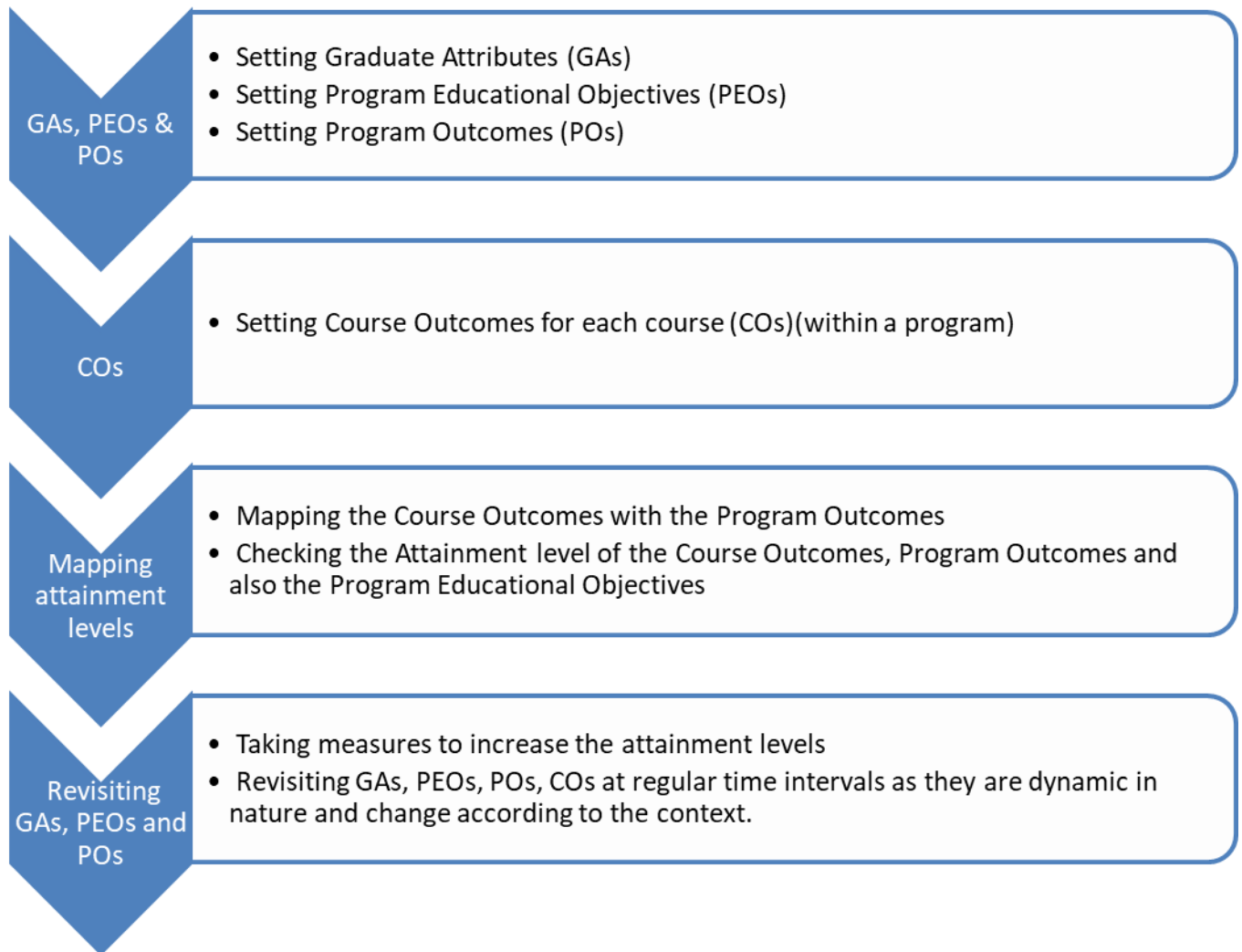
To provide value added services to Business, Government and Society through staff empowerment and collaborative engagement

Quality Policy

Constantly strive to achieve excellence across all fronts to remain an industry relevant and student friendly Institution by following the principle and philosophy of OBE

Trust
Respect
Integrity
Professional
Humane

4. OBE PROCESS FOLLOWED AT RVIM



4.1 GRADUATE ATTRIBUTES

Attributes	Descriptor
Subject Knowledge proficiency and Application	Graduates will demonstrate comprehensive knowledge in their functional domains and apply it to professional practice
Creativity, Innovation and Entrepreneurship	Graduates will show entrepreneurial orientation by demonstrating creativity and Innovation in professional and personal situations
Communication, Presentation and Negotiation skills	Graduates will convey ideas and information effectively to a range of audiences and be able to negotiate

Data Analysis, problem solving and Decision making	Graduates will apply logical, critical and creative thinking to solve a range of problems for data-based decision making
Global Orientation and Cultural Sensitization	Graduates will be able to understand and appreciate people from different cultures and nationalities. Operate effectively in cross-cultural settings, understanding the nature of globalization
People Management, Leadership and Team Orientation	Graduates will Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
Research Aptitude, Critical Thinking and Cognitive Flexibility	Graduates will be able to think critically with cognitive flexibility and develop an aptitude towards research
Self-Awareness, Self-Reflection and Lifelong learning	Graduates will understand their own self and their reflections on others and engage in lifelong learning
Social Responsibility, Ethical Behavior, Inclusive Growth and Sustainable Development	Graduates will adapt to a rapidly changing environment through learning and applying newer skills and become socially responsible and ethically driven citizens committed to inclusive growth and sustainable development
IT Skills & Business Analytics	Graduates will be able to use contemporary information technology tools and techniques independently to enhance productivity and strengthen decision making skills

4.2 PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

PEO 1: Graduates will be able to demonstrate effective decision making, cognitive flexibility, and problem solving capability and adapt to the changing global environment

PEO 2: Graduates will be capable of innovating, starting new entrepreneurial ventures and be a lifelong learner with multidisciplinary research aptitude

PEO 3: Graduates will be able to think critically; communicate effectively; demonstrate analytical skills, team spirit and leadership qualities

PEO 4: Graduates will be able to demonstrate professional values, cultural sensitization, ethical behavior and integrity

PEO 5: Graduates will be responsible global citizens and contribute towards inclusive growth and sustainable development of the society

4.3 PROGRAM OUTCOMES (POS)

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and critical thinking abilities for data-based decision making
3. Ability to develop Value based Leadership
4. Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur
7. Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques
8. Ability to apply domain specific knowledge and skills to build competencies in their respective functional area
9. Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner
10. Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior
11. Ability to function effectively as individuals and in teams through effective Communication and Negotiation skills

5. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA PROGRAM

The Graduates from any discipline from Government recognized University with minimum 50% marks in aggregate along with regular SSLC/10th + PUC/12th/3 years Diploma + Minimum 3 years Bachelors program in any discipline are eligible. They also have to appear for one entrance test recognized by the AICTE, New Delhi to be eligible to pursue Full-Time regular MBA programme as per the Government norms.

5.1 ADMISSION PROCEDURE UNDER MANAGEMENT QUOTA

SELECTION PROCEDURE

(Through Written Test, Group Discussion/Extempore and Personal Interview)

Interested candidates fulfilling the eligibility norms have to login to our website <https://www.rvim.edu.in> & find the Admissions link on our home page.

There is dedicated link – Apply online through which the candidates have to first register & then proceed as per the instructions. Candidates first have to register

as a new user & use the login information to apply online in our website and submit application online. After submitting the application online, candidates should send an email to admissions.rvim@gmail.com mentioning the Name, Parents name, DOB, application number, mobile number and attach the filled application form. Once we receive the application, the candidate will get email with the application fee payment information. The candidates can also pay the application fee of Rs 560/- through demand draft in the favour of The Director, RVIM payable at Bengaluru or through NEFT.

ADMISSION PROCESS

The candidates can confirm the dates to appear for the GD, PI & Written test to the Email ID: admission.rvim@gmail.com. The test will be on all weekdays (Monday to Friday). Documents required are 10th, 12th, Degree Marks cards, Entrance test score card & one passport photograph (Original & One set photocopy of all the documents).

After completing the application form, paying the application fee & verification of all the documents, Institution will conduct the Written Test, Group Discussion/Extempore & Personal Interview. The results of the interview will be announced on the same day. The interviews are currently being conducted online and off-line. The candidates can choose the mode of interview. Students should confirm the dates at least one day in advance to the Institution.

5.2 ADMISSION FOR GOVERNMENT QUOTA SEATS

The admissions for the Government quota seats are through the Post Graduate Entrance test – PG CET conducted by the Karnataka Examination Authority, (KEA)-Govt. of Karnataka. The seats are allotted as per the roster prepared by the government. The entire process is online. The students who have been allotted seats have to report to respective colleges within the last reporting dates.

6. DURATION OF THE COURSE

The duration of the MBA program shall extend to over four semesters spanning over a period of two years.

7. MEDIUM OF INSTRUCTION

The course being a professional course and having global connotation the medium of instruction shall be in English medium only.

8. ATTENDANCE

a) Each semester is considered as a unit and the candidate has to put in a minimum attendance of 75% in each course with a provision for condonation of 10% of the attendance by the Director, RVIM for reasons such as (i) Serious

medical condition or (ii) Representing the Institute / University / State / Nation in sports, cultural, technical or academic activity and any other meaningful engagements with the permission of the Director. Leave of absence granted by the competent Authority is must to give the attendance under special cases. The students who do not satisfy this condition will be declared as NSAR (Not Satisfied Attendance Requirement).

b) The basis for the calculation of the attendance shall be the period prescribed by the Institution through its calendar of events. For late admission / transfer of students from other institutes/universities the date of admission to First year MBA would be considered for the calculation of attendance (this rule does not apply to higher semesters).

c) The students will be informed about the attendance position periodically by the college notifying the status on the notice board before each CIA and during the multiple counseling sessions. Student declared as NSAR is not eligible to take up SEE in that particular course.

9. CREDIT DISTRIBUTION

Sl.NO	TITLE	CREDITS
1	Experiential Courses: Principles of Management & Team Building	1
	Design Thinking and Creativity for Business	2
2	Core Courses	54
3	Specialization Courses	24
4	Open Elective I (MOOC)	2
	Open Elective II (MOOC)	2
5	Managerial Research Skills Lab	2
6	Business Immersion I	3
7	Internship Project	3
8	Social immersion (Rural/ Urban/ NGO/ Govt.) (or)	1
	International Immersion	
6	Liberal Education / Arts: Foreign language	2
7	Health & Wellness (Practice based course)	2
8	Skill Enhancement Courses (IT Skills, Soft Skills, Employability Skills, Advance IT Skills)	08

	(4 Courses * 2 Credits) Domain Specific Skills	AC
	Total credits	106 + 1 AC

10. SCHEME OF EXAMINATION

- Continuous Internal Assessment (CIA): 50 Marks
- Semester End Examination (SEE): 50 Marks
- Internal & External: 50% & 50%

10.1 GRADING SYSTEM

Alpha Sign/ Letter Grade	O (Outstanding)	A+ (Excellent)	A (Very Good)	B+ (Good)	B (Above Average)	C (Average)	P (Pass)	F (Fail)	Ab (Absent)
SGPA/ CGPA	9.00 -10.00	8.00- < 9.00	7.00 - < 8.00	6.00 - < 7.00	5.50 - < 6.00	5.00 - < 5.50	4.00 - < 5.00	Belo w 4.00	00
Semester/P rogram percentage of marks	90.0-100	80.0- < 90.0	70.0- < 80.0	60.0- < 70.0	55.0- < 60.0	50.0- < 55.0	40.0- < 50.0	Belo w 40	Absent
Result/ Class description	Outstanding	First class Exemplary	First class Distincti on	First class	Higher second class	Seco nd class	Pass class	Fail/ re- appe ar	Absent

Minimum requirement to get promoted

Students should secure minimum of 40% marks in CIA to write the semester end exam and should secure minimum of 40% in SEE to pass the subject

Continuous Internal Assessment (CIA):

- Attendance & Class participation - 05 Marks
- Mid –term test – 20 Marks
- Other Assignments & Projects - 25 Marks

Minimum 75% attendance is required to write the Semester End Examination

* Promoting to II year = Students should clear Minimum of 50% of Total credits of 1st Year

10.2 CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

COMPUTATION OF GRADE POINT AVERAGE (GPA)

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course. They shall be generally percentages divided by 10 and rounded off to next 0.5 level. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (20 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	58	78	64	67	83	500
GRADE POINTS EARNED (G.P.)	8.0	7.5	6.0	8.0	6.5	7.0	8.5	-
CREDITS FOR THE COURSE (C)	3	3	3	3	3	3	2	20
TOTAL GPW = GP X C	24	22.5	18	24	19.5	21	17	146

- Semester Aggregate Marks: $500 / 700 = 71.43\%$
- Classification of Result: First Class Distinction.
- The SGPA = Total CP/Total Credits = $146/20 = 7.3$
- Semester Alpha Sign Grade: A

CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is

obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
Total marks per Semester	700	700	750	750	2900
Total marks per Scored	500	560	676	570	2306
Semester alpha sign grade	A	A	A+	A	-
Semester GPA	7.3	8.0	9.0	7.6	-
Semester credits	20	26	27	27	100
Semester GPW	146	208	243	205.2	802.2

- Aggregate Percentage of Marks = $2306 / 2900 = 79.51\%$
- First Class with Distinction
- Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme = $802.2/100= 8.022$
- Programme Alpha Sign Grade: A+

MINIMUM GRADE FOR A PASS

- A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0 and qualify all the prescribed courses including Audit course(s).
- The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure minimum CGPA of 7.0 (Alpha-Sign Grade A).
- The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

- A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha Sign Grade but not be eligible for rank.

SUPPLEMENTARY EXAMINATION

Supplementary Exams are conducted for Odd semester along with Odd semester and Even semester with Even semester

11. COURSE MATRIX OF MBA PROGRAM

S.NO	TITLE	I SEM	Business Immersion	II SEM	SOCIAL/ Int. IMMERSION	III SEM	Internship Project	IV SEM	CREDITS
1	Experiential courses Principles of Management and Team Building -I Sem & Design Thinking and Creativity for Business- III Sem	1cr				2 cr			3
2	Core Courses	7 [6*3 cr + 1*2 cr]		7 [7*3 cr]		3 [1*3 cr]+[2*2]		2 [2*3cr]	54
3	Specialization Courses	-----		-----		5 (3 Maj + 2 Min) [5*3 cr]		3 (2 Maj + 1 Min) [3*3 cr]	24
4	Managerial Research Skills Lab	Run across 2 semesters- credit will be considered in IV Semester [2 credits]							2
5	Open Elective I & II (MOOC's) (II & III Sem for 6-12 weeks)	-----		2 cr		2 cr		-----	4
6	Business Immersion & Internship Project	-----		3 cr		-----		3 cr	6

7	Liberal Education / Arts:- Foreign language (I Sem)	1 [2 cr]							2
8	Health & Wellness (II Sem, Practice based course)			2 cr					2
9	Social immersion (Rural/ Urban/ NGO/ Govt.) After II Semester (Two Weeks) or				Social Immersion or International Immersion	1			1
	International Immersion After II Semester (Two weeks)								
11	Skill Enhancement courses	2* 2 cr		2* 2 cr		AC			8 AC
	Total credits	27		29 +3=32		27+1AC		20	106+1AC
	Duration	4 Months	1.5 Months	4 Months	2 weeks	4 Months	2 Months	4 Months	20 Months

COURSE MATRIX OF FIRST SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA211	Business Communication	2	24	50	50
2	21MBA212	Application of Statistics in Business	3	36	50	50
3	21MBA213	Micro Economics	3	36	50	50
4	21MBA611	Organisational Behaviour	3	36	50	50
5	21MBA311	Managerial Accounting	3	36	50	50
6	21MBA111	Marketing Management	3	36	50	50
7	21MBA214	Business Research Methods	3	36	50	50
SE 1	21MBA711	IT Skills	2	24	50	50
SE 2	21MBA712	Soft skills	2	24	50	50
EC 1	21MBA811	Principles of Management & Team Building	1	12	50	50
LE 1	21MBA812	Foreign Language	2	24	50	50
		TOTAL	27	324	550	550

Course Title	IT SKILLS
Term/Semester	I
Course ID	21MBA711
Credits	2

Introduction:

This course aims to increase student’s computer knowledge and skills so as to develop attributes that enhance an individual’s interactions and job performance. The objective of the course is to inculcate potential skills in the student’s to prepare them to deal with the external world in a collaborative manner, take initiative, solve problems, and demonstrate a sound IT skills so as to hold a good impression and positive impact

Course Outcomes (COs):

After successful completion the course the students will be able to:

CO1: Understand and apply various tools and techniques embedded in MS-Word

CO2: Understand and apply various tools and techniques embedded in MS-excel

CO3: Understand and apply various tools and techniques embedded in PowerPoint

CO4: Understand and apply various online tools for information exchange, collaborative working environment and other presentation tools.

Course content and Structure:

(24 hours)

Module 1: Building basic proficiency in MS Word

(6 Hours)

- Getting Started With Word: Navigate in Microsoft Word; Create and Save Word Documents; Manage Your Workspace; Edit Documents; Preview and Print Documents
- Formatting Text and Paragraphs: Apply Character Formatting; Control Paragraph Layout; Align Text Using Tabs; Display Text in Bulleted or Numbered Lists; Apply Borders and Shading
- Managing Lists: Sort a List; Format a List
- Adding Tables: Insert a Table; Modify a Table; Format a Table; Convert Text to a Table
- Inserting Graphic Objects: Insert Symbols and Special Characters; Add Images to a Document.
- Controlling Page Appearance: Apply a Page Border and Color; Add Headers and Footers; Control Page Layout; Add a Watermark
- Preparing To Publish a Document: Check Spelling, Grammar, and Readability; Use Research Tools; Check Accessibility; Save a Document to Other Formats

Module 2: Building basic proficiency in MS-Excel

(6 Hours)

- Getting started with Excel: The Ribbon; The Work Surface; Navigation; Formatting; Basic Math
- Understanding Formulas: Formula Anatomy; Cell Referencing; Math Functions(SUM, ROUND and SUBTOTAL); Basic Statistics (COUNT, COUNTA, AVERAGE, MAX, MIN, MEDIAN and MODE); Logic Functions; Text Functions; Understanding Dates and time

- Intermediate Formula Knowledge: Conditional Math (SUMIF and COUNTIF); External Links; Lookup
- Data Analysis: Creating PivotTables; Formatting PivotTables
- Presenting and Reporting: Cell Formatting; Outlining; Custom Number Formats; Conditional Formats; Building Charts.

Module 3: Building basic proficiency in PowerPoint (6 Hours)

- Modifying the PowerPoint Environment: Customize the User Interface; Set PowerPoint Options
- Customizing Design Templates: Modify Slide Masters and Slide Layouts; Add Headers and Footers; Modify the Notes Master and the Handout Master
- Adding SmartArt and Math Equations to a Presentation: Create SmartArt; Modify SmartArt; Write Math Equations
- Working With Media and Animations: Add Audio to a Presentation; Add Video to a Presentation; Customize Animations and Transitions
- Collaborating on a Presentation: Review a Presentation; Store and Share Presentations on the Web
- Customizing a Slide Show: Annotate a Presentation; Set Up a Slide Show; Create a Custom Slide Show; Add Hyperlinks and Action Buttons; Record a Presentation

Module 4: Building basic proficiency in using Social media, E-mail and other online tools (6 Hours)

- Creating and updating profiles on various social media platforms (Facebook, LinkedIn, Instagram, YouTube and Twitter); etiquettes to be followed.
- Email etiquettes.
- Online Tools: Google: Drive, Scholar, Classrooms, Current, Slides, Calendar, Groups, Forms, Keeps; Zoom; Microsoft teams etc.
- Prezi: Interactive power point slide
- Canva- Creating Brochure, Logos, Business Card, Business Presentation, Info graphs.

Pedagogy:

- 1) Practice Based Teaching
- 2) Lab Based teaching
- 3) Classroom Discussion
- 4) Project based teaching

Teaching Learning Resources:

Essential readings-

1. Paul Mc Fedries, “My Office 2016”, Pearson education. ISBN: 9789332582781
2. Learn Microsoft Office 2019: Comprehensive Guide to Getting Started with Word, PowerPoint, Excel, Access, and Outlook, By Linda Foulkes. 2020
3. Learning Computer Fundamentals, MS Office and Internet & Web Tech. By Dinesh Maidasani · 2005. ISBN:9788170087809

References-

1. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington.

2. Excel 2016 Bible”, John Walkenbach
3. Cel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander
4. “Advanced Excel Essentials”, Jordan Goldmeier

Supplementary resources

1. https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
2. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
3. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
4. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	2	3	2	3	1	1
CO2	2	3	1	3	2	2	3	3	3	1	1
CO3	1	3	1	3	1	2	3	2	3	1	1
CO4	2	3	1	3	1	2	3	2	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Semester end Lab Exam	Individual	50 Execution/ Presentation 30 Viva-Voce 10 Lab Journal 10
2	Attendance and Class participation	Individual	10
3	Project on MS-Word	Group	10
	Project on MS-Excel	Group	10
4	Project on MS-PowerPoint	Group	10
5	Project on online tools	Group	10

Course Title	SKILL ENHANCEMENT COURSES- SOFT SKILLS
Term/Semester	I
Course ID	21MBA712
Credits	2

Introduction:

Soft skill -is part of the skill development course. The course will provide the students of MBA programme to learn on the skills beyond academic courses. This course will equip them to work efficiently and deliver at their work place. Soft skill courses give all the new skills defined necessary by the World Economic Forum to address the skill gap as the 4.0 Industry is adopted.

Course Outcomes (COs):

On completion of the course the student will be able:

CO1: Demonstrate effective communication skills and proficiency in English.

CO2: Demonstrate interpersonal skills

CO3: Demonstrate Life skills

CO4: Demonstrate traits of a good personality

CO5: Demonstrate proficiency to crack aptitude tests.

Course content and Structure:

(24 hours)

MODULE-01: English skills-spoken and written skills

8 Hours

- **Communication: Spoken English-** Verbal (Oral and written) and Non-Verbal Communication (Body language, signs or symbols)
- **Verbal Communication-**Speaking, Listening, Reading.
- **Non-Verbal Communication-** Body Language, Gestures, Facial Expressions, Pictures and Signs
- **Speaking-**Dialogue, Monologue, Group Discussion and Public Speech, Pronunciation, Enunciation, Vocabulary, Fluency, Common Errors
- **Reading and Understanding-**Passage, Close Reading, Paraphrasing, Techniques of effective reading, gathering ideas and information from a given text, evaluating these ideas and information, Interpret the text
- **Writing-**Documenting, Note Making, Report Writing and Letter Writing
- **Listening-**Art of Listening, Empathetic Listening, answering questions after listening to simple paragraph. Techniques of effective listening, Listening and comprehension, probing questions, Barriers to listening
- **Business Etiquette-** Telephonic Etiquettes, Dinning Etiquettes, Office Etiquettes, Meeting Etiquettes, Netiquettes, Skills to use Official social media pages. Skills to use Smart work apps.

03 Hours

MODULE-02 Interpersonal skills

- **Emotional Intelligence:** Empathy for others, Encouraging and inspiring people to do their best, Social skills for better understanding others, Self-awareness to assess one's potential and Motivation to achieve better milestones.
- Networking and building relationships, Socializing skill, Attitude, Time Management

- **Negotiation skills:** Setting agenda for the negotiation, Communication with difficult people, how to handle difficult people, how to recognize and prioritize emotions of other people, Are you competitive or Collaborative during negotiation, Interpersonal negotiation work -situations.

03 Hours

MODULE-03: LIFE SKILLS

- Resilience, People skills, Positive attitude to workplace, Empathy, Creative Thinking,
- Interpersonal Relationship, building relation at work place.
- **Agility at Job:** Job orientation, working to a plan, Contribute and deliver in a team, prioritizing Job with role clarity, Perseverance to stay focused at work.

(Outbound Training Camps-For developing agility at work place.)

05 Hours

MODULE 04- PERSONALITY DEVELOPMENT:

- Building Positive Attitude –Factors affecting attitudes, Work place attitude, Attitude Formation, Engaging with positive attitude at work place
- Self Confidence, Building self-confidence, Techniques of self-assertiveness. Techniques to break the clutter.
- Stress Management: Work life Balance, Build time management skills, Time management tools. Overcome procrastination. Habits to work according to a plan.
- Productive at work place, being a Team player, contribute and Collaborate in work place. Forming and norming in a Team.
- Listening skills for better engagement at work, Benefits of being a patience listener, Art of opening conversations and continuing conversations.
- Body language for positive communication, Appropriate body language at work place and formal gathering and Techniques to engage audience in public speaking,

05 Hours

MODULE-05: APTITUDE TRAINING-(Problem Solving on the following topics)

- Ratio and proportion-Concept and Basic Problems, Ratio and Proportion - advance level Problem
 - Blood Relation- Concept and Basic Problems, Blood Relation- advance level Problem
 - Direction - Concept and Basic Problems, Direction advance level Problem
 - Ages - Concept and Basic Problems, Problems on Ages - advance level Problem
 - Percentages - Concept and Basic Problems, Percentages - advance level Problem
 - Profit and Loss - Concept and Basic Problems, Profit and Loss- advance level Problem
 - Coding Decoding - Concept and Basic Problems, Coding Decoding- advance level Problem
 - Partnership - Concept and Basic Problems, Partnership- advance level Problem
 - Time and work - Concept and Basic Problems, Time and work- advance level Problem
-

Pedagogy:

- Practice -Based Teaching and Training.
- Activity based teaching and training
- Role-play, Theater.
- Interaction with professional trainers.
- Out-bound Training.
- Class room Discussions

Teaching Learning Resources:**Essential readings**

- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- CORRECTLY SPEAKING...: A Self Learning Guide To Self-Spoken ENGLISH, Aaradhana Rana,

References

- Daniel Kahneman, Thinking, Fast and Slow Paperback – Farrar, Straus and Giroux; 1st edition (April 2, 2013).
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977
- Collins, Patrick. Speak with Power and Confidence. New York: Sterling, 2009.
- Fitikides, T. J. Common Mistakes in English. London: Orient Longman, 1984.
- Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
- Lesikar, Raymond V and Marie E. Flatley. Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
- Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.

Supplementary Resources:**Weblinks and E-Resources**

- <http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15>
- <http://www.colostate.edu/Depts/Speech/rccs/theory44.html>

Suggested Apps:

- Thinking about your life, Pocket, Trello.
- One Day Out Door Training in Association with Eagle Unbound, Bangalore.
- <https://www.mooc4dev.org/lifeskills1> (IIT Kanpur)
- <https://youtu.be/KxxKrei5evM> (Swayam12 week)
- <https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/>

CO PO's mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	1	2	1	3	3	1	3	3
CO2	3	3	2	0	0	0	1	3	0	2	2
CO3	3	3	3	0	2	0	1	3	0	3	3
CO4	3	3	3	0	2	1	1	3	0	3	3
CO5	3	3	3	0	3	0	2	3	0	3	3

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Semester -End Examination	Individual	50	At the end of the semester
2	Attendance and Class participation	Individual	05	At the end of the semester
3	Mid-term test	Individual	20	
EVALUATION FOR EACH MODULE FOR SKILL ACQUIRED REVIEW BY INTERNAL PANEL				
1	Communication Skill Reading and Speaking Skill-review by internal panel	Individual	05	Assessment End of Module - 01
2	Negotiation Skill –Team and Collaborative Skills. - Internal Expert Review on	Individual	05	Assessment End of Module - 02
3	Life Skill -Internal Expert Review - In a Stress Interview session Showing Agility and Stress Management skills	Individual	05	Assessment End of Module- 03
4	Personality and Etiquette-Internal Review on appropriate behaviour and etiquette of the candidate for every given work place situation	Individual	05	Assessment At the End of Module-04
5	Aptitude- Test	Individual	05	Assessment At the End of Module-05

Course Title	PRINCIPLES OF MANAGEMENT AND TEAM BUILDING- EXPERIENTIAL LEARNING
Term/Semester	I
Course ID	21MBA811
Credits	1

Introduction:

Principles of Management and Team Building subject is an outdoor, activity-based, experiential learning and team building program. This program will facilitate students by providing opportunities to explore managerial skills, leadership skills, problem-solving, critical thinking, communication, social change, organizational behavior, group development, and the environment using adventure education practices and outdoor recreation principles. No matter what students' career aspirations may be, the skills and experience gained during this period will be powerful and highly valued in all areas of their life, personal or professional.

Course Outcomes (CO):

Upon successful completion of this course, students will be able to:

- CO1** Understand the importance of principles of management and being a Team Player and Demonstrate effective leadership and team management skills

Course Content:

12 Hrs.

- Nature of Management – Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession **4 Hrs.**
- Managerial Functions – Planning, Organizing, Staffing, Directing, Coordinating, leading and Controlling **4 Hrs.**
- Team building- Importance, Individual responsibility, Qualities of a good team player and Leadership skills **4 Hrs.**

Guidelines:

- This course will provide each student with a hands-on and interactive learning experience that build tangible life skills and promote personal growth.
- The subject will be delivered by taking students to an out-bound programme.
- The outbound programme aims at adventures, leadership and team building activities for the students.
- Every activity starts with briefing and ends with de-briefing.
- It is compulsory for all the students to participate and gain a certificate at the end of outbound programme.
- Post outbound training, students are expected to submit a report to the concerned faculty coordinator.

Guidelines for report writing:

- The report should consist of learning experience from outbound training.
- A report structure should be as follows:
 - Introduction
 - Importance of Leadership and Team Management
 - Activity wise learning
 - Overall learning experience
 - Feedback or suggestion
- Writing details:
 - Twelve-point font is the generally accepted font size.
 - Choose the Times New Roman font for your report.
 - The body of the document must be spaced with 1.5.
 - Alignment of text should be consistent (including justified alignment).
- The report should not exceed 10 pages.

Pedagogy:

- Group discussion
- Activity based teaching
- Experiential learning
- Outbound training

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	FRENCH
Term/Semester	I
Course ID	21MBA812
Credits	2

Course outcomes:

Upon successful completion of this course, students will be able to

CO1: Demonstrate basic level proficiency in French language communication

Course Duration: **(24 Hours)**

SL No	Chapter Name	Topics Covered
1	Mes cinq sens en action (My five senses in action) 6 Hrs.	<ul style="list-style-type: none"> • Talking about currency and nationality • Introducing yourself • Learning verbs to call, to spell, to buy etc. • Yes or no question and answer • Basic communication in the class room • Learning alphabets • Learning helping verbs to be, to called, to have • Understanding definite article • Learning my name is..., I am..., I have, her name is..., his name is..., She is..., He is..., etc. • Learning numbers 0-9 • Learning French Greetings • French wishes • Learning You and your (Pronoun and Possessive article)
2	S'ouvrir aux autres (Open up to others) 6 Hrs.	<ul style="list-style-type: none"> • Talking about first name, last name, nationalities, age, profession • How to talk politely to others • Learning numbers • Learning prepositions • Learning verbs

		<ul style="list-style-type: none"> • Understanding negative article and definite article • WH Questions
3	Partager son lieu de vie (Share your place of life) 6 Hrs.	<ul style="list-style-type: none"> • Talking about family and family related words • Talking about movies, films, drama etc. • Suggest to someone about things • Learning demonstrative adjectives • Learning verb “finish and go out” and sentence creation
4	Goûter à la campagne (Taste the countryside) 6 Hrs.	<ul style="list-style-type: none"> • Accept and decline an invitation • Give instructions to others • Ask the price in the shop, supermarket • Go shopping and discuss • Negative form no...more, no...never • Learning verbs buy, eat, pay etc.

Teaching Learning Resources:

Essential readings-

Saison 1

Author: Jean Giraudoux

Publisher: Didier

References

Alter Ego+1-A1

Author: Véronique M Kizirian, Emmanuelle Daill, Annie Berthet, Catherine Hugot

Publisher: Hachette

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL

3-Substantial

2-Moderate

1-Slight

- No Co-relation

Evaluation criteria

End Term Exam - 100 Marks

Passing Percentage - 40 %

Skills evaluated -Speaking, Reading, Writing, And Listening

Mode of Exam - Online exam (Institute portal will be used to conduct exams) for Reading, Writing & Listening Modules, Speaking skills assessed by one to one discussion with trainer.

Certification - Co-branded Certificate of institute & College can be issued to students.

Course Evaluation Plan:

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	<ul style="list-style-type: none">• Attendance and class participation• Submission of assignments• Viva-Voce	20 20 10
2	External Marks (50)	End-Term Exam	50

COURSE MATRIX – SECOND SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA221	Macro Economics	3	36	50	50
2	21MBA421	Application of Operations Research in Business	3	36	50	50
3	21MBA521	Introduction to Business Analytics	3	36	50	50
4	21MBA621	Human Resource Management	3	36	50	50
5	21MBA321	Financial Management	3	36	50	50
6	21MBA222	Entrepreneurship and Start Up Management	3	36	50	50
7	21MBA121	Digital Marketing	3	36	50	50
SE 3	21MBA721	Employability skills	2	24	50	50
SE 4	21MBA722	Advanced IT Skills	2	24	50	50
IP 1	21MBA821	Business Immersion	3	-	50	50
OE 1	21MBA822	Open Elective I [MOOC] 6-12 weeks	2	-	50	50
LE 2	21MBA823	Health & Wellness	2	24	50	50
		TOTAL	29+3=32	324	600	600

Course Title	ENTREPRENEURSHIP AND START-UP MANAGEMENT
Term / Semester	II
Course ID	21MBA222
Credits	3

Introduction:

Entrepreneurship is the act of being an entrepreneur or “one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods”. This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses (referred as a start-up company); however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-preneurship and may include corporate venturing, when large entities spin-off organizations. What leads a person to strike out on his own and start a business? Sometimes it is a proactive response to a negative situation. Perhaps a person has been laid off once or more. Sometimes a person is frustrated with his or her current job and doesn't see any better career prospects on the horizon. Sometimes a person realizes that his or her job is in jeopardy. A firm may be contemplating cutbacks that could end a job or limit career or salary prospects. Perhaps a person already has been passed over for promotion. Perhaps a person sees no opportunities in existing businesses for someone with his or her interests and skills. Some people are actually repulsed by the idea of working for someone else. They object to a system where reward is often based on seniority rather than accomplishment, or where they have to conform to a corporate culture. Other people decide to become entrepreneurs because they are disillusioned by the bureaucracy or politics involved in getting ahead in an established business or profession. Some are tired of trying to promote a product, service, or way of doing business that is outside the mainstream operations of a large company.

This course will make students familiar to the Start-ups which are part of the entrepreneurial environment. This course will outline the changes the new thinking and systems adopted in the entrepreneurial/start-up set today. Some of the topics will be managing and growing a start-up, Funding for Stat up, Managing a Career at Start-up.

Course Outcomes:

After learning the course, the students should be able to

CO1: Develop idea generation using creative and innovative skills

CO2: Recognise different opportunities and learn for success and failure stories

CO3: Apply the dynamics to design business plans by considering all dimensions of business.

CO4: Evaluate entrepreneurial process in case studies and find exceptions to the model of entrepreneurship.

CO5: Create a small enterprise or a start-up, with a small capital within a short period and experience the science and art of doing business.

Course Content and Structure: (36 hours)

Module 1: Entrepreneurship and Innovation (04 Hours)

- Introduction- Entrepreneurial Process; Setting, Preparation, Management, Survival and Growth, Transition; Entrepreneurial behaviour and skills; Entrepreneurial structure. Need and contribution of entrepreneurship in India
- Entrepreneurship types, Characteristics and traits of an entrepreneur, Stages of entrepreneur.
- Innovation in entrepreneurship, means of developing innovation, innovation process.

Module 2: Entrepreneurial Stages- Idea Generation, Prototyping and feasibility Testing (10 Hours)

- Idea generation stages, Various methods of idea generation -Effectuation Theory; Problem Mapping; Design thinking;
- Idea testing and Prototyping - Product Diamond testing; Prototyping; IPR-importance; process and. Entrepreneurship in Action- Creativity and Innovation.
- Identification of Business Opportunities; Evaluation of Business Opportunities, RAMP Model, Mullins 7 Domain Framework. Feasibility Analysis- Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities;
- Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities.

Module 3: Entrepreneurial Planning (08 Hours)

- Business model – Meaning, designing, analysing and improvising;
- Business Plan – Meaning; Scope and Need; Financial; Marketing; Human Resource; and Production/Service Plan. Content of Business Plan, Business plan Formats- Project report preparation and presentation; Common pitfalls of Business Plan;
- Idea pitching, Prospecting funding.

Module 4: Eco- System Supporting Growth and Funding of Entrepreneurship / Startup (08 Hours)

- Sources of Finance, Central government institutions and agencies: SIDBI, NABARD, NSIC, SISI, EDI, etc. State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, etc. 2018 - 19 Page 31 Other supporting agencies RUDSETI,
- Incubation centers, VCs, Maker's labs, TBIs, etc. Specific initiatives to promote entrepreneurship: Start-up India, Stand up India and MUDRA, Make in India, etc. initiatives.
- Start-ups – role of accelerators, Managing Funding and internal finance.
- Managing risk and negotiating deals.
- Managing start-ups transition and growth.

Module 5: Contemporary Development in Entrepreneurship

(06 Hours)

- Entrepreneurship in Different Context and Forms- Rural Entrepreneurship; Group Entrepreneurship; Social Entrepreneurship; Corporate Entrepreneurship; Indigenous Entrepreneurship; Women Entrepreneurship; Serial Entrepreneurs
- Entrepreneurship in backward regions;
- International Entrepreneurship; Entrepreneurial Ethics.
- Corporate Governance in Start Ups, Investor's -Stakeholder's role. Exit and Divestment procedure.
- Building a Career in Start-up.
- Crowd Funding and Innovative ways of Funding a Start Up.

Pedagogy

1. Idea Lab
2. Classroom Learning
3. Experiential Learning
4. Andragogy (Self Learning – Video Profiling)
5. Case Based Teaching (Success and Failure Stories)

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	1	1	1	1	3	1	3	2
CO2	2	3	1	1	1	3	1	3	2
CO3	2	3	3	1	3	3	3	3	3
CO4	3	3	3	1	1	3	1	3	2
CO5	3	1	3	1	1	3	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS (Latest Editions)

1. Entrepreneurship and Small Business Management, Mariotti and Glackin, 2nd edition, Pearson Publication,
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Groves beek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry. A. timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. 'Effectuation'- Saras Saraswathi
8. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications
9. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures. Pearson, 2019.

10. Managing Start-ups for Success, Entrepreneurship in Difficult Times, By Rajat Kanti Baisya, 1st Edition, Copyright Year 2021, Rout ledge.
11. Venture Capital Investing by David Gladstone, FT Press; 1 edition (2003-08-23), 1956.
12. Be a Startup Superstar: Ignite Your Career Working at a Tech Startup, Jaby Steven Kahan, Wiley.

REFERENCE BOOKS (Latest Editions)

1. Reddy, “Entrepreneurship: Text & Cases”, Cengage Learning
2. David H. Holt , “Entrepreneurship: New Venture Creation”, Prentice-Hall of India
3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

Supplementary Resources:

1. Entrepreneurship: Do your venture;
https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. Identifying entrepreneurial Opportunities;
<https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828>
3. Start-up: How to build a successful business?
<https://www.coursera.org/learn/startup-english>.
4. Journal of small Business : <https://www.tandfonline.com/>
5. JEB- Journal of Entrepreneurship and Business: <https://jeb.umk.edu.my/>
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	EMPLOYABILITY SKILLS
Term/Semester	II
Course ID	21MBA721
Credits	2

Introduction:

Employability Skills can be defined as the transferable skills needed by an individual to make them 'employable'. Along with good technical understanding and subject knowledge, employers often outline a set of skills that they want from an employee. These skills are what corporates believe will equip the employee to carry out their role to the best of their ability. Employability depends on individual's knowledge, skills and attitudes, how they use these assets, and how you present them to employers

Course Outcomes (COs):

On completion of the course the student will be able:

- CO1:** Understand and appreciate career planning and developing a career path
- CO2:** Demonstrate good resume writing skills,
- CO3:** Demonstrate interviews skills
- CO4:** Demonstrate skills for Group discussion.
- CO5:** Demonstrate proficiency in cracking aptitude test.

Course content and Structure:

(24 hours)

MODULE 01- CAREER PLANNING:

(03 Hrs)

- Goal Setting, Career exploration, Matching careers, Proactive career management,
- Practical skills for job search, the tools and methods that will enable to find the right career path in line with vision and goals, and to help identify ideal job. Knowing yourself - personal characteristics, Knowledge about the world of work, requirements of jobs including self-employment, Sources of career information, preparing for a career based on their potentials and availability of opportunities
- Current Affairs: To cover day to day the current affairs topics, motivate students to read newspapers every day.

MODULE 02- RESUME BUILDING

(03 Hrs)

- Resume Skills: Preparation and Presentation Introduction of resume and its importance, Difference between a CV, Resume and Bio data, Essential components of a good resume. Video Resume - Creating Video Resume. Importance of Video Resume.
- Resume skills: Common errors: Common errors people generally make in preparing their resume, prepare a good resume of her/his considering all essential components

MODULE 03- INTERVIEW SKILLS and MOCK INTERVIEW

(04 Hrs)

- Interview Skills: Preparation and Presentation: Meaning and types of interviews (F2F, telephonic, video, etc.), Dress Code, Background Research, Do's and Don'ts, Situation, Task, Approach and Response (STAR Approach) for facing an interview.

- Interview procedure (Opening, listening skills, closure, etc.), Important questions generally asked in a job interview (open and closed ended questions)
- Interview Skills: Simulation: Observation of exemplary interviews, Comment critically on simulated interviews
- Interview Skills: Common Errors: Discuss the common errors generally candidates make in interview, Demonstrate an ideal interview
- Communication skills and Articulation skills in English speaking and reading

MODULE 04- GROUP DISCUSSION SKILLS

(04 Hrs)

- Meaning and methods of Group Discussion Procedure of Group Discussion
- Group Discussion - Simulation
- Group Discussion - Common Errors
- Emerging Technology Skills: Adapt to use data and analytics. Know and Build knowledge on application of Emerging technology and its application areas in management.

(10 Hrs)

MODULE 05- APTITUDE TRAINING (Problem Solving on the following topics).

- Pipes and Cisterns - Concept and Basic Problems
- Pipes and Cisterns- advance level Problem
- Syllogism - Concept and Basic Problems
- Syllogism- advance level Problem
- HCF LCM - Concept and Basic Problems
- Logarithms - Concept and Basic Problems
- Calendars - Concept and Basic Problems
- Calendars -advance level Problem
- Permutation and combination - advance level Problem
- Basics of averages
- Averages advance level problems
- Data Sufficiency - advance level Problem
- Reading comprehension
- Synonyms and Antonyms
- Subject verb agreement
- Tenses and prepositions
- Probability - Introduction
- Probability- advance level
- Vedic Maths Basics
- Number and letter series

Pedagogy:

- Practice -Based Teaching and Training.
- Activity based teaching and training
- Role-play, Theater.

- Interaction with professional trainers.
- Out-bound Training.
- Class room Discussion.

Teaching Learning Resources:

Essential readings-

- Designing Your Life by Bill Burnett and Dave Evans, Knopf, Illustrated edition, 2016.
- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- Implementing New Technologies: Innovation and the Management of Technology, Wiley-Blackwell; 2nd edition 1994

References

- Amy Cuddy- Presence., Little, Brown Spark; Illustrated edition, 2018.
- Daniel Kahneman, Thinking, Fast and Slow Paperback – Farrar, Straus and Giroux; 1st edition (April 2, 2013).
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977
- Collins, Patrick. Speak with Power and Confidence. New York: Sterling, 2009.
- Fitikides, T. J. Common Mistakes in English. London: Orient Longman, 1984.
- Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
- Lesikar, Raymond V and Marie E. Flatley. Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
- Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.
- The Interview, James Innes, Book e Pub eBook, Pearson, 3rd Edition.

Weblinks and E-Resources

- <http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15>
- <http://www.colostate.edu/Depts/Speech/rccs/theory44.html>

Suggested Apps: Thinking about your life, Pocket, Trello.

- One Day Out Door Training in Association with Eagle Unbound, Bangalore.

MOOC's Suggested:

- <https://www.mooc4dev.org/lifeskills1> (IIT Kanpur)
- <https://youtu.be/KxxKrei5evM> (Swayam12 week)
- <https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/>

CO PO's mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	2	1	3	3	1	3	3
CO2	3	3	2	2	2	1	1	3	-	2	2
CO3	3	3	3	3	2	1	1	3	-	3	3
CO4	3	3	3	3	2	1	1	3	-	3	3
CO5	3	3	3	3	3	3	2	3	-	3	3

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ADVANCED IT SKILLS
Term/Semester	II
Course ID	21MBA722
Credits	2

Introduction:

Technology has brought a greater convenience, improved access to information, and revolutionized how we work today. Although we are familiar using technology in our daily lives but many are not skilled to use advanced IT that is demanded by the industry today. Gaining advanced IT skills like advanced MS-Excel, Power BI and R programming will make students more self-assured when applying to certain industries and facilitate better business decisions. Additionally, technical expertise makes one's multi-tasking, giving the confidence to take on increasingly challenging and complex roles for growing career.

This course is designed to improve the professional and job skills of students that will help them to get exponential growth in career. This course will not only help to build the future skills required to succeed in education but also those advanced IT skills that are directly relevant to industries and careers of the future.

Course Outcomes (COs):

After successful completion of the course students will be able to:

CO1: Understand and apply various advanced functional tools and techniques embedded in MS-Excel

CO2: Understand and apply various advanced analytical tools and techniques embedded in MS-Excel

CO3: Understand and apply various analytical and visualization tools and techniques embedded in Power BI

CO4: Understand and apply various analytical tools and techniques embedded in R Programming

Course content and Structure: (24 hours)

Module 1: Excel skills for Business Specialization (6 Hours)

- **Tables and charts:** Revision of some basic elements of Excel; Conditional formatting; Logic and nested functions; Charts advanced formatting; If statements
- **Organizing data:** Advanced table formatting; Worksheets management; Sort and Filters tools; Subtotal
- **Analyzing data:** Analyze data with Pivot tables; Create and manage Scenarios and Summaries; Define and use cells names; Other What-if analysis tools
- **Functions:** Date and time functions; Text functions; Financial functions; Create custom number formats
- **Sharing spreadsheets:** Lookup and reference functions; Data validation; Auditing tools; Security and protection options
- **Data gathering and automations:** Importing and linking data; Advanced copy and paste options; Automation with Macros; Reviewing tools

Module 2: MS-Excel in Functional areas of Business

(6 Hours)

- Applied Financial Analysis and Forecasting Financial Statements, Mathematical & Statistical Tools for Financial Analysis
- Pivot Table Case Study; Performance Ratings of Employees
- Microsoft Excel, HR Dashboard & Analytics; Attendance Register using Microsoft Excel VBA, Restaurant Billing System using Microsoft Excel VBA
- Understand inventory coverage calculations
- Multiple Excel techniques to prepare sales reports and perform analytics
- SUMIFS and VLOOKUP for Slabs; Date Formulas for After Sales Service
- Understand & develop the supply chain conceptual model
- Develop a monthly bucket supply chain model in Microsoft Excel
- **Advanced statistical tools:** Descriptive Statistics, Histogram, Correlation, Rank and Percentile, Regression.

Module 3: Data analytics Visualization using Power BI

(6 Hours)

- **Power BI Components:** Components of PowerBI suite including PowerBI for Desktop, PowerBI mobile app, Server, Gateway
- **Business Transformation:** How PowerBI will transform your data and business
- **Feature to manage & utilize data:** Power BI desktop features and managing and utilizing data with it to get Data from many sources
- **Power Query Usage:** ETL process using Power Query such as Transforming, Cleaning, Merging, Custom Visuals & Native Visuals
- **Creating Customized Data:** How to custom and create data visualizations and style reports for lucid data representation
- **Data Modeling Relationships** Data Modeling Relationship concepts like Star Schema and Snowflake Schema and Natural Query language
- **:** Connecting data from different sources and data modeling with PowerBI to enhance your business
- **Power BI functions** Dax Functions like Filter Functions, Time Intelligence Functions, Aggregate Functions, Measures etc.
- **Reports embedding with DAX:** Embedding Reports with DAX Functions and learn how to share and collaborate data using Power BI

Module 4: Introduction to Data Analysis using R

(6 Hours)

- **Introduction to R programming:** What is R; Installing R and R Studio; R Studio Overview; Working in the Console; Arithmetic Operators; Logical Operations; Using Functions; Getting Help in R and Quitting R studio
- **Installing and loading packages:** Setting up your working directory; Downloading and importing data; Working with missing data; Extracting a subset of a data frame; Writing R scripts; Adding comments and documentation; Creating reports;
- **Data structures, variables, and data types:** Creating Variables; Numeric; Character and Logical Data; Vectors; Data Frames; Factors; Sorting Numeric; Character; and Factor Vectors; Special Values
- **Descriptive statistics in R:** Measures of central tendency; Measures of variability; Skewness and kurtosis; Summary functions; describe functions; and descriptive statistics by group; Correlations

Pedagogy:

1. Lab based learning/teaching
2. Software linked Practice based Teaching
3. Project based learning
4. Interaction with experts
5. Case based teaching
6. Class room discussion

Teaching Learning Resources:**Essential readings**

1. Excel 2016 Bible”, John Walkenbach
2. “Excel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander
3. “Advanced Excel Essentials”, Jordan Goldmeier
4. ”Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, Brett Powell
5. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life, Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana
6. “R Cookbook”, Paul Teetor
7. “R for Data Science”, Garrett Golemund and Hadley Wickham
8. “Hands-On Programming with R”, Garrett Golemund

References

1. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)
2. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
3. Exam Ref 70-778 Analysing and Visualizing Data by Using Microsoft Power BI 1st Edition, Daniil Maslyuk
4. The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel Second Edition (Business Skills) 2nd Edition, Marco Russo , Alberto Ferrari Data Visualization with R 100 Examples by Thomas Rahlf, Springer
5. Using R for Introductory Statistics, By John Verzani, CRC Press
6. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>

Supplementary Resources

1. <https://docs.microsoft.com/en-us/power-bi/guided-learning/>
2. <https://microsoftlearning.github.io/DA-100-Analyzing-Data-with-Power-BI/>
3. <https://www.kaggle.com>
4. <https://www.github.com>
5. <https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus>

6. <https://excelexposure.com/>
7. <https://corporatefinanceinstitute.com/resources/excel/study/basic-excel-formulas-beginners/>
8. <https://www.rstudio.com/online-learning/>
9. <https://hackr.io/tutorials/learn-r>
10. <https://www.statmethods.net/r-tutorial/index.html>
11. <https://www.tutorialspoint.com/r/index.htm>
12. [Pearson E- Books](#)

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	2	3	2	3	1	1
CO2	2	3	1	3	2	2	3	3	3	1	1
CO3	2	3	1	3	1	2	3	2	3	1	1
CO4	1	3	1	3	1	2	3	2	3	1	1

LEVEL: **3- Substantial,** **2- Moderate,** **1-Slight,** **0-No Co-relation**

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Semester end Lab Exam	Individual	Lab Journal - 10 Each 3 exercises - 30 Viva Voice - 10 Total - 50	At the end of the semester
2	Attendance and Class participation	Individual	5	At the end of the semester
3	Cap-Stone project using Advanced MS-Excel	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
4	Cap-Stone project-2 Power BI	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
5	Cap-Stone project-3 using R	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester

Course Title	BUSINESS IMMERSION
Term/Semester	II
Course ID	21MBA821
Credits	3

INTRODUCTION

Each student should undertake the Business Immersion Programme-I work immediately after the first semester examination and submit a hard bound copy of the report before commencement of second semester. The time duration for this Immersion Programme is six weeks. This Immersion Programme, under the guidance of internal faculty of the institution and external guide of the company. The study has to be on studying a live management problem/issue concerning the organization. The purpose of Business Immersion Programme-I is to develop required skills and competencies to emerge as a good business leader and thinker. This could involve a desk study / data analysis /organization study/ extension work or exploration of an idea or its implementation. Students are required to follow the guidelines indicated below;

Couse outcomes

Upon successful completion of this course, students will be able to:

CO1: Conduct independent academic research to successfully support and present their own perspectives of key business and cultural issues

GUIDELINES

1. Under this program every student is required to undertake a Business Immersion for a period of six weeks between I and II semester. It would be carried under the guidance of an identified internal faculty and an external mentor from the organization.
2. Students should find the organization before the completion first semester and finalize the scope of the study.
3. Students are allotted to respective internal guides based on the area of interest.
4. In case any changes regarding the specialization or Immersion title then respective guide should approach Business Immersion committee with proper reason and the proposed new topic for approval.
5. The Business Immersion work must be a study on live management problem or an issue. This could be in the nature of desk study or a field study or extension work or preparation of detailed study report of an idea or exploration of a solution to the problem or implementation of an idea or a project or organizational study or a case study of any other which reflects the spirit of the regulations. The immersion may not necessarily include research work.
6. The word organization includes the following
 - a. Micro, Small, Medium or Large Business Organization in any sector
 - b. Educational Institution
 - c. Government Department
 - d. NGO/ CSO/ Voluntary Organization
 - e. Research Body or Development Agency

- f. Panchayat Raj Institution/s
 - g. Local Municipal Body, Legislature, Court, Etc.
7. On the completion of Business Immersion work the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
 8. Satisfactory completion of Business Immersion work and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
 9. Any full time faculty with a minimum of Three years teaching experience at management Institutions and Part Time or Guest Faculty with minimum of Five years teaching experience at Management Institutions or practitioner with minimum One year (full time) of Industry/Business/NGO/Govt./ Research Experience are eligible to guide the Business Immersion work as faculty guide. Head of the institution has to certify the eligibility of such faculty guides.
 10. Every faculty guide will be allotted the maximum of fifteen (15) students.
 11. The Business Immersion report has to be as per report guidelines
 12. One hard and one soft copy (in CD) have to be submitted to their respective guides.
 13. The evaluation of Business Immersion will be done as follows;
Internal 50 Marks and External 50 Marks

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Evaluation Plan

Internal Marks					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of the Work	5 marks	1	Each Chapter 5 marks (5 Chapter * 5 Marks)	25 Marks
2	Punctuality &Discipline	5 marks	2	Punctuality &Discipline	5 marks
3	Enthusiasm shown	5 marks	3	Discussion with Mentor	5 marks
	Total Marks from External mentor	15 Marks	4	Total Marks from Internal mentor	35 Marks
	Total Marks from External mentor				15 Marks
	Total Marks from Internal mentor				35 Marks
	TOTAL INTERNAL MARKS				50 Marks

External Marks					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of Presentation	5 marks	3	Quality of Outcome & Recognition by the Company	5 Marks
2	Viva-Voce	10 marks	4	Overall Quality of Immersion work and Report	30 marks
TOTAL EXTERNAL MARKS					50 Marks

Course Title	OPEN ELECTIVES I
Term/Semester	II
Course ID	21MBA822
Credits	2

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances in the selected course

Guidelines:

The open electives are offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge. The students are given an opportunity to choose from a wide range (4500) of MOOCs offered by Coursera, NPTEL, SWAYAM etc., and enroll themselves.

Open elective 1: Students have to complete 1 MOOC during the II Semester based on their interest and submit the certificate. The duration of the course should be for 6-8 weeks. In the beginning of the II semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Evaluation Plan:

Students are required to complete the course and take-up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Weekly presentation and submission of reports to the mentor	20
2		Presentation on the learnings from the course	30
3	External Marks (50)	Final course assessment score and submission of certificate to the mentor	50

Course Title	HEALTH AND WELLNESS
Term/Semester	II
Course ID	21MBA823
Credits	2

Introduction:

Health and Wellness is a matter of concern at times and routine most of the times. This curriculum is designed to promote better living and fitness among students and focus on understanding the scientific knowledge for enhanced benefits. Comprehensive health and fitness plan prepares individuals for their future roles as working professionals, parents and citizens.

Food intake is the source of nutrients for growth and maintenance of a healthy body. Sound nutritional knowledge is needed to allow individuals to make wise food choices. The curriculum encourages students to adopt a self-monitored continuous learning through use of Massive Open Online Courses (MOOCs).

Strong mind and body are a prerequisite for a healthy living. This course emphasizes physical fitness practice through workouts and exercises, yoga, sports and games. Attendance and participation are a pre requisite for completion of the course. A student has to mandatorily opt any one of the MOOC courses and should complete the same and submit a certificate copy to designated staff in charge along with Practice Report Card (PRC). PRC is a documentation procedure to monitor attendance and progress in Yoga camp, Sports Clinics, Sporting events, Gym workouts, sports and fitness competitions and any related events as notified through circulars. All practice shall follow Covid 19 preventive methods by adopting covid appropriate behaviors.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the nutrient compositions to make their food choices and Gain deeper understanding related to all types of substance abuse.

CO2: Develop attitude, attribute and skills that foster effective responsibility and maintain personal health (Physical, mental, social and Spiritual) and overall wellbeing and Understand and appreciate the therapeutic benefits of Yoga, Gym based workouts, etc.

CO3: Understand and appreciate the overall benefits of playing Sports and making it part of one's lifestyle and First Aid

Course content and Structure: (24 hours)

Module 1: Food and Nutrition and Substance Abuse (4 Hours)

- **Introduction:** Classify food on the basis of nutrient content, Functions of major nutrients
- **Eating Behavior:** Eating habits. Planning a Balanced Diet, Diet Routine for different age groups, wholesome vs. Junk foods.
- **Food hygiene:** Cleanliness and food hygiene, food toxicity, food grading, food combinations and food preparation
- **Substance Abuse:** All types of substance abuse and food toxicity and their effect.

Module 2: Personal health and Overall wellbeing (12 Hours)

- **Introduction to Human Anatomy:** Gross Human structure, brief about all the systems of human body (As per Medical science and ancient Indian scriptures)
- **Yoga:** Yogic way of living as per our scriptures, Practice of Common Yoga Protocol (Sookshma Vyayama, Yogasanas, Kriyas, Pranayama and Meditation) developed by Ministry of Ayush, Yogic diet, Dos and Don'ts in YOGIC way of life
- **Other Exercise regimes:** Walking, Jogging, gym based workouts, Aerobics, Weight training, etc. (Pros and Cons)

Module 3: Sports (8 Hours)

- Practice of Indoor and Outdoor sports
- Making sports as part of our life style
- First Aid in Practice

Pedagogy:

- 1) Participative Learning through Clinics
- 2) Discussion based on online Ted Lessons
- 3) Activity based Learning
- 4) Practice based learning
- 5) Workshops and seminars

Teaching Learning Resources:

Essential readings-

1. Common Yoga Protocol, Ministry of AYUSH, GOI
2. RVIM Handbook for Health and Wellness, 2021
3. Patanjali Yoga Sutra
4. Hathayoga Pradeepika

MOOCs: YOGA- MOOCs Course offered by Ayur Yoga Life, Indian Yoga association, BBAU, MDNIY, etc.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	-	-	-	-	-	-	-	-
CO2	-	1	-	-	-	-	-	-	-	-	1
CO3	-	1	2	1	2	-	-	-	-	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	EvaluationItem	Unit of Evaluation	Marks Allotted	Timeline
Internal Evaluation				
1	Attendance and Participation in regular yoga sessions	Individual Practice Report Card	40	At the end of the semester
2	Participation in Sports (events and competitions)	Individual	10	During the course
External Evaluation				
3	Completion of MOOC Course on YOGA	Individual	30	At the end of the semester
4	Workshop on Substance Abuse and Nutrition	Individual	10	During the course
5	First aid training	Individual	10	During the Course in small batches

COURSE MATRIX OF THIRD SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA431	Operations and Supply Chain Management	3	36	50	50
2	21MBA231	Business, Government & Society	2	24	50	50
3	21MBA232	Values, Ethics and Social Responsibility in Business	2	24	50	50
SE 5	21MBA731	Domain Specific Skills	AC	-	-	-
IP 2	21MBA831	Social Immersion [Rural / Urban / NGO / Government] Two Weeks after II Semester or	1	-	50	50
IP 3	21MBA832	International Immersion [Socio- Cultural Context] (Two Weeks after II Semester)				
EC 2	21MBA833	Design Thinking and Creativity for Business	2	24	50	50
OE 2	21MBA834	Open Elective II [MOOC] 6-12 weeks	2	-	50	50
		Specialisation subjects (3 Major & 2 Minor) <ul style="list-style-type: none"> • Marketing • Entrepreneurship and Family Enterprise Management • Finance • Operations and Supply Chain Management • Business Analytics • Human Resource Management 	15	180	250	250
		TOTAL	27 + 1 AC	288	550	550

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	SUBJECT CODE	SUBJECT NAME
1	21MBA131	Applications of Digital Marketing
2	21MBA132	Sales and Distribution Management
3	21MBA133	Service and Retail Marketing
4	21MBA134	Neuromarketing and Consumer Behaviour
5	21MBA135	Product and Brand Management
6	21MBA136	Customer Experience Management
ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT		
1	21MBA235	Business Model Canvas and Business Plan development
2	21MBA233	Social Entrepreneurship and Innovation
3	21MBA236	Entrepreneurship in Action – I (Practice based course)
4	21MBA234	Entrepreneurial Leadership
5	21MBA237	Technology for Startups and Family Businesses
6	21MBA238	Corporate Entrepreneurship
FINANCE		
1	21MBA332	Investment Analysis and Portfolio Management
2	21MBA333	Business Valuation & Financial Modeling
3	21MBA331	Direct Tax
4	21MBA334	Indirect Tax
5	21MBA335	Banking Financial Services and Insurance
6	21MBA336	Behavioural Finance
OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	21MBA432	Supply chain designing, Sourcing and Optimization
2	21MBA433	Logistics Management
3	21MBA435	Business Process Modeling and ERP

4	21MBA434	Lean Management
5	21MBA437	SCM for E-Commerce
6	21MBA436	Business Dynamics Modeling and Simulation
BUSINESS ANALYTICS		
1	21MBA531	Predictive Analytics using R
2	21MBA532	Big Data Analytics
3	21MBA533	Descriptive Analytics and Data Visualization
4	21MBA534	Analytics Applications in Functional Areas
5	21MBA536	Data Warehousing and Data Mining
6	21MBA535	Business Intelligence
HUMAN RESORCE MANAGEMENT		
1	21MBA632	Performance Management and Competency Mapping
2	21MBA631	Talent Management and Employee Engagement
3	21MBA633	Industrial Relations and Employment Laws
4	21MBA634	Learning and Development
5	21MBA636	Compensation and Reward Management
6	21MBA635	Leadership and Change Management

Course Title	BUSINESS, GOVERNMENT AND SOCIETY
Term/Semester	III
Course ID	21MBA214
Credits	2

Introduction:

The Course is designed to provide an interdisciplinary subject that deals with the nature and scope of business and government relations. The emphasis of this course is on ethical and social issues affecting society's stakeholder groups (customers, owners, employees, communities, and environmentalists) and the challenges for business in the future. This course encourages comparative analysis of business ethics with the moral standards of the world community

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Understand and appreciate the Indian Constitution, composition of Indian Constitution.

CO2: Describe the legal aspects of business and regulations for organizations

CO3: Develop the basic conceptual understanding of disasters and its different contextual aspects, impacts and public health consequences

CO4: Evaluate sustainability and inclusion issues and solutions using a holistic approach

Course content and Structure: (24 hours)

Module 1: Indian Constitution (4 Hours)

- Constitution, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy
- Union Legislature and Executive
 - President of India – Election and Powers.
 - Prime Minister and Council of Ministers.
 - Lok Sabha – Composition and Powers.
 - Rajya Sabha – Composition and Powers.
- State Legislature and Executive
 - Governor – Powers & Functions
 - Chief Minister and Council of Ministers
 - Legislative Assembly – Composition and powers
 - Legislative Council – Composition and powers
- Local Administration
 - 73rd and 74th amendments: Panchayats & Urban Local Bodies: Powers and functions;
- The Judiciary

- Features of judicial system in India
- Supreme Court –Structure and jurisdiction
- High Court – Structure and jurisdiction
- Subordinate Courts at District, Municipal and Village Level
- Election Commission
 - Role and Functioning
 - Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning

Module 2: Legal Business Environment

(10 Hours)

- Indian Contract Act: Agreement and Contract, Essential of a valid Contract, Classification of Contracts, Remedies for breach of Contract.
- Companies Act 2013 and 2017: Major principles, Duties and Liabilities of Directors, Winding up of Companies
- Labor Compliances in India – Laws on Wages, Social Security, Industrial Safety & Welfare and Industrial Relations, The Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal Act, 2013
- The Consumer Regulations Act 1986 and 2019 and RTI Act, 2005
- Intellectual Property Right: Trade Marks, Patents, Designs, Copyright, Trade Secrets, Geographical Indications
- Information Technology Act 2002, 2008 Amendment, Cyber Law in India, Salient features of IT Act, Digital Signature

Module 3: Integrated Disaster Management

(4 Hours)

- Definitions, Objectives, Importance and Effects of the Disasters (Economical effects, Social effects, Geographical effects.)
- Types of Disasters: Natural Disasters (Earthquake, Landslides, Flood, Drought, Tsunami, Cloud Bursting), Man – made Disasters (Industrial, Chemical, Nuclear Disasters, Forest fires, Deforestation).
- Factors responsible for Disasters: Environmental Factors - Climate change, Pollution (Air, Water, Soil), Geographical Factors – Geographical Distributions of Areas (Hill Areas, Sea Coastal Areas, Desert habitats).
- Biological Disasters: Pest Attacks, Viral infections, Bacterial Infections.
- Prevention Preparedness, Vulnerable Areas, Damage assessment, Rehabilitation & Reconstruction, Allocation of resources, Resource Implementation, Role of Govt. & non - governmental organizations, Contingency Plan & Case Studies
- Disaster Management Act, 2005: salient features

Module 4: Sustainable development and Inclusion

(6 Hours)

- Sustainability: Sustainability Pillars (Environmental, Social, Economic, Governance)
- Integrating Sustainability into Business: Value Chain perspective beyond Corporate Social Responsibility, Sustainability Strategy and Planning, Stakeholder Engagement

- Sustainability Management Approaches: Eco-business and Environmental Management, Lean Manufacturing, Social Sustainability Management, Triple Bottom Line
- Sustainable Development Goals Vision
- Environmental Protection Act 1986 – Salient features of the Act, Global Warming
- Environmental Management System [EMS]
- Carbon Footprints, Carbon Credits

Pedagogy:

- 1) Classroom Discussion
- 2) Workshop from Practitioners
- 3) Case based teaching
- 4) Experiential Learning
- 5) Project based learning
- 6) Mock Parliament
- 7) Field Visit

Teaching Learning Resources:

Essential readings-

- N. D Kapoor, elements of mercantile Law Sultan Chand and Company, India, 2006.
- Ashwatappa K, Essentials of Business Environment, Himalaya Publishing House
- Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
- Dr. Rajesh Chakra borty and Kaushiki Sanyal, Public Policy in India Publisher: Oxford University Press

References-

- The Introduction To The Constitution Of India, by Dr. Durga Das Basu, LexisNexis
- B.D.Singh, “Labor Laws for Managers”, Excel Books
- Public Policy and Politics in India: How Institutions Matter, Kuldeep Mathur, Oxford University Press, 2013
- Disaster Management and Mitigation- by Prof R B Singh
- John M. Wallace and Peter V. Hobbs, Atmospheric Science: An Introductory Survey, Academic Press, New York, 1977.
- Bohle, H. G., Downing, T. E. and Watts, M. J. Climate change and social vulnerability: the sociology and geography of food insecurity, Global Environmental Change. No.4, pp. 37-48

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	2	3	3	3	-	-	-
CO2	3	3	3	3	2	2	2	3	2	2	2
CO3	2	2	3	3	1	2	1	3	2	2	2
CO4	2	2	3	3	1	1	2	2	2	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	VALUES, ETHICS AND SOCIAL RESPONSIBILITY IN BUSINESS
Term/Semester	III
Course ID	21MBA247
Credits	2

Introduction:

Ethics is the branch of philosophy concerned with the meaning of all aspects of human behaviour. Theoretical ethics, sometimes called normative ethics, is about delineating right from wrong. It is supremely intellectual and, as a branch of philosophy, rational in nature. It is the reflection on and definition of what is right, what is wrong, what is just, what is unjust, what is good, and what is bad in terms of human behaviour. It helps us develop the rules and principles (norms) by which we judge and guide meaningful decision-making.

Business ethics, also called corporate ethics, is a form of applied ethics or professional ethics that examines the ethical and moral principles and problems that arise in a business environment. It can also be defined as the written and unwritten codes of principles and values, determined by an organization's culture, that govern decisions and actions within that organization. It applies to all aspects of business conduct on behalf of both individuals and the entire company. In the most basic terms, a definition for business ethics boils down to knowing the difference between right and wrong and choosing to do what is right.

Social responsibility is an ethical theory in which individuals are accountable for fulfilling their civic duty, and the actions of an individual must benefit the whole of society. In this way, there must be a balance between economic growth and the welfare of society and the environment.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the importance of ethics in business

CO2: Demonstrate ethical practices for effective management

CO3: Evaluate the success of a Social responsibility initiative and its impact on organization.

CO4: Demonstrate the relevance of Corporate Governance in the context of present-day management

Course content and Structure: (24hours)

Module 1: Relevance of Values in Modern Management (6 Hours)

- Values for Managers
- Ethics, culture and values:
- Importance of culture in organizations;
- Indian ethos and value systems;
- Concepts of Dharma;
- Work ethos;
- Difference between western approach of Management and Indian Approach of Management, Concept of Knowledge.

Module 2: Business ethics: (6 hours)

- Importance of Business Ethics; Relevance of Ethics in Management; Characteristics of Business Ethics; Principles of Business Ethics.
- Holistic approach for managers in decision-making; Ethical Management; Role of organizational culture in ethics;
- Structure of ethics management; Ethics Committee and ethical code of conduct.
- Advantages of Managing Ethics in Workplace

Module 3: Ethical Concepts (6 hours)

- Ethics and Morality; Types of ethics; Theories of ethics: Teleological theory; Deontological theory; Virtue theory.
- Meaning and scope of business; Characteristics – Objectives of Business Ethics; Factors influencing business ethics; Arguments for and against business ethics; Different views of business ethics - The Separatist View, The Unitarian View, The Integration View,
- Ethical issues in global business.

Module 4: Social responsibility (6 hours)

- Understanding Social Responsibility
- Social Responsibility in Practice; Accountability; Triple Bottom line; Collective responsibility
- Inclusive business
- SA8000
- Shareholder primacy
- Social enterprise
- Social Audit.
- Social entrepreneurship
- Socially responsible investing

Pedagogy:

- 1) Classroom Discussion
- 2) Case Supplement
- 3) Scenario analysis and group discussions
- 4) Workshop

Teaching Learning Resources:

Essential readings

1. Velasques, (2003), "Business Ethics-Concept and Cases", 5th Ed. PHI, New Delhi
2. Chakraborty, S. K. (1998), "Foundations of Management Work – Contribution from Indian Thought" HPH, Delhi 2.
3. Drucker, P., (1983), "Management in Turbulent Times", Pan Books, London
4. Modh, Satish, Ethical Management: Text and Cases in Business Ethics and Corporate Governance. New Delhi: Macmillan Publishers India Ltd, 2005.
5. Manuel G. Velasquez, "Business Ethics", PHI Learning, New Delhi, 2010

References

1. S K Mandal Ethics in Business and Corporate Governance Tata McGraw Hill 2011 or Latest
2. Murthy C.S.V. Business Ethics and Corporate Governance Himalaya Publishing 2009 or Latest Edition
3. A.C. Fernando Business Ethics: An Indian Perspective Pearson Latest
4. Riya Rupani Business Ethics and Corporate Governance Himalaya Publishing Latest Edition
5. David J.Fritzsch Business Ethics; a Global and Managerial Perspective McGraw-Hill Irwin, Singapore Latest Edition
6. Andrew Crane & Dirk Matten Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization Oxford University Press Latest Edition
7. Ashok K Nadhani Business Ethics and Business Communications Taxmann Latest Edition
8. Murthy C.S.V Business Ethics Himalaya Publishing Latest Edition
9. Daniel Albuquerque, "Business Ethics", Oxford University Press, New Delhi, 2010.
10. Jayasree Suresh, B.S. Ragavan, "Human Values in Professional Ethics", Sultan Chand, New Delhi, 2009.
11. Joseph W. Weiss, "Business Ethics", Cengage Learning, New Delhi, 2012.
12. Shekhar R.C, "Ethical Choices in Business", Sage Publishers, New Delhi, 2009

Supplementary resources

- <https://www.slideshare.net/saadiakh/business-ethics-and-corporate-governance-21431952>
- <https://www.icmrindia.org/courseware/Business%20Ethics%20&%20Corporate%20Governance>
- [Business%20Ethics-Suggested%20Case%20Studies.htm](https://www.icmrindia.org/courseware/Business%20Ethics-Suggested%20Case%20Studies.htm)
- <https://www.scu.edu/ethics/focus-areas/business-ethics/resources/cases/>
- <https://www.grin.com/document/336022>
- Journal of Human Values
- IBA Journal of Management & Leadership
- International Journal of Business Ethics in Developing Economies
- Journal of Business Law and ethics

Course Title	SOCIAL IMMERSION PROGRAMME
Term/Semester	III
Course ID	21MBA831
Credits	1

INTRODUCTION

Each student should undertake the social immersion programme immediately after the second semester examination for the duration of two weeks and submit a hard bound copy of the report before commencement of 3rd semester. The immersion programme will be under the guidance of internal faculty of the institution.

The main objective of the Social Immersion project is to sensitize students on civic and community issues, to enhance their interpersonal skills and to understand the problems of Rural/Urban/NGOs/Government or any other social issues of the society and enhance their status through capacity building. Social Immersion Programme also helps students to be better citizens by knowing, understanding and finding sustainable solutions for pressing community needs. They also learn and practice their management skills for building a better community.

The student has to work for two weeks in an NGO/ Government Organisation/ Government Agencies/ Panchayat Raj Institutions on different issues or undertake a freelancing study based on their interest. This could involve a desk study / data analysis / extension work / field work or exploration of an idea or its implementation.

I. SOCIAL IMMERSION PROGRAMME FRAMEWORK

1. Phase 1: Pre Departure Preparation
 - a. Introduction to Social Immersion Programme [SIP]
 - b. Sensitization towards social problems
 - c. Identification of immersion organization

2. Phase 2: Field Immersion
 - a. Two Week Field immersion in collaboration with social-sector organizations across India
 - b. Mentor - Student Meeting
 - c. Student review meetings

3. Phase 3: Post-Immersion Reflections
 - a. Presentation to partner organizations
 - b. Interim report submission to partner organizations

4. Phase 4: Report Submission & Evaluations

- a. Submission of field report
- b. Maintenance of diaries

Course Outcomes:

After successful completion of this course, the student will be able to

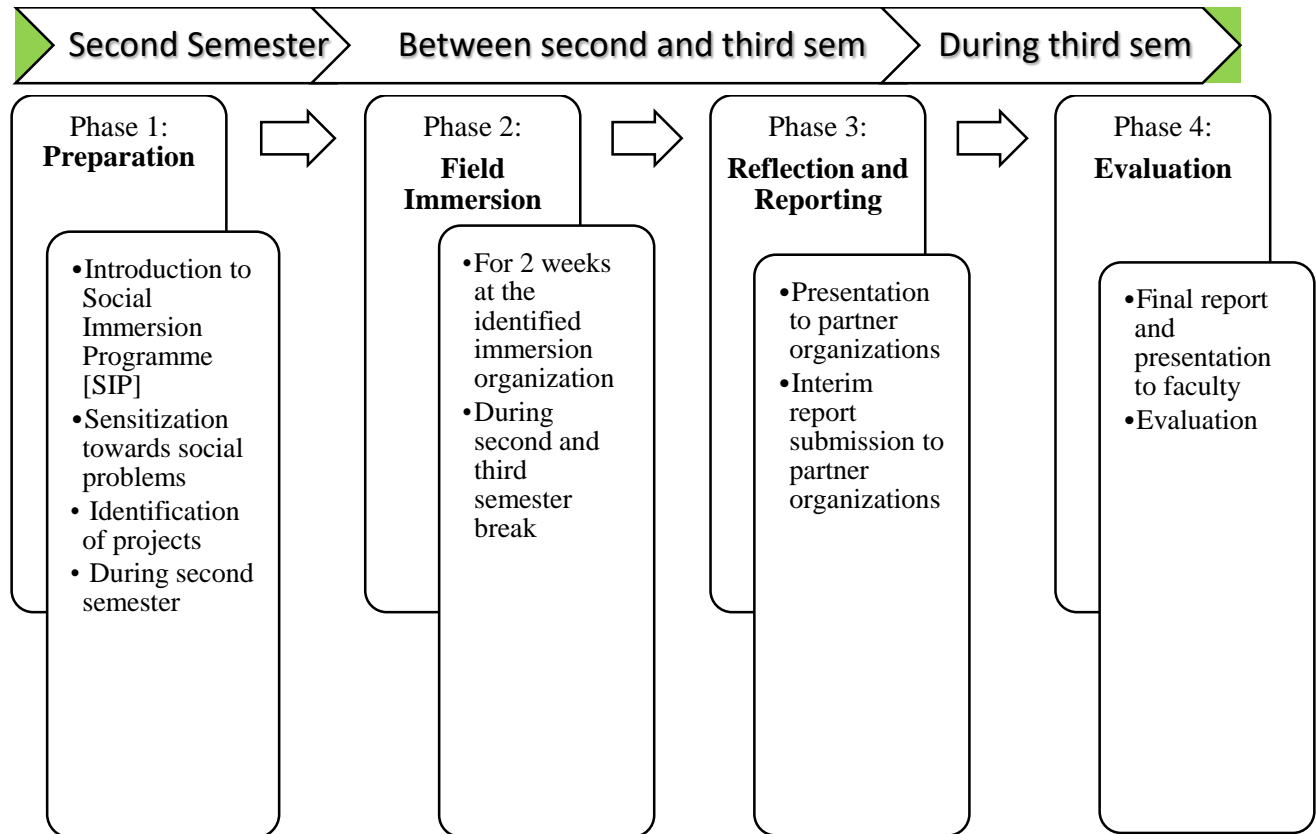
CO1: Develop better citizenship by knowing, understanding and finding creative and sustainable solutions for pressing problems and issues faced by NGOs/Community/Society

CO2: Build interpersonal development, particularly the ability to work well with others, and build leadership and communication skills.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	1	2	1	3	-	2	2	3	2
CO2	3	-	3	1	-	3	-	-	2	3	2
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Timeline



IMMERSION METHODOLOGY

Primary method used for collecting sociological data will be ethnographic field research, of which field diaries are an important component. The base line survey, field survey, observation of the process, interaction with community members can be adopted for data collection.

Students are required to follow the guidelines indicated below;

GUIDELINES

1. Under this program, the student is required to undertake a Social Immersion individually for a period of two weeks between II and III semester. It would be carried under the guidance of internal faculty member from the Institution and external mentor.
2. Students should identify the place of study (organization) before the completion of II semester and finalize the scope of the study in consultation with the Institute Guide.
3. Students are allotted to respective Internal Faculty Guide based on the area of interest.
4. The Social Immersion program must be a study on live social problem or social issues and work on solving a problem. This could be in the nature of desk study or a field study or extension work or preparation of detailed report of a problem or exploration of a solution to the problem or implementation of an idea or a project or of any other study which reflects the spirit of the regulations. The immersion may include research work or a case study.
5. The word organization includes the following
 - a. Educational Institutions in rural areas
 - b. Government Department
 - c. NGO/ CSO/ Voluntary Organization/CSR department of an Organization
 - d. Research Body or Development Agency
 - e. Panchayat Raj Institution/s
 - f. Local Municipal Body, Legislature, Court, Etc.
6. On the completion of Social Immersion Program, the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
7. Satisfactory completion of Social Immersion Program and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
8. Any interested faculty, Part Time or Guest Faculty or Social Activist are eligible to guide the immersion programme. Head of the institution has to certify the eligibility of such guides.
9. Every guide will be allotted the maximum of fifteen (15) students.
10. The Social Immersion report has to be as per report guidelines
11. One hard and one soft copy (in CD) have to be submitted to their respective guides.

Uniformity and Size of Type

- ◆ The body of the text must be prepared from a clear and readable font style at the same size throughout the document.
- ◆ Twelve-point font is the generally accepted font size.

- ◆ However, different point sizes can be used for tables, figures, or captions, as long as usage is consistent and conforms to the appropriate style manual.
- ◆ Choose the font carefully depending on your final distribution plans. Serif fonts (e.g. Times New Roman) are easier to read on paper.
- ◆ The use of bold, italic, capitalization, or any other writing convention should be consistent throughout the document and should follow the appropriate style manual.
- ◆ Alignment of text should be consistent (including no justified alignment).
- ◆ The body of the document must be spaced with 1.5”
- ◆ All page numbers must appear centered or right side in the bottom margin

Course Evaluation plan					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Report & Viva-voce by External Examiner	20 marks	1	Quality of the immersion work	20 Marks
2	Quality of the Work	10 marks	2	Presentation of the report	10 marks
3	Punctuality, Discipline & Code of Conduct	10 marks	3	Immersion Diary	10 marks
4	Certificate of Appreciation	10 marks	4	Internal Interactions Mentor	10 marks
	Total Marks from External mentor	50 Marks		Total Marks from Internal mentor	50 Marks

Course Title	DESIGN THINKING AND CREATIVITY FOR BUSINESS
Term/Semester	III
Course ID	21MBA833
Credits	2

Introduction:

Design thinking is a critical problem-solving approach for building creative and innovative solution. Design thinking is a process that relies on understanding users’ needs and experiences as they continue to evolve. It is a solution-focused mindset that is critical to developing new ideas that can uncover potential opportunities, challenge assumptions and lead to product and service innovations. Through analysis and imagination, design thinking empowers organizations to identify and implement human-centered and action-oriented solutions to complex business problems.

Gaining deeper insight into the target users’ needs and expectations in turn leads to more value creation. This is the core of design thinking, and it leads to improved products, services and internal processes. This course will develop a user-centric designs for all issues and evolve a solution that will address a customers’ pain points and meet their business goals.

COURSE OUTCOMES (CO):

On completion of the course students will be able to:

- CO1** Understand and appreciate the design thinking frame work and develop an empathy map
- CO2** Understand and appreciate the importance of problem defining – in the design thinking frame work.
- CO3** Demonstrate ability to identify an idea based on design thinking process.
- CO4** Demonstrate the ability to develop prototype which offers real world solutions
- CO5** Apply these new strategies to create new innovative solutions

COURSE CONTENT AND STRUCTURE

(24 hours)

MODULE 1: INTRODUCTION TO DESIGN THINKING & EMPATHY MAPPING (04 HOURS)

- Introduction to design thinking approach,
- Identify the customer journey.
- Map the customer journey to understand customers' experiences with product/service
- Develop persona(s) of your target customers (CPM).

MODULE 2: PROBLEM MAPPING

(05 HOURS)

- Problem statement or underlying issue and possible solution options
- Define customer profile and needs by using ethnographic research methods (interviews and observations)
- Pinpoint target users and design interview questionnaires to understand customer pain points

MODULE 3: IDEATE AND SYNTHESISE SOLUTION (05 HOURS)

- Brainstorm ideas to explore solutions that will help customers meet their needs
- Identify desirable features of solutions and cluster ideas, select high-quality solution ideas that can be prototyped
- Discussion of Indian companies using design thinking.

MODULE 4: PROTOTYPE AND EXPERIMENT (05 HOURS)

- Design a prototype for the selected idea to enable a conversation with the stakeholders
- Derive insights from user-prototype interactions with all stakeholder feedback. Rectify flaws, address constraints and enhance strengths.
- Discuss the importance of accepting of failing quickly and cheaply. Improvise and restart.

MODULE 5: VALIDATE AND REFINE (05 HOURS)

- Refine prototype and solutions based on feedback from target users to better fit with user needs
- Test and refine point of view (POV)
- Describe the applications of complementary tools of innovation: Value Proposition Designer, Business Model Canvas

PEDAGOGY

- MOOC driven learning
- Workshop by Experts
- Experiential Learning
- Expert Video Lecture
- Use of Templates to learn Concepts and Models
- Case Studies/Simulations

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	2	3	3	3	3	2	3	3
CO2	3	3	-	2	3	3	3	3	1	3	3
CO3	3	3	-	2	3	3	3	3	1	3	3
CO4	3	3	1	2	3	3	3	3	1	3	3
CO5	3	3	1	2	3	3	3	3	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS

- 1) Design: Creation of Artifacts in Society by Prof. Karl Ulrich, U. Penn Change by Design by Tim Brown.

- 2) The Design of Everyday Things: Revised and Expanded, Norman, Don. Edition. United States, Basic Books, 2013.
- 3) Design Thinking: Understanding How Designers Think and Work, 1st edition, Pearson
- 4) Handbook on Design Thinking –Eli Woolery, Free book.
- 5) Design Thinking for Startups, Jimmy Jain, Notion Press, 2018.
- 6) Design Thinking for Small Business Putting the Power of Design to work., Beverly Rudkin Ingle, Apress, Oct-2013.

REFERENCE BOOKS:

1. Elements of User Experience: User-Centered Design for the Web and Beyond, Second Edition Jesse James Garrett
2. 8 Steps to Innovation –T. Krishnan Rishikesh, Harper Collins Publishers India.
3. Design thinking in Class room, David Lee, Ulysses Press, 2018.

SUPPLEMENTARY RESOURCE:

1. <https://www.ibedo.org/>
2. <https://blog.hypeinnovation.com/>
3. Coursera: Design Thinking for Innovation by University of Virginia. By Jeanne M Liedtka
4. Coursera: Design Thinking for the Greater Good: Innovation in the Social Sector (by Jeanne M Liedtka).
5. Swayam: Design thinking -A Primer. By IIT-Madras. (4 weeks).
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Performance in MOOCs based on Design Thinking for Innovation by University of Virginia. By Jeanne M Liedtka (SEE)	Individual	50	At the end of the semester
2	Attendance and class participation	Individual	10	At the end of the semester
3	Project on ideation and synthesizing solution	Individual	10	Full semester
4	Project on Empathy mapping and problem mapping	Individual	10	Full semester
5	Project on development of prototyping and Experimentation	Individual	10	Full semester
6	Project on validation and refreshment	Individual	10	Full semester

Course Title	OPEN ELECTIVE II
Term/Semester	III
Course ID	21MBA834
Credits	2

Guidelines:

The open electives are offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge. The students are given an opportunity to choose from a wide range of MOOCs- 4500 + courses offered by Coursera/NPTEL /SWAYAM /eDEX etc. and enroll themselves.

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances in the selected course

Open elective 2: Students have to complete 1 MOOC in their area of specialization during the III Sem and submit the certificate. The duration of the course should be for at least 6-8 weeks.

In the beginning of the semester, students have to register for a MOOC in their chosen area of specialization, preferably in their major specialization and update the information to the designated faculty member. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Evaluation Plan:

Students are required to complete the course and take-up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Weekly presentation and submission of reports to the mentor	20
2		Presentation on the learnings from the course	30
3	External Marks (50)	Final course assessment score and submission of certificate to the mentor	50
		TOTAL	100

ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT

Course Title	BUSINESS MODEL CANVAS & BUSINESS PLAN DEVELOPMENT
Term / Semester	III
Course ID	21MBA235
Credits	3

Introduction:

In this project centered course, the students will use the Business Model Canvas innovation tool to approach either a personal or corporate challenge or opportunity. They will learn to identify and communicate the nine key elements of a business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Key Resources, Key Activities, Key Partners, Revenue Streams, and Cost Structure. Their completed project will be a polished Business Model Canvas that outlines the business case for a new product or service to address the selected challenge or opportunity. They will present their case in both a one-page document and a 10-minute video presentation. In this course, students will also learn how to create a business plan, including what material to include and how to develop a compelling presentation that will engage readers and win their approval. They will have the opportunity to learn strategies and best practices.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Understand and appreciate the basics of business model and apply BMC in creating a Business Model.

CO2: Understand and deploy the business planning process and its scope and pitfalls.

CO3: Create a comprehensive business plan

CO4: Relate to different business plans and ideas.

CO5: Identify the changing trends and processes in contemporary Business planning.

Course Content and Structure:

(36 hours)

Module 1: Business Model

(06 hours)

- Introduction and Overview of BMC; the structure and format; Sample BMCs
- Different types of BMC; Disruptive BM, Subscription BM, Freemium BM, Brick and Click, Razor Blade, Product to Service, Crowd Sourcing, One for One, Franchise, Ecommerce BMCs
- The Cost side; Key partners; Key activities; Key resources
- Setting up the unique value propositions
- The Revenue side; Customer Relationships; Channels; Customer Segments
- Cost structure and Revenues streams
- Discussion of Sample BMCs

Module 2: Introduction to Business Planning (06 Hours)

- Business Plan; Objectives; Business Planning Process; Benefits of Business Planning; Types of Business Plans; Failures in Business planning
- Segments in a Business Plan, Part A; Introduction, Marketing and Operational Plan, Part B; HR Plan, Financial Plan and Annexures.
- Dos and Don'ts in Business Planning

Module 3: Preparing a Business Plan Part A (Introduction, Marketing and Operational Plan) (10 Hours)

- Executive Summary; About the Business; About the Ownership; Funding requirements.
- Marketing Plan; Market Research; Demography; Marketing Mix
- Operational Plan; Plant and location; Plant Layout; Material Requirement; Inventory management; Quality Control;

Module 4: Preparing a Business Plan Part B (HR Plan, Financial Plan And Annexures) (10 Hours)

- HR Plan; Organisation Plan; Manpower Planning; Management; Legal aspects of labour
- Financial Plan; Projected Sales; Projected Income and Expenditure; Projected BEP; Projected P& L statement and Balance Sheet, Projected cash flows; Important Financial Ratios.
- Critical Risks
- Exit Strategies
- Registration, Licences and declarations

Module 5: Emerging trends and Support process for Business planning (4 Hours)

- Networking
- Trade Processes.
- Decision Support processes
- Integration Processes
- Usage of IT and data analytics and data visualization tools and techniques in Business Planning

Pedagogy

1. Classroom Discussion
2. Interaction with the experts
3. Experiential Learning
4. Practice Based teaching
5. Activity based teaching
6. Case study based teaching
7. Inquiry based teaching

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

- Entrepreneurship (Specialization), created by Wharton School of the University of Pennsylvania,
<https://www.coursera.org/specializations/whartonentrepreneurship#creators>
 - Journal of Innovation and Entrepreneurship; <https://innovation-entrepreneurship.springeropen.com>
 - <https://elibrary.in.pearson.com/login>
 - <https://jgateplus.com/home>
 - <https://capitaline.com>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	SOCIAL ENTREPRENEURSHIP AND INNOVATION
Term / Semester	III
Course ID	21MBA233
Credits	3

Introduction:

Social entrepreneurs use their business model to make a social impact on the world and to ignite social change. Startups, for example, can pursue solutions to pain points caused by environmental change or to social problems across the globe. Successful social entrepreneurs blend the idea of profit and business success with adding to the health and wellbeing of societies that host their organizations. The degree to which social entrepreneurs pursue social impact as opposed to profitability vary, but in all cases financial sustainability is fundamental. One approach is to create business models revolving around low-cost products and services to resolve social problems.

This Course is to create societal impact through Social Entrepreneurship. It will introduce the students to examples of Social Entrepreneurship and guide them through the process of establishing a venture to address a social or environment problem. It will equip one with frameworks identifying opportunities, support their team, and outlining their idea.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Examine the concepts underpinning social entrepreneurship to gain a comprehensive understanding of the opportunities

CO2: Investigate the best practices, successes and failures, of social entrepreneurship.

CO3: Critically assess the range of strategic and operational issues faced by those who create and manage social enterprises.

CO4: Investigate and evaluate the role, requirements and challenges facing a “Social Entrepreneur”.

CO5: Create a sustainable business model for a social enterprise.

Course Content and Structure:

(36 hrs.)

Module 1: Introduction to Social Entrepreneurship

(06 Hours)

- Introduction to Social Enterprise and basic framework, Definition of Social Entrepreneurship
- Four distinctions of Social Entrepreneurship, Social Entrepreneurship from Indian Perspective
- Social Problem, Identifying the Social Problem, Describing the Social problem.

Module 2: Forms of Social Entrepreneurship

(04 Hours)

- Segmentation of Social Entrepreneurship, Understanding the Beneficiary, Screen In and Screen Out Criteria, Profit and non-profit Proprietorships; Partnership Company, Non-Governmental organisation, Society, Trust and Company (Sec. 25), Factors determining selection of forms of registration.

Module 3: Social Entrepreneurship Tools and Approaches (12 Hours)

- Recognising and Assessing New Opportunities, Root Cause Analysis, Opportunity Recognition and Study, Discovery of Social Opportunities, Financial Opportunity Attributes, Modelling the Social Venturing Process-, Idea Articulation, Idea Ownership, and Stakeholder Mobilization.
- Introduction to Social Innovation, Innovation Approaches, New business models; Global Impact and Innovation; Challenges in Innovation.
- Sustainability- Definition and Concept of Sustainable Development, Silent Spring, Kyoto Protocol, Dimensions of Sustainable development, Rationale of MDGs, Concept of Frugal Innovation.
- Institutions supporting Social Entrepreneurship
- Social Incubators; Deshpande Foundation, Khosla Labs, Marico Innovation Foundation, Villigro Foundation, Unlimited India, Upaya Social Ventures.

Module 4: Impact Measurement (08 Hours)

- Social Impact Assessment, Concept of SIA and PPP, Need and relevance
- SIA Tools- Survey, Impact rating; impact scored card, SROI, Stakeholder/beneficiary outcome assessment, IRIS (Impact Reporting and investment standards).

Module 5: Fund Raising for Social Initiatives (06 Hours)

- Understanding Fundraising, Need and Importance, Factors impacting the success of Fundraising, Approaches and Sources of Fundraising, For Profit, Not for profit, personal and community networks, grants, venture capital, commercial streams, Philanthropy, foundations.
- Fundraising Process- Fundraising strategy, Fundraising Plan, budgeting.
- Managing the Fundraising- Conceptualizing, Planning; Prospecting, Cultivating, Soliciting, Promoting and Retaining, Proposal writing for grants, donations and sponsorships.

Pedagogy

1. Social Innovation Challenge
2. Classroom Discussion
3. Experiential Learning
4. Project Based Learning
5. Activity Based Learning
6. Interaction with the Social Entrepreneurs
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Social Entrepreneurship and Social Business, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer 2012
2. How Social Enterprises Deal with Antagonistic Assets | Hockerts 2014
3. Social Entrepreneurship in Rural India: A Small Step Towards Institutional Change | Ganly & Mair 2009
4. How opportunities develop in social entrepreneurship. Entrepreneurship theory and practice | Corner & Ho 2010

5. Building Social Business Models: Lessons from the Grameen Experience | Yunus, Moingeon & Lehmann-Ortega 2010
6. Business Models as Models | Baden-Fuller & Morgan 2010

REFERENCE BOOKS

1. Social Entrepreneurship: A Modern Approach to Social Value Creation, Arthur C. Brooks, 2009, Pearson Publications.
2. Introduction to Social Entrepreneurship, Teresa Chahine, CRC Press
3. Social Entrepreneurship and Social Business, An Introduction and Discussion with Case Studies, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer Publications.

Supplementary Resources:

1. Social Enterprise (Program), created by Middlesex University Business School, platform:FutureLearn;<https://www.futurelearn.com/programs/socialenterprise>
2. Journal of Social Entrepreneurship;
<https://www.tandfonline.com/toc/rjse20/current>
3. <https://elibrary.in.pearson.com/login>
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
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CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ENTREPRENEURSHIP IN ACTION PART I
Term / Semester	III
Course ID	21MBA236
Credits	3

Introduction:

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course. This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Identify and assess their personal Interests, attitude and aptitude towards Entrepreneurship, and Business Ideas.

CO2: Develop and implement a market research plan to consolidate their business idea.

CO3: Understand and utilize the Business Model Canvas to develop their real time business.

CO4: Test and evaluate their business model with the potential customers.

CO5: Measure the desirability and demand for their business outputs through comprehensive feasibility analysis.

Course Content and Structure:

(36 hrs.)

Module 1: Entrepreneurial aptitude and skill

06 Hours

- Assess Entrepreneurial Skills, attitude Aptitude (TAT, HSGL, Psychometric tests), EDII Tool to map the traits of the Entrepreneur.
- Set personal goals; (Achievement Motivational Training), Creation of Motivational Profile.
- Allocate advisory group and Mentor
- Develop a Customer Persona
- Networking and associations
- Identification and Evaluation of Business Ideas
- Introduction to the Business Model Canvas

Module 2: Building the Business Model

08 Hours

- Understand and utilize the Business Model Canvas; Build their Business Model
- State the business idea grounded in the categories of their business regarding how best to grow; test the business idea/opportunity with advisors, peers, and potential and existing customers.
- Reiterate and present the Business model among the network in different forums.

Module 3: Market Sizing**08 Hours**

- Create an initial market research plan; Competitor Analysis and Competitors Matrix
- Brainstorm the market research Plan with the Advisory and mentor
- Conduct the research; discuss the results with the Advisory and Mentor
- Refine and size of market based on the BMC; identify and deliberate on the Competitive Advantage of the Business.
- Customer Validation & Market Validation

Module 4: Feasibility Analysis**08 Hours**

- Product/ Service Feasibility
- Industry/Market Feasibility
- Organisational Feasibility
- Financial Feasibility

Module 5: Acceleration Plan**06 Hours**

- Presentation and Review of Final Business Model, Market Size Plan, Feasibility Analysis Report.
- Brainstorm with advisory group and in the network.
- Preparation of final Acceleration Plan and presentation to the experts.

Pedagogy

1. Classroom Discussion
2. Interaction with the Advisory
3. Experiential Learning
4. Research Based Learning
5. Practice Based teaching
6. Interaction with customers and other stakeholders
7. Activity based learning

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL: 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd

3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, “Entrepreneurship: Text & Cases”, Cengage Learning
2. David H. Holt, “Entrepreneurship: New Venture Creation”, Prentice-Hall of India
3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

Supplementary Resources:

1. Business Principles and Entrepreneurial Thought (X Series), created by Babson College, platform: edX
<https://www.edx.org/xseries/business-principles-entrepreneurial>
2. IAR Journal of Entrepreneurship, Innovation & Design Thinking;
<https://www.iarconsortium.org/journal-info/IARJEIDT>.
3. <https://elibrary.in.pearson.com/login>
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

Course Evaluation Plan

External			Internal		
1	Business model submission	25 Marks	1	Attendance and class participation	10 Marks
2	Pitching of Business model and Viva - Voce	25 Marks	2	Business model presentation	10 Marks
			3	Customer Validation and market validation	10 Marks
			4	Feasibility Reports	10 Marks
			5	Acceleration Plan	10 Marks
	Total	50 Marks		Total	50 Marks

Course Title	ENTREPRENEURIAL LEADERSHIP
Term / Semester	III
Course ID	21MBA234
Credits	3

Introduction:

Entrepreneurship is a challenging, rewarding endeavor rooted in creativity and realized through practical decisions and strategies. This Course will provide advanced knowledge in the wide-ranging aspects of entrepreneurial success: organizational behaviour, large-scale entrepreneurship, marketing, accounting, corporate finance, and more. The students will learn from accomplished business experts how to expand or transform your organization and manage your entrepreneurial ideas. Course concepts will be applied to real-world situations through teamwork and hands-on projects.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Develop their own approach to entrepreneurial leadership and industrial management.

CO2: Critically examine different entrepreneurial leadership approaches and practices, focusing on ventures with technological and business model innovations

CO3: Develop judgment for when and how to use hard versus soft leadership approaches

CO4: Understand how to build a culture of empowered leaders in the venture

CO5: Relate to the role of entrepreneurial leadership and scientific innovation in today's economy

Course Content and Structure:

(36 hrs.)

Module 1: The Start-up Leadership a new way of thinking

06 hours

- Introduction to Entrepreneurial Leadership
- Cognitive Ambidexterity
- Creation Logic in the Model; from active learning to expertise
- Predictive Logic; Analytics for entrepreneurial thinking

Module 2: New worldview for an Entrepreneur

08 Hours

- Defining SEERS; Social – Environmental – Economic Responsibility and Sustainability
- Sustainability Matrix
- Financial Challenge; Reconciling Social value & environmental value with stakeholder value

Module 3: Self and Social Awareness

08 Hours

- Learning and leveraging self-awareness;
- Building and engaging social networks using Social Media
- Working with Emotional Intelligence; Develop and use the 4 key emotional skills of leadership
- Levels of Leadership (Jim Collins Model)

Module 4: Entrepreneurial Leader

08 Hours

- Setting the Foundations of the Startup Venture

- Leadership Versatility in Startups
- Leading People in Startups (and Choosing Business Partners)
- Developing Organizational Culture in Startups
- Profiles of Entrepreneurial Leaders

Module 5: Failure Management

06 Hours

- Why Startups Break Down
- Early Stage Failure; Good Idea, Bad Bedfellows; False Starts; False Positives
- Late-Stage Failure; Speed Trap; Cascading Miracles.

Pedagogy

1. Shadowing of Entrepreneurial Leaders
2. Classroom Discussion
3. Project Based Learning
4. Experiential Learning
5. Practice Based teaching
6. Activity Based Teaching
7. Inquiry based Teaching

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3
LEVEL	3-Substantial			2-Moderate		1-Slight		- No Co-relation			

RECOMMENDED BOOKS (Latest Editions)

1. The New Entrepreneurial Leader, Developing Leaders Who Shape Social and Economic Opportunity, Danna Greenberg Kate McKone-Sweet H. James Wilson, First Edition, Berrett-Koehler Publications
2. Disrupt: Think the Unthinkable to Spark Transformation in Your Business, 2nd Edition, Luke Williams, Pearson Publications.
3. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd.
4. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.
5. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
6. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)

7. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA.
8. '8 steps to innovation' – Rishiksha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

1. Entrepreneurial Strategic Management, by University of New Mexico, platform: Coursera.<https://www.coursera.org/learn/entrepreneurial-strategic-management/>.
2. <https://www.udemy.com/course/think-like-a-leader-with-brian-tracy/>.
3. Entrepreneur Research (Journal of Small Business)
4. The Journal of entrepreneurship: <https://journals.sagepub.com/home/joe>.
5. <https://elibrary.in.pearson.com/login>.
6. <https://jgateplus.com/home/>.
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	TECHNOLOGY FOR STARTUPS AND FAMILY BUSINESSES
Term / Semester	III
Course ID	21MBA237
Credits	3

Introduction:

This subject is introduced keeping in mind the growing role of technology in the present dynamic world. The VUCA world of today is heavily reliant on technology and anything and everything is driven by technology including business. The literacy paradigm has shifted from not just traditional education but has expanded to technical knowhow. Many of the businesses have shifted to virtual platform either partially or completely. Hence it is always wise for the budding entrepreneur to have a full hand understanding of the virtual platforms, business transactions and various related tools and techniques. The subject will dab a little bit of everything as it is the need for the hour in the uncertain environment.

Course Outcomes:

After successful completion of this course, the students should be able to:

CO1: Recognise the importance and role of technology in entrepreneurship.

CO2: Understand and appreciate the various uses, abuses, and opportunities through usage of technology available for entrepreneurs in present scenario.

CO3: Acquire hands on knowledge of different technological tools for starting up their venture.

CO4: Apply strategies for business competition with technological techniques.

CO5: Build a sustainable business venture through the effective usage of technology.

Course Content and Structure:

(36 hrs.)

Module 1: Technology for Startups & Family Businesses

06 Hours

- Importance of technology for an Entrepreneur, Role of Technology in starting a New Venture
- Benefits of using technology for Startups & Family Business
- Technologies that drive Family Businesses, trends and success stories
- Cloud native technologies, CRM tools and techniques, Automation Tools and techniques.

Module 2: Digital Ecosystems for Growth

08 Hours

- Digital Ecosystem for Business, Digital Management of Core Business Functions; Evolution of Value Chains and Business Models.
- Digital Platforms, Website Development; SEO, Affiliate Marketing, Social Media Marketing, Email Marketing.
- Digital Promotion and Engagement, Optimizing Content, Social Media Engagement, Usage of various tools for tracking Digital Marketing initiatives.

Module 3: Data Science for Data - Driven Decisions**10 Hours**

- Enterprise Big Data, Characteristics of Big Data, Four Forms of Pattern Identification,
- Types of Analytics and purpose, Data Types, Raw; Processed and Cooked. Business Intelligence for Decision Making - Data Pipeline, Properties of Data Pipeline; Evolution of Data Pipelines.
- Data Pipeline Process – Setting the Environment, Publishing Events, Storing Events.
- Data Flow through Google Cloud Platform. Data Metrics – tracking the health of start-ups through KPIs. Data Reporting – Google Data Studio, Tableau, Custom Tooling.

Module 4: Leveraging AI, VR, and AR for Business Success**08 Hours**

- Introduction to AI, VR and AR. How businesses use AI, Cross Referencing Data, Consumer Behaviour Tracking and forecasting, Fraud detection.
- Personalization of marketing Communication, Chatbots, VR/AR applications to Business, Managing Workforce, Customer Experience Management, Online Shopping,
- Scope and opportunities of using VR/AR in different sectors in India.

Module 5: Application of IOT for Successful Automation**04 Hours**

- Introduction to IOT, Computing Devices; Digital Machines; UIDs.
- Networks and Interactions, Human to Human; Human to Computer.
- Usage of Sensors & Processors,
- Automation Processes – Customer transactions, HR Costs, SCM, Logistics Operations.
- Business decisions using IOT, Contemporary Smart Business Models.

Pedagogical tools

1. Class Room Discussions
2. Interaction with experts
3. Case Based Teaching
4. Simulations
5. Practice Based teaching using specific IT tools.
6. Mobile App Based Learning
7. Project based learning

RECOMMENDED BOOKS (Latest Editions)

1. Technology Strategy for Managers and Entrepreneurs, Scott A. Shane, Case Western University, Pearson Publications.
2. Ray Rothrock, Richard A. Clarke, Digital Resilience: Is Your Company Ready for the Next Cyber Threat, 2018.

3. Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press.
4. George Gilder, "Life after Google: The Fall of Big Data and Rise of the Block chain Economy, Financial Times Book, 2018

REFERENCE BOOKS (Latest Editions)

1. Thomas M Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta Books , 20192020 - 21 Page 4
2. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt.Ltd.
3. O'Brien, Management, Info Systems, Tata McGraw-Hill, Latest
4. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013

Supplementary Resources:

1. Technology Entrepreneurship Lab to Market;
<https://www.edx.org/course/technology-entrepreneurship-lab-to-market>
2. Technology Leadership and Entrepreneurship
<https://www.coursera.org/learn/technology-entrepreneurship>
3. International Journal of Technoentrepreneurship;
<https://www.inderscience.com/jhome.php?jcode=ijte>
4. **Ebsco:** [Entrepreneurship & Regional Development](#)
5. <https://elibrary.in.pearson.com/login>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	3	1
CO2	2	3	1	1	1	3	1	3	2	3	1
CO3	2	3	3	1	3	3	3	3	3	2	1
CO4	3	3	3	1	1	3	1	3	2	3	1
CO5	3	1	3	1	1	3	1	3	3	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	CORPORATE ENTREPRENEURSHIP
Term / Semester	III
Course ID	21MBA238
Credits	3

Introduction:

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach. For this reason, entrepreneurial skills are valued in companies and organizations that base their growth and competitive advantage on innovation.

It is increasingly common for entrepreneurial projects to be deployed within an established organization, which is known as intra-entrepreneurship or corporate entrepreneurship. Expand your knowledge on this topic with this online course.

The purpose of this course is to explain to participants the main concepts of corporate entrepreneurship and introduce topics of "Entrepreneurial Culture" aimed at developing competencies for the organic growth of the company or the development of the organization.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Understand & appreciate Corporate Entrepreneurship, its origin and growth in modern times

CO2: Apply the entrepreneurial process to the operations of a department or functional area within an established organisation

CO3: Formulate corporate objectives and strategies that support entrepreneurial behaviour.

CO4: Evaluate the ethical dimensions of corporate entrepreneurial behaviour.

CO5: Implement and build viable and sustainable business models within an established organisation.

Course Content and Structure:

(36 hours)

Module 1: Introduction to Corporate Entrepreneurship

06 Hours

- Introduction to Corporate entrepreneurship; Forms and history of corporate entrepreneurship.
- Entrepreneurial orientation and architecture; building entrepreneurial architecture; corporate entrepreneurship strategy.
- Corporate entrepreneurship Vs. Role of Manager.
- Entrepreneurship V/S Intrapreneurship

Module 2: Building Organisation

06 Hours

- Introduction to Building an organisation
- Types of Entrepreneurship organisational structures

- Robert Michael's Model of Corporate Entrepreneurship; Opportunist, Enabler, Advocate, Producer.
- Building supportive organisational cultures; Vision, Mission, Aligning Vision & Mission with Objectives.

Module 3: Entrepreneurial Leadership

10 Hours

- Introduction to Entrepreneurial leadership; Qualities of Entrepreneurial control systems.
- Obstacles to and risk of corporate entrepreneurship
- Eco system plan.
- Traits of Corporate Entrepreneur; Decentralization, Risk Taking, Innovation, Formal Process, Open Communication.

Module 4: International Corporate Entrepreneurship

08 Hours

- International corporate entrepreneurship
- ICE and organisational learning; Setting goals and Strategies
- Selected international entrepreneurial best practices and Case Studies.

Module 5: Corporate Culture and Organisational Structure

06 Hours

- Corporate culture- Values, Norms; Expectations
- Ethical & Compliances in Corporate Entrepreneurship; shared resources; Mentoring opportunities.
- Examples of Corporate Entrepreneurship; 3M, Google, Grameen Bank, ITC, HUL, E&Y

Pedagogy

1. Classroom Discussion
2. Interaction with the corporate Entrepreneurs
3. Industrial Visit
4. Experiential Learning
5. Activity Based teaching
6. Project Based Learning
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with Organisations – Kuratko, D F; Morris, M H; & Cavin, J G.
2. Corporate Entrepreneurship: Innovation and Strategy in Large Organisations – Burns, P.
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C.
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C.

REFERENCE BOOKS

1. Corporate Entrepreneurship, Vijay Sathe, Cambridge University press, 2003.
2. Corporate Innovation & Entrepreneurship, 3E, International Edition, Cengage Learning, 2011.
3. Corporate Entrepreneurship and Growth, Volume 1, Shaker A. Zahra, Publisher Edward Elgar, 2005

Supplementary Resources:

1. Intrapreneurship – **Make your Business great again, by Biz MOOC project team, platform: mooc.house**
<https://mooc.house/courses/bizmooc2018>
2. **Developing the Opportunity for Corporate Entrepreneurs, by University of Maryland, platform: Coursera**
<https://www.class-central.com/course/coursera-developing-the-opportunity-for-corporate-entrepreneurs-7180>
3. **Ebsco: International Journal of Innovation and Applied Studies**
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

HUMAN RESOURCE MANAGEMENT

Course Title	PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING
Term/Semester	III
Course ID	21MBA632
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about various Determinants of Job Performance and to facilitate the students to implement different methods of performance appraisal depending upon the organizational needs. The course also aims to help the students to understand about different methods of competency mapping and to build and lead high performance teams in an organization.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: To analyze various determinants of Job Performance

CO2: To apply Competency Based Performance Management System in an organization

CO3: To apply Past Oriented and Future Oriented Methods of Performance Appraisal in an organization based on the needs of an organization

CO4: To analyze relationship between Competency Mapping and its linkage to Performance Planning and to effectively manage High Performance Teams in the organizational environment

CO5: To understand contemporary trends in Performance Management and to apply those contemporary trends on need basis in an organization

Course content and Structure:

(36 hours)

Module 1: Introduction to Performance Management

8 Hours

- Introduction - Linkage of Performance Management with other HR Sub-Systems
- Pre-requisites of Performance Management
- Determinants of Job Performance
- Personality and Job Performance
- The Five Factor Model
- Benefits of Performance Management
- Elements of Effective Performance Management

Module 2: Performance Management System

10 Hours

- Characteristics of an Ideal Performance Management System
- Responsibilities in Performance Management System - Organization; Manager

- and Employee;
- Dangers of poorly implemented performance Management Systems
- Conditions required for successful implementation of Performance Management system
- Competency Based Performance Management System
- Electronic Performance Management

Module 3: Performance Appraisal

6 Hours

- Process of Performance Appraisal
- Past Oriented and Future Oriented Methods of Performance Appraisal
- Advantages and Disadvantages of Performance Appraisal
- Common Rating Errors in Performance Appraisal
- Elements of a Good Performance Appraisal System

Module 4: Competency Mapping and High Performance Teams

8 Hours

- Methods of Competency Mapping
- Competency Mapping and its linkage to Performance Planning
- Design of Competency Mapping
- Concept of High-Performance Teams
- Characteristics of High-Performance Teams
- Concept to Non-Performance Teams
- Characteristics of Non-Performance Teams
- Building and leading High-Performance Teams

Module 5: Contemporary Trends in Performance Management System – Overview

4 Hours

- Remote Working and Performance Management
- Visual Dashboards for Performance Measurement
- Gig Economy and Performance Management
- SaaS and Mobile Management for Performance
- Mental Health and Wellness for Better Productivity
- Happiness Index and Performance

Pedagogy:

1. Classroom Discussion
2. Activity based Teaching
3. Theatre based Teaching (Role Play, Skit)
4. Case Based Teaching (Text Case, Multimedia Case Discussion)
5. Project Based Teaching
6. Experiential Learning
7. Industry-Institute Interface (III)
8. Webinar/Seminars/Student Development Programmes
9. Simulations

Teaching Learning Resources:

Essential readings

1. Herman Aguinis, Performance Management, Pearson Education.
2. B D Singh, Performance Management System, Excel Books
3. A S Kohli, T. Deb, Performance Management, Oxford University Press
4. Dipak kumar Bhattacharyya, Performance Management Systems and Strategies, Pearson Education

References

1. Robert L Cardy, Performance Management, Prentice Hall of India.
2. T V Rao, Appraising and Developing Managerial Performance, Excel Books
3. Dewakar Goel, Performance Appraisal and Compensation Management, Prentice Hall of India.
4. Armstrong Michael, Performance Management, Kogan Page.

Supplementary Resources

- Harrell, L. 2016. Performance Related Pay (prp)-A Case Based Analysis of Auto Electric ltd. NAIRJC: A Journal of Multidisciplinary, 2(4), 01-11.
- Calvo, N. 2012. Performance Appraisal System in Technology Start-Ups: Strategic Implications for HR Managers. China-USA Business Review, 11(7), 969-980.
- Selden, S., & Sowa, J. E. 2011. Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives. Public Personnel Management, 40(3), 251-264.
- L, R. 2020. Mapping Competencies of Managers- a Gap Analysis to Propose Training and Development Strategies. IOSR Journal of Business and Management, 22(10), 20-26.
- Tayko, P. R. M. 2015. Human Information Processing Skills Set (HIPSS): A Leveraging Component for the Development of High Performing Team in the Software Industry. ABAC Journal, 35(1), 59-69.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=133164297&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=59754938&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=trh&AN=145085189&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=149327130&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=116228127&site=ehost-live>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	2	2	1	2	3	2	1	2
CO2	3	3	2	1	3	3	2	3	2	1	3
CO3	3	3	2	2	3	3	1	2	2	1	3
CO4	3	2	3	2	2	1	2	3	1	2	3
CO5	3	2	2	1	2	1	3	3	2	2	2

LEVEL **3-Substantial** **2-Moderate** **1-Slight** **"-" No relation**

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT
Term/Semester	III
Course ID	21MBA631
Credits	3

Introduction:

Talent Management is not solely meant for enhancing and retaining the talent of a few special people within the organization. It is about maximizing everyone's strengths, championing diversity, and encouraging creativity and innovation. It aims at creating a work environment where the organization resounds with energy, drive, and passion of befitting employees. Talent or skills are not a constant variable; rather, they are continuously nurtured, upgraded, and retained. Hence, there is a need for coaching and training to keep a viable talent culture across the organization

Keeping employees engaged is one of the biggest challenges faced by organizations nowadays. It is also a huge opportunity to gain long-term commitment and mandatory effort from a team. This effort will ultimately lead to higher sales and fewer mistakes in an organization. From the day an employee joins an organization, his or her positive engagement or fruitful involvement in organizational work becomes a tough responsibility of the management. Before allotting duties and responsibilities to newly appointed employees, the organization clarifies itself about its goals and places the employee at the right place to materialize the goals. It decides and understands what and how of the goals. Hence, it is an important HR function to define and plan an employee engagement strategy that aligns with the organization's goals.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Understand and appreciate the focus on attraction, acquisition, and retention of talent in organizations.

CO2: Identify and analyse the alignment of talent management process with business strategy, with culture, and with people.

CO3: Comprehend how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers and apply

CO4: Identify and develop strategies for improving employee engagement at the team and enterprise level.

CO5: Formulate a link between employee engagement, customer value and financial performance

Course content and Structure:

(36 hours)

Module 1: Introduction to Talent Management

(07 Hours)

- Key Process of Talent Management,
- Sources of Talent Management,
- Elements of Talent Friendly Organisations,
- Talent Value Chain,

- Effective Talent Management System, Modern Practices in Talent Attraction, Engagement and Retention,
- Talent Management Framework.
- Role of Talent Management in building sustainable competitive advantage to a firm
- Key Processes of Talent Management
- Human Resource Planning, Recruitment, Selection in the context of Talent management
- Performance monitoring, Retention
- Talent vs. knowledge people
- Consequences of Failure in Managing Talent
- Some suggestive tools for Managing Talent.

Module 2: Talent Planning

(12 Hours)

- Talent Planning and Development
- Talent Strategies & Future of Work & Changing Paradigm,
- Succession Planning, Integrating Succession Planning and Career Planning,
- Designing Succession Planning Program,
- Workforce Management
- Job Analysis
- Talent Mapping
- Talent Planning and Development: Concept of Talent Planning,
- Strategic Accountability Approach in Developing the Workforce
- Contingency Plan for Talent, Compensation Management within the context of Talent Management
- Developing and Retaining Talent: Potential Identification and Development, Coaching for Sustained & Desired Change

Module 3: Developing & Retaining Talent

(08 Hours)

- Potential Identification and Development,
- Coaching for Sustained & Desired Change,
- Integrating Coaching, Training and Development with Talent Management,
- Employee Retention - Motivation and Engagement,
- Return on Investment on Talent,
- Developing Talent Management Information System.
- Creating Business Value through Information Technology
- Information Strategy, HR Analytics for TM Processes

Module 4: Employee Engagement

(05 Hours)

- Concept of Employee Engagement,
- Success Factors to Employee Engagement,
- Assessing the Levels of Engagement,
- Managing and Implementing Change in Employee Engagement Practices,
- War of Talent and Imperatives,
- Engaging and Building Employee –
- Employer Partnership in the Digital Age,
- Workplace Challenges and Strategies for Effective Engagement.

Module 5: IT and Effective Talent Management

(04 Hours)

- Role of Information Technology in Effective Talent Management Systems –
- Introduction, Role of Information Technology in Talent Management Systems,
- Creating Business Value through Information Technology,
- HR Analytics for TM Processes,
- Design Development through Rapid prototyping and Scaling, Implementation and Maintenance, Audit and Update.

Pedagogy:

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources:

ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata Mc Graw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES

1. William H.Macey, Benjamin Schneide, Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell.
2. Simon L.Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practices; Edward
3. SonalMinocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

1. EBSCO: <https://www.ebsco.com/academic-libraries>,
2. JGATE : <https://jgateplus.com>
3. Pearson E library : <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
CO2	3	3	-	-	2	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS
Term/Semester	III
Course ID	21MBA633
Credits	3

Introduction:

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated.

The scope of Industrial Relations includes -Labour relations, i.e., relations between labour union and management; Employer-employee relations i.e. relations between management and employees; The role of various parties' viz., employers, employees, and state in maintaining industrial relations and the mechanism of handling conflicts between employers and employees, in case conflicts arise. The management and effective and efficient deployment of the resources of the organisation is the factor which decides the profitability and viability of any organisation. Labour is one of the basic resources of any industry and has an important bearing on the performance and goals of the organisation. In India we have a plethora of Laws which deals with issues concerning Labour administration, labour welfare, regulation of industrial relations between the management and the workers. For the effective and efficient management of labour in an industry or an organisation it is necessary to have a complete knowledge of the Laws, bye laws, regulations and ordinances applicable to the industry in general and to the company or organisation specifically. This course provides a brief insight into the Laws, bye laws, Regulations, notifications applicable to labour and labour issues.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Understand and appreciate the concept of Industrial Relations.

CO2: Illustrate the role of trade union in the industrial setup.

CO3: Outline the important causes & impact of industrial disputes.

CO4: Elaborate and apply Industrial Dispute settlement procedures.

CO5: Summarize the important provisions of Wage Legislations, welfare legislations and social security legislations

Course content and Structure:

(36 hours)

Module 1: Introduction to Industrial Relations

(07 Hours)

- Background of Industrial Relations – Definition, scope
- objectives, factors affecting IR, participants of IR, importance of IR
- Approaches to Industrial relations, system of IR in India : Historical perspective & post-independence period
- Code of Discipline and historical initiatives for harmonious IR

Module 2: Collective Bargaining & Negotiation**(10 Hours)**

- Definition, Meaning, Nature, essential conditions for the success of collective bargaining
- Functions of collective bargaining, importance of Collective Bargaining
- Collective bargaining process
- Prerequisites for collective bargaining
- Implementation and administration of agreements
- Negotiations**-Types of Negotiations
- Techniques of negotiation, negotiation process,
- Essential skills for negotiation, Workers Participation in Management
- Trade Unions:** Meaning, trade union movement in India,
- Objective, role and functions of the Trade Unions in Modern Industrial Society of India
- Procedure for registration of Trade Unions, union structure, Rights and responsibilities of TUs, Problems of trade unions

Module 3: Employment Laws**(12 Hours)**

- Importance and relevance of Employment Laws
- Government policies relating to labour
- ILO and its influence on Legal enactments in India.
- Labour codes- 4 labour codes including implementation of POSH Act

Module 4: Grievance procedure and Discipline management:**(04 Hours)**

- **Grievance** - Meaning and forms, sources of grievance
- Approaches to grievance machinery
- Grievance procedures, model grievance procedure
- Disciplinary procedures, approaches to manage discipline in Industry
- Exit interview methods, process, need, output of it.

Module 5: Emerging Trends**(03 Hours)**

- Addressing contemporary issues and global challenges in industrial relations
- Disputes in virtual teams, grievance handling, and, National Pension Scheme
- Voluntary standards as substitute to law

Pedagogy:

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources:

Essential Readings

1. Industrial Relations and Labour Laws, 7/E by S.C. Srivastava, Vikas Publishing House
2. Industrial Relations and Labour Laws, - A M Sarma
3. Labour and Industrial Laws – Dr. Sunil Yadav, Central Law Publications

References

- a. Labour and Industrial Laws 27th Edition -S N Mishra- Central Law Publications
- b. Simon L.Albrecht , Handbook of Employee Engagement: Perspectives,Issues,Research and Practices; Edward
- c. Sonal Minocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

- Pearson E library : <https://elibrary.in.pearson.com>
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

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CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEARNING AND DEVELOPMENT
Term/Semester	III
Course ID	21MBA634
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about the process of Training and Development and effective administration of various training programmes in an organization. The course will facilitate the students to effectively analyze the training needs of employees and to implement different methods of training depending upon the needs of the organization. The course also aims to help the students to evaluate the effectiveness of training programmes and to understand the contemporary trends in Learning and Development.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: Distinguish between training, learning and development and to apply the process of training and development in an organization

CO2: Analyze the training needs of employees in an organization and to effectively organize various training programmes in an organization

CO3: Implement different methods of training based on the needs of the organization

CO4: Understand the purpose of training evaluation and to evaluate various training programmes implemented in the organization

CO5: To discuss contemporary trends in learning and development and to apply those contemporary trends in an organization on need basis

Course content and Structure:

(36 hours)

Module 1: Introduction to Training and Development

6 Hours

- Difference between Training and Development
- Difference between Training, Learning and Development
- Advantages of Training to Organizations
- Process of training and development
- Training Administration Procedure
- Importance of Training Administration

Module 2: Training Need Analysis and Organization of Training Programme and Methods of Training

8 Hours

- Training Need Analysis and Importance of Training Need Analysis
- Different Types of Training Needs
- Components/Levels of Training Needs Analysis
- Techniques of Training Needs Assessment
- Skill Competency Mapping

- Organization of Training Programme: Selection of Trainees; Trainee Readiness; Trainee Motivation to learn; Preparedness of Trainer; Duration of Training Programme; Training Environment;
- On-the-Job Training Methods
- Off-the-Job Training Methods
- Management Development Methods

Module 3: Learning and Career Development

10 Hours

- Principles of Andragogy in Training/Learning
- Overview of E-Learning Methods
- MOOCs; YouTube; Skype; Podcasts; Webinars; Edublog; HBS Online; LinkedIn Learning; Playlists; Blogs;
- Continuous Learning
- Up-skilling and Re-skilling
- Learning Pyramid
- Different Types of Learning Styles
- Kolb's Experiential learning Cycle
- Learning Management System (LMS)
- Purpose of Learning Management System
- E-learning – Characteristics of Instructional Design
- The ADDIE Model of Instructional Design
- Process of Outward Bound Learning : Framing, Implementation, Debriefing, Risks
- Safety and Ethical issues in OBL
- Career Development
- Stages of Career
- Types of Career Anchors
- Process of Career Planning
- Career Planning: Advantages to Employees and to Organization
- Horizontal and Lateral Career Development

Module 4: Training Evaluation

8 Hours

- Training Evaluation
- Purpose of Training Evaluation
- Principles of Evaluation; Formative Evaluation; Summative Evaluation
- Models of Training Evaluation
- Kirkpatrick's Four Level Model
- Kaufman's Five Level Model
- The CIRO Approach
- The Philip's Five Level Model
- Approaches to ROI on Training
- Guidelines for Training Effectiveness
- Net Effectiveness Score as a tool for Training Feedback

Module 5: Contemporary Trends in Learning and Development - Overview

4 Hours

- Simulations Training
- AI in Training

- Augmented Reality and Virtual Reality in Training
- The Gamification of Training
- Micro-learning
- Mobile Learning Apps

Pedagogy:

1. Classroom Discussion
2. Activity based Teaching
3. Theatre based Teaching (Role Play, Skit)
4. Case Based Teaching (Text Case, Multimedia Case Discussion)
5. Project Based Teaching
6. Experiential Learning
7. Industry-Institute Interface (III)
8. Webinar/Seminars/Student Development Programmes
9. Simulations

Teaching Learning Resources:

Essential readings

1. Noe Raymond, (2016), Employee Training and Development, 7th Edition, McGraw Hill.
2. Stephen Robbins, Phillip Hunsaker, Training in Interpersonal Skills, 6th Edition, Pearson
3. G Pandu Naik, –Training And developmentl, Excel Books Publications
4. Dr.B.Janakiram, –Training and Developmentl, Biztantra Publications

References

1. Lynton Rolf, Pareek Udai, (2011), Training for Development, 3rd edition, Sage Publications, New Delhi
2. Rishipal, Training and Development Methods, S.Chand, 2011.
3. Goldstein Irwin L, –Training In Organizations - Needs Assessment, Development &Evaluation, Wordsworth Publication
4. Deepak Kumar Bhattacharyya, Training and Development: Theories and Applications: Theory and Applications, Sage Publications
5. Donald Kirkpatrick and James D. Kirkpatrick, Evaluating Training Programs: The Four Levels, Berret-Koehler Publishers, NC
6. Karl M. Kapp, The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education

Supplementary Resources:

- M, R. A. S. 2021. Examining the Impact of Training and Development on Employee Engagement in Bangladesh Pharmaceutical Sector. IOSR Journal of Business and Management, 23(1), 32-42.
- Sai kumar, K., D, P., & Rajesh, B. 2021. A Study on Training and Development with Reference to Bhel – Hpvp. Ltd, Visakhapatnam. International Journal of Innovative Research and Practices, 9(1), 09-15.

- Rahmana, A., & Sukaya, Y. 2020. Training Needs Analysis: Suggested Framework for Identifying Training Need. International Journal of Psychosocial Rehabilitation, 24(2), 3861-3868.
- Panigrahy, A. K. 2017. Training Need Analysis for the Executives of Hindalco. International Journal on Research and Development - A Management Review, 6(3)
- Nayak, S. 2018. Impact of Learning and Development Strategy on Organisational Performance. International Journal of Business Management and Research, 8(1), 19-26.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137656238&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=11870970&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=134170403&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=6652656&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=145973397&site=ehost-live>

CO-PO Mapping:

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CO3	3	2	3	1	3	2	3	3	1	2	3
CO4	3	3	1	1	-	-	1	3	1	1	1
CO5	3	3	1	2	2	1	2	2	1	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	COMPENSATION AND REWARD MANAGEMENT
Term/Semester	III
Course ID	21MBA636
Credits	3

Introduction:

The Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation and Reward Management. It enables students to understand and develop the salary structure with various components as per industry trends. It also serves to develop and strengthen overall analytical skills of students related to various HR Functions.

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Appreciate the basic compensation concepts and the context of compensation practices

CO2: Design a compensation system to meet the requirements of individuals (in terms of internal equity and external equity), the organization (in terms of meeting strategic goals and containing labor costs), and society (in terms of fairness and justice).

CO3: Recognize the variables of cost to the Company and statutory provisions of taxation.

CO4: Develop reward strategy and implement recognition decisions that help the organization achieve a competitive advantage

CO5: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

Course content and Structure: (36 hours)

Module 1: Fundamentals of Compensation Management (6 Hours)

- Meaning, Definition and Importance
- Types of compensation; Components in Compensation
- Conceptual framework of compensation management
- Theories of compensation management
- Criteria of compensation fixation; Institutional and cultural factors on compensation practices
- Compensation system design issues; Compensations Philosophies, compensation approaches

Module 2: Job Evaluation, Compensation Structures and Incentive Schemes (8 Hours)

- Job evaluation and methods
- Process and Problems involved in Job Evaluation
- Competency based Compensation (Broad pay bands and 360 degree feedback)
- Performance Based and Pay Based Structures, Designing Pay Structures

- Comparison & Evaluation of Different Types of Pay Structures,
- Incentive Schemes: Types of Incentive Schemes, Wage Incentive Plans, Merits and Demerits of Incentives
- Pre-requisites of Effective Incentive Schemes

Module 3: Cost to Company and Taxation on Salary and Benefits (10 Hours)

- Payroll - Components
- **Cost to Company (CTC) Method:** Meaning and significance, advantages and limitations
- Gross salary and Net salary, Components of CTC Monthly, quarterly, annual and one time component. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components.
- Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, Benefits, perquisites and statutory components.
- Calculation of Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability
- Tax deduction at source - Deductions and Tax Rebates
- Form -16 and Filing Returns
- Statutory Policies governing taxes
- Responsibilities of employer and employee in complying with taxation law.

Module 4: Reward and Recognition Management (7 Hours)

- Essentials of reward Management: The Reward System, Total Rewards, Strategic Reward, International Reward
- Recognition schemes Definition, Principles, Types, Designing a recognition scheme
- Performance management and reward, Engagement and Reward, Financial Reward, Non-Financial Reward, Contingent Pay Schemes, Bonus Schemes, Team Rewards
- The Practice of Reward Management: Developing of Reward System, Managing Reward System, Evaluating Reward Management, Responsibility for Reward Management
- Future trends in Reward Management

Module 5: Compensation Systems for Startups (5 Hours)

- Three heads of compensation [Salary, Benefits and Equity]
- Payroll Structure and Compensation for Startups
- Startup compensation strategy

Pedagogy:

- 1) Classroom Discussion
- 2) Workshop from Practitioners
- 3) Case based teaching
- 4) Experiential Learning
- 5) Project based learning
- 6) Simulation
- 7) Inquiry based teaching

Teaching Learning Resources:

Essential Readings

1. Compensation Packages That Actually Drive Performance Principles for designing executive pay by Boris Groysberg, Sarah Abbott, Michael R. Marino, and Metin Aksoy From the Magazine (January–February 2021)
2. A New Framework for Executive Compensation by Seymour Burchman February 26, 2020
3. What You Need to Know About Stock Options by Brian J. Hall From the Magazine (March–April 2000)
4. Research: A Little Recognition Can Provide a Big Morale Boost by Shibeal O'Flaherty, Michael T. Sanders, and Ashley Whillans March 29, 2021

References

1. Compensation & Reward Management, BD Singh, 2nd edition, Excel books
2. A Handbook of Employee Reward Management and Practice, Michael Armstrong, 2nd Edition, Kogan Page Publishers.
3. Employee Reward, Michael Armstrong, 3rd Edition, CIPD
4. Compensation Management, Mousumi S Bhattacharya and Nilanjan Sengupta, First Edition, Excel Books
5. The Compensation Handbook, A State-of-the-art guide to Compensation Strategy and Design, Lance A. Berger, Dorothy R. Berger, Fifth Edition, McGraw-Hill Education

Supplementary Readings

- Total Compensation Management: Reward Management Strategies for the 1990s. Review by Smith, I.G. International Journal of Human Resource Management. Dec1992, Vol. 3 Issue 3, p632-633
- Compensation Packages That Actually Drive Performance, Boris Groysberg, Sarah L. Abbott, Michael Marino, Metin Aksoy Jan 2021
- Six Considerations for Designing a Total Rewards Program
- Journal of Human Resource Management
- Journal of Business and Management

CO-PO Mapping:

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CO3	3	3	3	2	2	2	2	3	2	2	2
CO4	2	2	2	2	2	2	2	3	2	1	1
CO5	3	3	1	3	2	2	2	3	2	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEADERSHIP AND CHANGE MANAGEMENT
Term/Semester	III
Course ID	21MBA635
Credits	3

Introduction:

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization change and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Describe the organizational development process.

CO2: Understand and appreciate the process of Change Management.

CO3: Understand and apply the change management models.

CO4: Demonstrate skills needed to develop an action plan for the organizational development process.

CO5: Analyse the causes for change resistance and develop the ability to handle the resistance.

Course content and Structure: (36 hours)

Module 1: Introduction to Leadership and Leadership theories (10 Hours)

- Definition; Meaning; Approaches
- Leadership responsibilities
- Various styles of leadership
- Leadership framework
- Leadership ethics
- **Leadership Theories:**
- Great Man Theory of Leadership
- Trait Theory of Leadership
- Behavioral Theory of Leadership; Managerial Grid Model; Role Theory
- Contingency theory of Leadership; Fiedler's Contingency Theory; Hersey-Blanchard Situational Leadership Theory; Path-Goal Theory; Cognitive Resource Theory; Strategic Contingencies Theory

- Contemporary theories of Leadership; Transactional leadership Theories (Leader-member Exchange); Transformational Leadership Theories
- Changing trends in leadership development

Module 2: Change Management (10 Hours)

- Concept and Significance; Managing Change
- Concept of Analyzing the Environment
- Perspectives on Change: Contingency; Resource Dependence; Population Ecology;
- Implications of Change.
- **Organisational Change**- Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change
- Participative Change and Directive Change
- Change Levels
- Levels of Change: Knowledge changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.
- Agile Management; Functional Transformation

Module 3: Implementing Change (5 Hours)

- Steps involved in assembling a Change
- Models of change: Kurt Lewin's 3 step model; Kotter's 8 step model; Nadler's Model & Mc Kinsey's model
- Management in Establishing a new Direction for the Organization;
- Setting up of Change Teams;
- Aligning Structure, Systems and Resources;
- Removing road Blocks;
- Absorbing Changes into Organization

Module 4: Planned Change (6 Hours)

- Theories of planned change, a general model of planned change,
- Different types of planned change and critique of planned change.
- OD practitioner role, competencies and professional ethics
- **OD process**: Initiating OD relationship, contracting and diagnosing the problem
- Diagnosing models, open systems, individual-level group level and organizational level diagnosis;
- collection and analysis for diagnostic information, feeding back the diagnosed information

Module 5: Organisation Change interventions (5 Hours)

- Human process interventions: coaching, training and development, process consultation, third party intervention, and team building.
- Organization confrontation meeting, intergroup relations intervention, and large group intervention,

- Techno structural interventions: Structural design, downsizing, reengineering, employee involvement, work design, socio-technical systems approach.

Pedagogy

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources

Essential Readings

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass

References:

1. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
2. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York.
3. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
4. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
5. Morgan, Gareth, Imagination, Response Books, New Delhi.
6. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
7. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi.
8. Venkataratnam C.S., Verma, Anil (Ed): Challenge of Change: Industrial Relations in Indian Industry: Allied Pub. Ltd., New Delhi.
9. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

Supplementary Resources

1. <https://www.coursera.org/learn/removing-barriers-to-change> offered by University of Pennsylvania
2. <https://www.coursera.org/projects/change-gap-analysis> - Guided Project
3. EBSCO: <https://www.ebsco.com/academic-libraries>,
4. JGATE : <https://jgateplus.com>

5. Pearson E library : <https://elibrary.in.pearson.com>

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CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
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