



K.R. MANGALAM UNIVERSITY



SCHOOL OF MANAGEMENT AND COMMERCE

Integrated BBA – MBA Program

2023-28

Preface



The objective of any programme at Higher Education Institute is to prepare their students for the society at large. The K. R. Mangalam University visualizes all its programmes in the best interest of their students and in this endeavour; it offers a new vision to all its under-Graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its Under Graduate programmes. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the undergraduate level with an agenda to structure the teaching-learning experiences in a more student-centric manner. The LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The under-graduate Programmes will prepare the students for both, academia and employability. The programmes also state the attributes that it offers to inculcate at the graduation level. The graduate attributes encompass values related to emotional stability, well-being, critical thinking and also skills for employability.

The new curriculum of BBA-MBA Integrated Course offer courses in the areas of Management concepts, Financial Accounting, Organizational Behavior, Business Statistics, Research Methodology, Business Law, Strategic Management, Supply Chain Management, E-commerce, Entrepreneurial development. All the courses are having defined objectives and Learning Outcomes, which will help prospective students in choosing the elective courses to broaden their skills in the field of management and interdisciplinary areas. The courses will train students with sound theoretical and experimental knowledge that suits the need of academics and industry. The course also offers ample skills to pursue research as career in the field of management. The K. R. Mangalam University hopes the LOCF approach of the programme BBA-MBA Integrated Course will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

Objectives of the program

After the completion of the Integrated BBA MBA degree, students would achieve several objectives:

Business Knowledge: Students would have gained a comprehensive understanding of various business disciplines, including marketing, finance, human resources, operations, and entrepreneurship. They would have acquired knowledge of key concepts, theories, and frameworks that are essential for decision-making in a business context.



Critical Thinking: The program would have enhanced students' critical thinking abilities, enabling them to analyze complex business situations, identify problems, evaluate alternative solutions, and make informed decisions. They would have developed skills to assess the strengths and weaknesses of different arguments and to apply logical reasoning in problem-solving.

Communication Skills: Students would have honed their communication skills, both written and verbal, to effectively convey ideas, present arguments, and articulate their thoughts in a professional manner. They would have gained experience in preparing business reports, delivering presentations, and engaging in group discussions and negotiations.

Leadership and Teamwork: The program would have provided opportunities for students to develop leadership qualities and work effectively in teams. They would have learned how to motivate and inspire others, delegate tasks, resolve conflicts, and collaborate with diverse individuals to achieve common goals.

Ethical Awareness: Students would have gained an understanding of ethical considerations and their implications in business decision-making. They would have explored topics such as corporate social responsibility, sustainability, and ethical dilemmas, enabling them to make ethically responsible choices in their professional careers.

Global Perspective: The program would have exposed students to the global business environment, emphasizing the interconnectedness of markets, cultures, and economies. They would have developed an appreciation for diverse perspectives, cross-cultural communication, and the challenges and opportunities of operating in a global marketplace.

Professional Development: The BBA program would have equipped students with essential professional skills, such as time management, problem-solving, adaptability, and networking. They would have learned how to navigate job searches, create professional resumes and cover letters, and prepare for interviews, enabling them to enter the workforce with confidence.

Entrepreneurial Mindset: The program would have fostered an entrepreneurial mindset among students, encouraging them to identify opportunities, think creatively, take calculated risks, and develop innovative solutions. They would have gained an understanding of the entrepreneurial process, including business planning, opportunity assessment, and venture creation.

Overall, the BBA degree would prepare students for a wide range of career paths in business and provided them with a solid foundation for further education or professional growth

Career Avenues

- This degree offers a wide range of career avenues across various industries and sectors. Here are some popular career paths that BBA+MBA graduates often pursue:



- **Consulting:** Many BBA+MBA graduates enter the field of consulting, working for management consulting firms or as independent consultants. They provide strategic advice to organizations, helping them solve complex business problems, improve operations, and develop growth strategies.
- **Finance:** BBA+MBA graduates often find opportunities in finance-related roles, such as investment banking, corporate finance, private equity, venture capital, and asset management. They may work in financial institutions, investment firms, or in the finance departments of corporations.
- **Marketing and Brand Management:** BBA+MBA graduates can pursue careers in marketing and brand management, where they develop marketing strategies, conduct market research, analyze consumer behavior, and manage product portfolios. They may work in sectors such as consumer goods, technology, healthcare, or media.
- **Entrepreneurship and Startups:** Many BBA+MBA graduates choose to start their own businesses or join startups. The program equips them with the skills needed to identify business opportunities, create business plans, secure funding, and manage the operations of a new venture.
- **Operations and Supply Chain Management:** BBA+MBA graduates with a specialization in operations management can pursue careers in supply chain management, logistics, manufacturing, or process improvement. They work to optimize efficiency, streamline operations, and manage the flow of goods and services within organizations.
- **Human Resources:** BBA+MBA graduates with a focus on human resources management can work in HR departments of organizations, where they oversee recruitment, talent management, employee relations, and organizational development strategies.
- **General Management and Leadership:** BBA+MBA graduates often take up general management roles, where they oversee the overall operations of a company or business unit. These roles require a combination of business acumen, leadership skills, and strategic thinking.
- **Nonprofit and Social Impact:** BBA+MBA graduates interested in making a positive social or environmental impact can pursue careers in the nonprofit sector, social enterprises, or sustainability-focused organizations. They work on projects related to social entrepreneurship, corporate social responsibility, and sustainable business practices.

Prospective Companies

- Deloitte
- ICICI Bank
- Amazon
- Larsen & Turbo



- Pepsico
- KPMG
- Reliance Industries Limited
- Infosys
- Wipro

Duration

5 Years (Full-Time)

Eligibility Criteria

The candidate should have passed 10+2 or its equivalent examination from a recognized Board with a minimum of 50% marks in aggregate. The reservation and relaxation for SC/ST/OBC/PWD and other categories shall be as per the rules of central/state government, whichever is applicable.

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Institution Vision & Mission

Vision



KR Mangalam University aspires to become an internationally recognized institution of higher learning through excellence in inter-disciplinary education, research and innovation, preparing socially responsible life-long learners contributing to nation building.

Mission

- To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
- To undertake research programmes with industrial interface.
- To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
- To act as a nodal centre for transfer of technology to the industry.
- To provide job oriented professional education to the students.

School Vision & Mission

Vision

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which “celebrates and rewards” both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

Mission

SOMC is committed to

- Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology
- Instill notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking
- Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries and professional bodies



- Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

About School

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital, its faculty members. The school boasts of its modern infrastructure and latest technology and resources in the field of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavors by adopting the best of industry practices with a keen focus on research, training and consultancy programmes. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

MANAGEMENT PROGRAMME OUTCOMES (POs)

PO1: Multi-disciplinary knowledge: The Management programme is designed to develop the conceptual and practical skills of the students to select their professional career from a number of options available in the market. It delivers professional in Management- both Profit and Non-Profit Organization, industry openings in the stream of Marketing, Finance, IB, HR, IT, Operations, Business Analytics, Quality Management, Entrepreneurship, PSUs and Civil Services etc.

PO2: Conceptual and practical skills: The programme enables the students to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

PO3: Employability: The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge, skills and attitude to become more employable for the present and emerging job market.

PO4: Complex Global Business Environment: The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.

PO5: Integrative Experience and Experimental Learning: The programme provides integrative experience and experimental learning through the application of multi-disciplinary knowledge and analyzing the impact of decisions and actions on various stake holders.

PO6: Innovative thinking for Effective Decision Making: The Programme prepares students to demonstrate awareness about the economic, ecological, political, legal and regulatory aspects of global business practices. The students acquire strategic and innovative thinking skills to enable effective decision making and problem solving in complex and uncertain condition.



PO7: Analytical Thinking: The Programme aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and practical education. It seeks to develop students as analytical and rigorous thinkers so that they are able to apply the concepts learnt to all pertinent issues that affect an organization's performance and effectiveness.

PO8: Industry Exposure: The Programme exposes students to the diverse area of application of knowledge in business firms and industrial organizations and enables them to gain the practical knowledge in order to be globally competent.

PO9: Team Building: The programme prepared students to work effectively in a team based environment, persuade and influence others to work collectively for a common goal.

PO10: Blended Learning: : Throughout the management programme, students gain valuable insight and skills from class room, lectures, case studies, conferences, industrial visits and guest lectures delivered by industry professionals and leading academicians from across the world through various teaching methods and platforms.

Program Educational Objectives (PEO)

PEO 1: Compete on global platform by applying business concepts to managerial decision-making and develop a systematic understanding of globalization and its impact on business.

PEO 2: Communicate effectively and demonstrate professional behaviour while working in diverse teams in multidisciplinary settings.

PEO 3: Inculcate ethical qualities in self and demonstrate concern for society and environment.

PEO 4: Ability to use knowledge, management-oriented skills and tools in an integrated manner for managerial practice.

PEO 5: Pursue higher education and/or engage in continuous up-gradation and life-long learning.

Program Specific Outcomes (PSO)

PSO 1: To Develop integrated skills

PSO 2: To Increase cognitive skills in the fields of emerging knowledge and industry requirements

PSO 3: To enhance placement opportunities



PSO 4: Provide opportunity to specialize in various management areas such as Marketing, Finance, Human Resource Management, Operations Management, IB during the MBA part of the programme.

PSO 5: To facilitate the development of students to take up growing challenges and implement viable, ethically correct, and socially acceptable solution.

Program Scheme

Semester I

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC101	Management Thought and Applications	4	0	0	4
2	Minor	MCMC103	Business Application Of Economics	4	0	0	4
3	Major	MCMC105	Financial Reporting and Analysis	4	0	0	4
4	Major	MCMC701	Cyber Law and Governance	3	0	0	3
5	Major	MCMC107	Management Information Systems	3	0	0	3
6	SEC	SEC025	Office Management & Secretarial Practice	2	0	0	2
7	VAC	VAC151	Environmental Studies and Disaster Management	2	0	0	2
TOTAL				22	0	0	22

Semester II

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC102	Human Behaviour At Work	4	0	0	4
2	Major	MCMC104	Marketing For Contemporary Business	4	0	0	4
3	Major	MCMB102	Analysing Cost For Managerial Decision Making	4	0	0	4
4	Major	MCMC106	Macro-Economic Dynamics	3	0	0	3



5	Open Elective I		Open Elective I	3	0	0	3
6	SEC	SEC026	MS Excel for Business	2	0	0	2
7	VAC		Value Added Course	2	0	0	2
TOTAL				22	0	0	22

Semester III

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC201	Human Capital Management	4	0	0	4
2	Major	MCMC203	Laws Governing Business in India	4	0	0	4
3	Major	MCMC205	Production and Operations Management	4	0	0	4
4	Open Elective		Open Elective II	3	0	0	3
5	SEC		Foreign Language I	2	0	0	2
6	AEC	AEC021	Life Skills For Leaders I	3	0	0	3
7	SEC	SEC027	Critical and Design Thinking	2	0	0	2
8	VAC		Extension Activities	2	0	0	2
9	INT/PROJ	SIMC001	Summer Internship / Research Project	0	0	0	2
TOTAL				24	0	0	26

Semester IV

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC202	Research Methodology For Business	4	0	0	4



2	Major	MCMC702	Financial Management Using Visualization and Excel	3	1	0	4
3	Major	MCMC204	International Business	4	0	0	4
4	Major	MCMC206	E-Commerce	3	0	0	3
5	SEC		Foreign Language II	2	0	0	2
6	Open Elective		Open Elective III	3	0	0	3
7	AEC	AEC022	Life Skills For Leaders II	3	0	0	3
8	SEC	SEC028	Business Intelligence Tools	2	0	0	2
9	VAC		Value Added Course	2	0	0	2
TOTAL				26	1	0	27

Semester V

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC301	Strategic Orientation For Business	4	0	0	4
2	Major	MCMC303	Business Statistics	4	0	0	4
3	Major	MCMC703	Information Technology in Business	3	0	0	3
4	Major	MCMC711	Innovation and Design Thinking	3	0	0	3
5	AEC	AEC023	Life Skills For Leaders III	3	0	0	3
6	VAC		Value Added Course	2	0	0	2
7	INT/PROJ	SIMC002	Summer Internship / Research Project	0	0	0	2
TOTAL				19	0	0	21

**Semester VI**

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC302	Laws Governing Companies In India	4	0	0	4
2	Major	MCMC304	Ethics, Values & Corporate Social Responsibility	4	0	0	4
3	Major	MCMC706	Creating and Retaining Motivated Workforce	3	0	0	3
4	Major	MCMC708	Enhancing Productivity through Operations Management	3	0	0	3
5	Major	MCMC710	Creating An Entrepreneurial Mindset	3	0	0	3
6	Major	MCMC712	Decision Science Applications in Business	3	1	0	4
7	Major	MCMC714	Global Business Operations	3	0	0	3
8	Major	MCMC716	Challenges of Business Environment	4	0	0	4
TOTAL				26	1	0	27

Semester VII

SN	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC405	Cross Culture & Global Management	4	0	0	4
2	Major		Specialization I Elective I	3	0	0	3
3	Major		Specialization I Elective II	3	0	0	3
4	Major		Specialization I Elective III	3	0	0	3
5	Major		Specialization I Elective IV	3	0	0	3
6	Major		Specialization II Elective I	3	0	0	3
7	Major		Specialization II Elective II	3	0	0	3
8	Major		Specialization II Elective III	3	0	0	3



9	VAC		Value Added Course	2	0	0	2
TOTAL				27	0	0	27

Semester VIII

SN	Category	Course Code	Course Title	L	T	P	C
1	Major		Specialization I Elective V	3	0	0	3
2	Major		Specialization I Elective VI	3	0	0	3
3	Major		Specialization I Elective VII	3	0	0	3
4	Major		Specialization II Elective IV	3	0	0	3
5	Major		Specialization II Elective V	3	0	0	3
6	Major		Specialization II Elective VI	3	0	0	3
7	Major		Specialization II Elective VII	3	0	0	3
8	VAC		Value Added Course	2	0	0	2
TOTAL				23	0	0	23

Semester IX

SN	Category	Course Code	Course Title	L	T	P	C
1	INT/PROJ	SIMC701	Summer Internship Project Report	0	0	0	6
2	INT/PROJ	DIMC702	Dissertation I	0	0	0	6
3	INT/PROJ	SIMC703	Project Based Learning	0	0	0	18
TOTAL				0	0	0	30

Semester X



SN	Category	Course Code	Course Title	L	T	P	C
1	INT/PROJ	SIMC702	Social Immersion	0	0	0	6
2	INT/PROJ	DIMC703	Dissertation II	0	0	0	6
3	INT/PROJ	SIMC704	Employability Certification	0	0	0	18
TOTAL				0	0	0	30

Total Credits After 3 years:	255
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DETAILED SYLLABUS CORE/MAJOR COURSES

Semester-I

Department:	School of Management & Commerce
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Course Name: MANAGEMENT THOUGHTS & APPLICATION	Course Code	L-T-P	Credits
	MCMC101	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus: This course introduces the student to the management process. The course takes an integrated approach to management by examining the role of the manager from a traditional and contemporary perspective while applying decision-making and critical-thinking skills to the challenges facing managers in today's globally diverse environment. The course examines the techniques for controlling, planning, organizing resources and leading the workforce.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction	No. of hours: 7	
Content Summary: Concept, Nature, Process and Significance of Management; Managerial Levels, Skills, Functions and Roles; Management v/s Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.			
Unit Number: 2	Title: Planning & Organizing	No. of hours: 8	
Content Summary: Nature, Scope and Objectives of Planning; Types of Plans; Planning Process; Business Forecasting; MBO; Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. Concept, Nature, Process and Significance; Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.			



Unit Number: 3	Title: Staffing	No. of hours: 8
Content Summary: Concept, Nature and Importance of Staffing; Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation-Maslow, Herzberg, X, Y and Z; Leadership - Meaning and Importance; Traits of a Leader; Leadership Styles - Likert's Systems of Management; Tannenbaum & Schmidt Model and Managerial Grid.		
Unit Number: 4	Title: Controlling	No. of hours: 8
Content Summary Nature and Scope of Control; Types of Control; Control Process; Control Techniques - Traditional and Modern; Effective Control System.		
*Self-Learning Components: <ul style="list-style-type: none">• Enroll in online courses or Massive Open Online Courses (MOOCs) offered by reputable platforms like Coursera, edX, or Udemy.• Study and analyze real-world case studies that showcase the application of management theories and concepts.• Engage in online forums and discussion groups focused on management topics.• Read business magazines and publications like Harvard Business Review, Forbes, or The Economist.• Explore reputable management-related websites, such as the websites of management associations, business schools, or management consulting firms.		
TEXT BOOK: Koontz, Cannice, and Weihrich (2014). Management- A Global, Innovative and Entrepreneurial Perspective (14th Edition). New Delhi: Tata McGraw Hill Publishing Company.		
Reference Books: <ul style="list-style-type: none">• Stoner, Freeman and Gilbert Jr. (2013). Management (6th Edition). New Delhi: Pearson Prentice Hall of India.• Chopra R. K., Mohan Puneet, & Sharma Vandana (2010). Principles & Practices of Management. New Delhi: Sun India Publication.• Tripathi P. C. & Reddy P. N. (2015). Principles & Practices of Management (5th Edition). New Delhi: Tata McGraw Hill Publishing House.		



- Gupta, C.B (2016). Management Concepts and Practices. New Delhi: Sultan Chand and Sons.

Define Course Outcomes (CO)

COs	Statements
CO1	Practice the process of management's four functions: planning, organizing, leading, and controlling.
CO2	Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
CO3	Evaluate leadership styles and motivation theory to anticipate the consequences of each leadership style and motivation theory.
CO4	Apply course concepts and theory in a practical context.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	-	-	-
CO2	-	A3	-



CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	2	1	1	2	-	-	-	-	-
CO2	-	3	2	2	1	1	2	-	-	-	-	-
CO3	3	3	2	2	1	1	2	-	-	-	-	-
CO4	3	3	2	2	1	1	2	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PO1	PO2	PO3	PSO4
CO1	3	1	2	-
CO2	3	1	2	-
CO3	3	1	2	-
CO4	3	1	2	-

Relevance of the “Management Thought & Application” to various indicators



Unit I	Introduction
Local	-
Regional	-
National	Significance of Management; Managerial Levels, Skills, Functions and Roles
Global	Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches
Employability	fundamental knowledge and exposure to the concepts, theories and practices in the field of management
Entrepreneurship	-
Skill Development	Observe and evaluate the influence of historical forces on the current practice of management
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Planning & Organizing
Local	-
Regional	-
National	Principles of an Organization
Global	Formal and Informal Organization
Employability	understand the concept of Managerial function
Entrepreneurship	Planning Process; Business Forecasting
Skill Development	Practice the process of management's four functions: planning, organizing, leading, and controlling
Professional Ethics	MBO



Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Staffing
Local	
Regional	-
National	Motivating and Leading
Global	Leadership Styles
Employability	Traits of a Leader
Entrepreneurship	
Skill Development	Evaluate leadership styles and motivation theory to anticipate the consequences of each leadership style
Professional Ethics	Motivating and Leading
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Controlling
Local	
Regional	-
National	Control Process; Control
Global	
Employability	
Entrepreneurship	-
Skill Development	Apply course concepts and theory in a practical context



Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	-
NEP 2020	-
POE/4 th IR	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	PRINCIPLES OF MANAGEMENT
AMITY UNIVERSITY	BBA	MANAGEMENT FOUNDATION
SYMBIOSIS UNIVERSITY	BBA	PRINCIPLES & PRACTICE OF MANAGEMENT

Department:	School of Management & Commerce		
Course Name: Business Application Of Economics	Course Code	L-T-P	Credits
	MCMC103	4-0-0	4



Type of Course:		MAJOR
Pre-requisite(s), if any:		
Brief Syllabus: The fundamental and unique course of Micro Economics would encourage the action - leaning and value adding potential business learners who are enthusiastic and passionate with the thought of working in International behemoths and soon-to-be-Indian behemoths of today. Also, then they need to apprehend about Business Economics jargons which are basically related to various disciplines like Management, Accounting, Economics, Basic Finance, Engineering and the like. As Micro economics gives practical inside to solve business dilemmas by using its tools for other disciplines.		
UNIT WISE DETAILS		
Unit Number: 1	Title: Introduction	No. of hours: 8
Content Summary: Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economic and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalize, Instrumentalism, Market forces and Equilibrium, Risk, Return and Profits.		
Unit Number: 2	Consumer Behavior and Demand Analysis	No. of hours: 8
Content Summary: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along Vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand and Expectation Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief).		
Unit Number: 3	Title: Theory of Production	No. of hours: 6



Content Summary:

Meaning and Concept of Production, Factors of Production and production function. Fixed and Variable Factors. Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISOQUANTS.

Unit Number: 4	Title: Cost Analysis & Price Output Decisions	No. of hours: 8
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Content Summary:

Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale. Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

***Self-Learning Components:**

- BCom students to gain knowledge and skills in areas such as microeconomics, macroeconomics, managerial economics, and applied econometrics.
- They often include case studies and real-world examples to illustrate the practical implications of economic concepts..
- Self-learning components focused on economic forecasting and market research techniques.
- BCom students understand how economic indicators, market trends, and consumer behavior impact business decision-making.

TEXT BOOK:

Dwivedi, D.N.; Managerial Economics, Vikas Publishing House.

Reference Books:

1. Mehta, P. L.; Managerial Economics, Sultan Chand & Sons.
2. Koutsoyiannis, A.; Modern Micro Economics, Macmillan Press Ltd.
3. Salvator, Dominick, Managerial Economics, McGraw-Hill Book Company
4. Chaturvedi, D.D. and S. L. Gupta; Business Economics, Brijwasi Publishers.

Define Course Outcomes (CO)



COs	Statements
CO1	Microeconomics as a discipline develops skills in the students to understand functioning of entire economy on the basis of individual.
CO2	Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.
CO3	Microeconomics enables studying the causes, effects and solutions of general redundancy.
CO4	Structural market framework gives immense understanding about the market at a large level.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C1	-	-
CO2	C3	-	-
CO3	-	-	-
CO4	-	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	-	-	-	-	-	-	-	-	-



CO2	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	3	-	-	-
CO4	-	-	-	-	3	3	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ - “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PO1	PO2	PO3	PSO4
CO1	-	-	-	3
CO2	3		3	-
CO3	-	-	-	-
CO4	-	3	-	-

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	-
Regional	-
National	Contribution and Application of Business Economics to Business. Micro vs. Macro Economics
Global	-
Employability	Opportunity Costs, Time Value of Money, Marginalize, Instrumentalism, Market forces and Equilibrium, Risk, Return and Profits
Entrepreneurship	-
Skill Development	-



Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Consumer Behaviour and Demand Analysis
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Advertising Elasticity of Demand and Expectation Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods
Skill Development	Theory of Demand, Law of Demand, Movement along Vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Theory and Practice
Local	-
Regional	-
National	-
Global	-



Employability	Factors of Production and production function. Fixed and Variable Factors
Entrepreneurship	Law of Variable Proportion, Law of Returns to a Scale
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Cost Analysis & Price Output Decisions
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies
Professional Ethics	Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.
Gender	Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies
Human Values	-
Environment & Sustainability	-



SDG	-
NEP 2020	-
POE/4 th IR	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Micro Economics
AMITY UNIVERSITY	BBA	Introduction to Business Economic
Delhi University	BBA	Business Economics

Department:	School of Management & Commerce		
Course Name: Financial Reporting and Analysis	Course Code	L-T-P	Credits
	MCMC105	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus: This course imparts the basic concepts of Accounting. The aim of this course is to make the students learn the concepts of auditing principles and standards. Students will be able to understand accounting treatment and reporting procedure of Joint Stock Company. The participants are expected to carefully go through the pre class readings before each session to facilitate an interactive discussion in the class.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Meaning and scope of accounting Accounting principles and standards Ledger posting and trial balance		No. of hours: 8



Content Summary:		
<p>Meaning and scope of accounting: Need for accounting, development of accounting, definition and functions of accounting, limitation of accounting, book keeping and accounting, is accounting science or art?, end user of accounting information, accounting and other disciplines, role of accountant, branches of accounting, difference between management accounting and financial accounting, objectives of accounting, accounting equation.</p> <p>Accounting principles and standards: Meaning of accounting principles, accounting concepts, accounting conventions, systems of book keeping, systems of accounting, introduction to accounting standards issued by icai. journalizing transactions: journal, rules of debit and credit, compound journal entry, opening entry sub division of journal: cash journal, petty cash book, purchase journal, sales journal, sales return journal, voucher system.</p> <p>Ledger posting and trial balance: ledger posting, relationship between journal and ledger, rules regarding posting, trial balance, final accounts of sole proprietorship.</p>		
Unit Number: 2	Title: Capital and revenue	No. of hours: 12
Content Summary:		
<p>Classification of income, classification of expenditure, classification of receipts, difference between capital expenditure & capitalized expenditure, revenue recognition. accounting concept of income: concept of income, accounting concepts and income measurement, expired cost & income measurement, relation principle and income measurement, accountants and economist's concept of capital and income.</p>		
Unit Number: 3	Title: Inventory Valuation	No. of hours: 12
Content Summary:		
<p>Meaning of inventory, objectives of inventory valuation, inventory systems, methods of valuation of inventories, Ind AS 2 on Inventories. provisions and reserves: concept of depreciation, causes of depreciation, basic features of depreciation, meaning of depreciation accounting, objectives of providing depreciation, fixation of depreciation amount, method of recording depreciation, methods of providing depreciation, depreciation policy, Ind AS 16 Property, Plant and Equipment (emphasis on depreciation)</p>		
Unit Number: 4	Title: Share and share capital Joint stock company Company final accounts	No. of hours: 8
Content Summary:		
<p>Shares and Share Capital: Shares, share capital, accounting entries, under subscription, oversubscription, calls in advance, calls in arrears, issue of share at premium, issue of share at</p>		



discount, forfeiture of shares, surrender of shares, issue of two classes of shares, right shares, re-issue of shares.

Debentures: classification of debentures, issue of debentures, different terms of issue of debentures, writing off loss on issue of debentures, accounting entries, redemption of debentures.

Joint Stock Company: Introduction, meaning and definition of a company, essential characteristics of a company, kinds of companies, private and public limited companies, formation of company.

Company final accounts: books of account, preparation of final accounts, profit & loss account, balance sheet, Schedule III of financial statements, CA 2013, preparation of simple company final accounts.

***Self-Learning Components:**

- Accounting Principles and Concepts
- Regulatory Environment

TEXT BOOK:

1. Maheshwari, S.N. and S. K. Maheshwari; *An Introduction to Accountancy*, Vikas Publishing House (11ed.Revised)

Reference Books:

1. Monga, J.R. with professional advise by Girish Ahuja; *Fundamentals of Corporate accounting (Ed 21st,2016)*,JBA Book Code 154571
2. Bhattacharya, S.K. and J. Dearden; *Accounting for Manager - Text and Cases*, Vikas Publishing House.
3. Maheshwari, S.N. and S.K. Maheshwari; *Advanced Accountancy*, Vol. I & II, Vikas Publishing House.

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the concepts and measurements that underline financial statements and will be able to prepare Balance Sheet of Joint Stock Company.
CO2	Acquire knowledge on accounting standards and principles



CO3	Comprehend the knowledge about capital and revenue receipts and expenditures
CO4	Understand accounting treatment of Issue of shares and debentures.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 7. Knowledge 8. Understand 9. Apply 10. Analyze 11. Evaluate 12. Create	Affective levels(A) 6. Receiving 7. Responding 8. Valuing 9. Organizing 10. Characterizing	Psychomotor levels(P) 6. Imitation 7. Manipulation 8. Precision 9. Articulation 10. Improving
CO1	-		-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

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

CO-PSO Mapping:

CO	PSO1	PSO2	PSO3	PSO4
CO1	3	1	2	-



CO2	3	1	2	-
CO3	3	1	2	-
CO4	3	1	2	-

Relevance of the Syllabus to various indicators

Unit I	Meaning and scope of accounting, Accounting principles and standards, and Ledger posting and trial balance
Local	-
Regional	-
National	Understand the meaning of ACCOUNTING, types of accounting, process and programme
Global	-
Employability	To familiarise students with accounting principles and procedures.
Entrepreneurship	-
Skill Development	Understanding the meaning of Internal Control, Internal Check and Internal Audit.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Capital and Revenue
Local	-
Regional	-
National	Gaining knowledge on vouching of different transactions and verification of assets and liabilities.
Global	-



Employability	Helping to enhance employability Routine checking, vouching, verification & valuation of assets & liabilities
Entrepreneurship	-
Skill Development	Comprehend the knowledge about appointment, powers, duties and liabilities of accountant.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Inventory and Valuation
Local	-
Regional	-
National	Knowledge of inventory control, depreciation
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Up skilled with powers, duties and liabilities, depreciation and reserves, Divisible profits & dividends.
Professional Ethics	To analyze how to maintain accounts of Public company.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Share and share capital, Joint stock company, and Company final accounts
Local	A local joint stock company can issue shares to local investors to raise capital for its operations. The company's final accounts would reflect



	the financial activities and performance of the company within the local market.
Regional	A regional joint stock company may have a broader scope, operating in multiple local markets within a specific region. It can raise share capital from investors across the region. The company's final accounts would encompass the financial results and position of its regional operations.
National	A national joint stock company operates on a larger scale within a particular country. It can issue shares to investors nationwide, raising significant share capital. The company's final accounts would cover its financial performance and position at the national level.
Global	A global joint stock company operates in multiple countries worldwide. It can issue shares to investors globally, allowing for a diverse range of shareholders and substantial share capital. The company's final accounts would reflect its financial activities and performance across different countries and jurisdictions.
Employability	Employability refers to the skills, knowledge, and attributes that make individuals desirable for employment. Understanding the concepts of share capital, joint stock companies, and company final accounts can be valuable for individuals seeking employment in finance, accounting, auditing, or related fields.
Entrepreneurship	Knowledge about share capital, joint stock companies, and company final accounts is essential for aspiring entrepreneurs. It helps in understanding the legal and financial aspects of starting and running a company, including raising capital through shares and maintaining proper financial records.
Skill Development	Studying share capital, joint stock companies, and company final accounts contributes to the development of financial literacy, analytical skills, and critical thinking. These skills are valuable not only in the business world but also in personal finance management and decision-making.
Professional Ethics	Professionals in finance, accounting, and auditing are expected to adhere to ethical standards and principles. This includes maintaining
Gender	-
Human Values	-



Environment & Sustainability	-
SDG	-
NEP 2020	-
POE/4 th IR	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Financial Accounting
AMITY UNIVERSITY	BBA	Accounting Fundamentals
Delhi University	BBA	Financial Accounting

Department:		School of Management & Commerce		
Course Name: Cyber Law and Governance	Course Code: MCMC701	L-T-P	Credits	
		3-0-0	3	
Type of Course:		Major		
Pre-requisite(s), if any: Basics of Computer Knowledge				
Brief Syllabus: This course will examine legal, policy, and enterprise issues and problems related to security and privacy. Electronic data will be the focus but other forms of information also will be considered. Discussions will take general approaches and also focus on specific technologies. Knowledge of laws and regulations concerning information security from both data protection and law enforcement perspectives.				
UNIT WISE DETAILS				
Unit Number: 1	Title: SECURITY IMPLEMENTATION PASSWORD MANAGEMENT		No. of hours: 12	



Content Summary: Introduction to cybercrime and cyber law. Type of Cyber Crime. Law Enforcement and cybercrime, Understanding Operating Systems: What is a Trusted system? Security Policies Methods of security, trusted operating system design, Assurance in Trusted Operated system, Knowing the basics of IP Addresses,		
Unit Number: 2	Title: Database Security , Administrating Security & Password Management	No. of hours: 13
<p>Content Summary: Database Security: Introduction to database, Security Requirements, Reliability and Integrity, Sensitive data, Inference, Multilevel databases, SQL Injections Vulnerability. Cyber Crimes Across The Globe: Introduction, international cybercrime law and its case studies. Digital Piracy, Identity Theft, Cyber Bullying, Cyber Stalking, Cyber Harassment, Cyber Terrorism, Cyber Wars and Sex Crimes over Internet – Prostitution, Child Pornography</p> <p>Administrating Security: Security planning, Risk analysis, Organization and security Policies, Physical Security. Securing the Operating System with Adminn Preveliges. Legal, Privacy And Ethical Issues In Computer Security: Protecting Programs and data, Information and law, Rights of Employer Security, Case studies of Ethics, Digital Analysis, Digital Evidences and Forensic Tools</p> <p>Password Management:The Challenges of Password Management, Single Password v/s Multiple Passwords, Considerations for Using,Different Passwords For Different Applications, Good Password Management Policie s and User, System Security Features</p>		
Unit Number: 3	Title: CYBER FRAUD AND SECURITY MODELS	No. of hours: 10
<p>Content Summary: Cyber Fraud And Electronic Misuse: Definition of Computer Fraud or Cyber Fraud – Characteristics Cyber Fraud Offense, fraud related Offenses. Protection Of Cyber Crimes And Security Models-Mfa: Law Enforcement Options, Methodologies for Hiding Evidence, Different methods for track down cybercrimes. Introduction to Security models, Multifactor authentication versus multi-step authentication, Multi-factor authentication methods; Time-based one time password, Frameworks, Standards, Security Certification ISO 17799/ ISO 27001, System Security Engineering Capacity Maturity Model, Laws and Legal Framework for Information Security, Recovery and risk analysis, Operating system and application specific auditing Data Protection For System Designers: Evaluation criteria and security testing, International standards, Analysis and Logging, Recovery and data backup, Security policy development, System Restore, Drive Backup, Drive Clone.</p>		
Unit Number: 4	Title: COPYRIGHT – IT AND DATA PRIVACY ACTS	No. of hours: 10



Content Summary: IT ACT 2000 & IT AMENDMENT ACT 2008: Introduction, Digital Signature, Secure Electronic records and secure digital signatures, Digital Signature Certificates, Offences covered under IT Act 2000, Major Amendments in IT Act.

Understanding Copy Right In Information Technology And Data Privacy Laws: Understanding the copyright-copyright vs Patent debate Authorship, Assignment issues Commissioned work, Copyright issues over internet, Legal Issues and Software Copyright Jurisdiction Issues, Copyright Infringe Remedies of Infringement Multimedia Software Piracy, 8 principles of GDPR and Data Protection Act

***Self-Learning Components**

Reference Books:

1. "Cyber Law: Maximizing Safety and Minimizing Risk in Classrooms" by Aimée M. Bissonette and Douglas R. Bissonette
2. "Cyber Law: A Legal Arsenal for Online Business" by Brett J. Trout
3. "Cyber Law: The Law of the Internet and Information Technology" by Jonathan Rosenoer
4. "Cyber Law: Cases and Materials" by Raymond S. R. Ku and Jacqueline D. Lipton:

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the fundamental principles and concepts of cyber law and its significance in the digital age.
CO2	Identify and analyze legal issues and challenges related to cyberspace, including privacy, data protection, intellectual property, cybercrimes, and jurisdictional concerns.
CO3	Examine the regulatory frameworks and international conventions governing cyberspace, and evaluate their effectiveness in addressing cyber threats and promoting cyber governance.



CO4	Apply legal principles and frameworks to real-world scenarios and case studies, assessing the legal implications and consequences of various cyber activities.
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COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	11. Imitation 12. Manipulation 13. Precision 14. Articulation 15. Improving
CO1	C2		
CO2			
CO3			
CO4	C3		

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	1	-	-
CO2	-	2	-
CO3	-	-	3
CO4	-	-	3

Relevance of the Syllabus to various indicators

Unit I	
Local	Implementing Password Management at a Local Level
Regional	Coordinating password management efforts across multiple organizations or institutions within a specific region
National	Developing national policies and regulations for password management
Global	Establishing international standards and frameworks for password security
Employability	Recognizing the importance of password management skills in the workplace



Entrepreneurship	Implementing password management solutions for startups and small businesses to safeguard sensitive data
Skill Development	Practicing password hygiene, including regularly updating passwords and avoiding password reuse
Professional Ethics	Understanding the ethical responsibilities of securely managing passwords and protecting sensitive information
Gender	Recognizing potential gender-related challenges and biases in password management practices
Human Values	Considering human values such as trust, honesty, and respect in password management practices
Environment & Sustainability	Exploring the environmental impact of password management, including energy consumption and electronic waste
Unit II	
Local	Implementing security measures for local databases to protect against unauthorized access and data breaches
Regional	Coordinating database security efforts across multiple organizations or institutions within a specific region
National	Establishing a national framework for secure database administration and access control
Global	Collaborating with global organizations to develop best practices and guidelines for secure database administration
Employability	Acquiring skills in database security measures such as encryption, access control, and user authentication
Entrepreneurship	Developing strategies to mitigate database security risks and protect sensitive information



Skill Development	Acquiring technical skills in configuring and implementing security controls in databases
Professional Ethics	Understanding the ethical responsibilities of database administrators in maintaining data security and privacy
Gender	Addressing specific concerns related to gender-based data breaches and privacy in database security practices
Human Values	Considering human values such as privacy, integrity, and trust in database security practices
Environment & Sustainability	Assessing the environmental impact of database security measures, such as energy consumption and carbon footprint
Unit III	
Local	Educating individuals and businesses about cyber fraud risks and prevention strategies in the local community
Regional	Developing regional security models and protocols to enhance cybersecurity and counter cyber fraud
National	Developing national-level security models and frameworks to combat cyber fraud effectively
Global	Addressing cyber fraud challenges on a global scale, considering international cooperation and coordination
Employability	Understanding various security models and frameworks to enhance cybersecurity and prevent cyber fraud
Entrepreneurship	Implementing security models and frameworks to safeguard customer data and financial transactions
Skill Development	Enhancing skills in risk assessment, threat detection, and incident response related to cyber fraud



Professional Ethics	Understanding the ethical responsibilities of organizations and individuals in preventing cyber fraud
Gender	Addressing specific concerns related to gender-based cyber fraud and ensuring equal protection for all individuals
Human Values	Considering human values such as trust, privacy, and integrity in cyber fraud prevention measures
Environment & Sustainability	Assessing the environmental impact of cyber fraud prevention measures, such as energy consumption and carbon footprint
Unit IV	
Local	Ensuring compliance with local copyright laws in the use and dissemination of digital content
Regional	Establishing regional standards and guidelines for copyright protection and data privacy practices
National	Developing national copyright laws and regulations to protect intellectual property rights in the digital age
Global	Addressing copyright and data privacy challenges on a global scale, considering international cooperation and harmonization
Employability	Acquiring knowledge of copyright laws and data privacy regulations relevant to the specific industry or job role
Entrepreneurship	Incorporating copyright compliance and data privacy measures into business operations and digital content creation
Skill Development	Understanding the legal implications of using copyrighted materials in digital content creation
Professional Ethics	Adhering to ethical codes and guidelines related to data privacy, confidentiality, and informed consent



Gender	Recognizing potential gender-related biases and challenges in copyright and data privacy practices
Human Values	Considering human values such as privacy, transparency, and fairness in copyright and data privacy practices
Environment & Sustainability	Promoting sustainable practices in copyright and data privacy, such as minimizing digital waste and ensuring secure data storage and disposal
SDG	SDG 4
NEP 2020	
POE/4th IR	Aligns with the concepts of internet telephony, multimedia applications, and SEO

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	MBA	Networking & Communicate
CHRIST UNIVERSITY	MBA	Cyber Law and Governance

Department:	School of Management & Commerce		
Course Name: Management Information System	Course Code	L-T-P	Credits
	MCMC107	3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			



Brief Syllabus:

This course focuses on providing students with essential knowledge to ensure that the company manages information systems with the highest level of efficiency. Informational systems have become a pivotal feature in contemporary business. Understanding the management practices associated with informational technology can make you an instant commodity for innovative companies. In today’s world, it is essential to manage the storage, transmission and analysis of information. Studying the management of informational systems allows you to understand the demands put on employees and practical ethical challenges that may arise in the future.

UNIT WISE DETAILS

Unit Number: 1	Foundation of information systems	No. of hours: 15
Content Summary: a framework for business users - Roles of information systems - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage.		
Unit Number: 2	Title: DSS and AI	No. of hours: 15
Content Summary: DSS models and software: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis. Overview of AI, Neural networks Fuzzy logic Systems, Genetic Algorithms - Expert systems.		
Unit Number: 3	Title: Managing Information Technology	No. of hours: 15
Content Summary: Managing Information Resources and technologies IS architecture and management - Centralized, Decentralized and Distributed - EDI supply chain management-CRM-ERP.		
Unit Number: 4	Title: Security and Ethical Challenges	No. of hours: 15



Content Summary

IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology.

***Self-Learning Components:**

TEXT BOOK:

- 1. Laudon and Laudon, Management Information System, 11th edition, Pearson Education.
- 2. Sadagopan, S., Management Information Systems, Prentice Hall of India.

Reference Books:

- 1. LM Prasad, Management Information System, Sultan Chand.
- 2. Arora, Ashok and Akshaya Bhatia, Information Systems for Managers, Excel Books, New Delhi.
- 3. McLeod, Raymond, Management Information System, Pearson Education.
- 4. Goyal, D.P., Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.

Define Course Outcomes (CO)

Cos	Statements
CO1	Relate the basic concepts and technologies used in the field of management information systems
CO2	Compare the processes of developing and implementing information systems
CO3	Outline the role of the ethical, social, and security issues of information systems.
CO4	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 7. Knowledge 8. Understand 9. Apply 10. Analyze 11. Evaluate 12. Create	Affective levels(A) 6. Receiving 7. Responding 8. Valuing 9. Organizing 10. Characterizing	Psychomotor levels(P) 16. Imitation 17. Manipulation 18. Precision 19. Articulation 20. Improving
CO1	-		-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

Programme and Course Mapping														
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1		3										2		
CO 2							2	3				2		
CO 3	2			3								2		
CO 4				3	3							2		
CO 5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS



Unit I	
Local	Management Information Systems deal with the use of technology and information to support decision-making and operational processes at different levels, ranging from local to global. MIS helps organizations gather and analyze data from various geographical regions to make informed decisions.
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Entrepreneurship and MIS can be linked through the use of information systems and technology to support innovative business ideas, optimize processes, and create competitive advantages for startups and small businesses.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	
Local	-
Regional	-
National	-
Global	-
Employability	In the context of MIS, employability may refer to the skills and competencies needed by individuals to work effectively with information systems and technology in a professional setting. MIS courses can equip



	students with the knowledge required to enhance their employability in the technology-driven job market.
Entrepreneurship	
Skill Development	MIS courses often focus on developing students' technical and analytical skills required to design, implement, and manage information systems effectively. These skills may include database management, data analysis, programming, and project management.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	In the context of MIS, professional ethics involve considering the ethical implications of using technology and managing information responsibly. This may include issues related to data privacy, security, and responsible data usage.
Gender	Gender considerations in MIS pertain to understanding potential biases in technology, ensuring equal opportunities for all genders in technology-related careers, and promoting diversity and inclusion in the field.



Human Values	-
Environment & Sustainability	-
Unit IV	
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Human values encompass the ethical, moral, and social aspects of technology and information systems. In an MIS course, students may explore how technology can align with human values to create positive societal impacts.
Environment & Sustainability	MIS can play a role in promoting sustainability by enabling organizations to track and optimize resource consumption, reduce waste, and make environmentally responsible decisions.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum



Department:	School of Management & Commerce		
Course Name: Office Management & Secretarial Practice	Course Code	L-T-P	Credits
	SEC025	2-0-0	2
Type of Course:	SEC		
Pre-requisite(s), if any:			
Brief Syllabus: Office Management and Secretarial Practice is a course that teaches students the skills and knowledge necessary to effectively manage an office. Students will learn about the different types of office equipment and procedures, and how to use them effectively. They will also gain experience in providing customer service, organizing and maintaining records, and preparing reports. In addition, students will develop the skills necessary to effectively communicate in a business setting, both orally and in writing. They will also learn about the importance of business etiquette and intercultural communication in the workplace. This course is ideal for students who are interested in a career in office management or secretarial practice.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Office management- filing and indexing	No. of hours: 15	
Content Summary: Office Management: Meaning of office, Functions of office- Primary and administrative management functions, Importance, Duties, qualities, and qualifications of office manager. Filing and indexing-meaning, importance, essentials of good filing, methods of filing.			
Unit Number: 2	Title: Mail and mailing procedure	No. of hours: 15	
Content Summary: Meaning and importance of mail, Centralization- its advantages-room equipment and accessories, sorting tables and rack-letter opener, time and date stamps, mailing scales, mailing through the post, courier, email, appending files with email, Inward and Outward mail.			
Unit Number: 3	Title: Modern and office equipment	No. of hours: 15	
Content Summary: Introduction, meaning, and importance of office automation, objectives of office mechanization, advantages and disadvantages of factors determining office mechanization, Kinds of office machine.			



Unit Number: 4	Title: Banking facilities and mode of payments	No. of hours: 15
Content Summary Types of accounts, Passbook and checkbook, ATM, and money transfer- types of payments handled such as postal orders, cheque (crossed/ uncrossed), post and pre-dated cheques, state cheque, and dishonored cheque, Role of Secretary- appointment, duties, responsibilities, webcasting, maintenance of appointment diaries.		
*Self-Learning Components: <ul style="list-style-type: none"> • Event and Meeting Management • Records Management 		
TEXT BOOK: <ol style="list-style-type: none"> 1. Office Management and Administration: A Practical Approach by Mary Anne MacLeod 2. Office Procedures: A Contemporary Approach by Judy Pearson and Paul Nelson 		
Reference Books: <ol style="list-style-type: none"> 1. Office organization and Management- By S.P. Arora. 2. Office Management- By P.K. Ghosh 3. Office Management – By Kathiresan &Dr. Radha 4. Modern Office Management - By Little Field CL and Peterson RL 		

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the various administrative systems required in an office.
CO2	Apply competency in managing banking transactions.
CO3	Develop an effective filing system.
CO4	Manage office equipment efficiently.
CO5	Discuss the roles and responsibilities of a personal secretary.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 13. Knowledge 14. Understand 15. Apply 16. Analyze 17. Evaluate 18. Create	Affective levels(A) 11. Receiving 12. Responding 13. Valuing 14. Organizing 15. Characterizing	Psychomotor levels(P) 21. Imitation 22. Manipulation 23. Precision 24. Articulation 25. Improving
CO1	-		-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

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

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1		3			
CO2	2	3			
CO3	2	2			
CO4		2		3	



Relevance of the Syllabus to various indicators

Unit I	Office management- filing and indexing
Local	-
Regional	-
National	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
Global	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
Employability	Developing skills that enhance employability, such as communication, teamwork, problem-solving, and adaptability.
Entrepreneurship	Introduction to the concept of entrepreneurship, including identifying business opportunities, understanding startup procedures, and managing entrepreneurial ventures.
Skill Development	Developing essential skills for office management, including time management, organizational skills, interpersonal communication, and leadership abilities.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Mail and Mailing Procedure
Local	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
Regional	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
National	-
Global	-



Employability	Developing skills that enhance employability, such as communication, teamwork, problem-solving, and adaptability.
Entrepreneurship	Introduction to the concept of entrepreneurship, including identifying business opportunities, understanding startup procedures, and managing entrepreneurial ventures.
Skill Development	Developing essential skills for office management, including time management, organizational skills, interpersonal communication, and leadership abilities.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Modern and Office Equipments
Local	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
Regional	Understanding the business environment at different levels, including local, regional, national, and global perspectives.
National	-
Global	-
Employability	Developing skills that enhance employability, such as communication, teamwork, problem-solving, and adaptability.
Entrepreneurship	Introduction to the concept of entrepreneurship, including identifying business opportunities, understanding startup procedures, and managing entrepreneurial ventures.
Skill Development	Developing essential skills for office management, including time management, organizational skills, interpersonal communication, and leadership abilities.



Professional Ethics	Understanding the importance of ethical behavior in the workplace, including topics such as integrity, confidentiality, professionalism, and corporate social responsibility.
Gender	Recognizing and addressing gender-related challenges and opportunities in the workplace, including gender equality, diversity, and inclusion.
Human Values	Exploring the importance of ethical values and principles in business decision-making, including topics such as honesty, respect, fairness, and social responsibility.
Environment & Sustainability	Understanding the impact of business activities on the environment and the need for sustainable practices, including topics like environmental responsibility, resource conservation, and corporate sustainability.
Unit IV	Banking facilities and mode of payments
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Understanding the importance of ethical behavior in the workplace, including topics such as integrity, confidentiality, professionalism, and corporate social responsibility.
Gender	Recognizing and addressing gender-related challenges and opportunities in the workplace, including gender equality, diversity, and inclusion.
Human Values	Exploring the importance of ethical values and principles in business decision-making, including topics such as honesty, respect, fairness, and social responsibility.



Environment & Sustainability	Understanding the impact of business activities on the environment and the need for sustainable practices, including topics like environmental responsibility, resource conservation, and corporate sustainability.
SDG	-
NEP 2020	-
POE/4 th IR	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	BBA	Office Management with MS Word and MS Excel

Semester-II

Department:	School of Management & Commerce		
Course Name:	Course Code	L-T-P	Credits
Human Behaviour at work	MCMC102	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus:			
The main objective of this course is to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals. The			



organizations in which people work have an effect on their thoughts, feelings, and actions. These thoughts, feelings, and actions, in turn, affect the organization itself.

It will enable students to list and define basic organizational behaviour principles, and analyses how these influence behaviour in the workplace. This will help analyses individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. They would be able to outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation and understand their own management style as it relates to influencing and managing behaviour in the organization systems. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

UNIT WISE DETAILS

Unit Number: 1	Title: Foundation and background of OB	No. of hours: 10
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Content Summary:

Contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

Unit Number: 2	Title: Individual behaviour and processes	No. of hours: 10
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Content Summary:

Individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

Unit Number: 3	Title: Interpersonal and team processes	No. of hours: 10
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Content Summary:

Group behaviour, group development, group dynamics, social loafing; developing teams – self-directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics



Unit Number: 4	Title: Organizational processes and structure	No. of hours: 10
Content Summary: Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.		
*Self-Learning Components: <ul style="list-style-type: none"> • Leadership and Management • Workforce Motivation • Work-life Balance and Wellbeing • Ethics 		
TEXT BOOK: 1. Robbins, S.P., Organisational Behaviour , Prentice Hall of India, New Delhi		
Reference Books: 1. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi 2. Robbins, S.P., Organisational Behaviour , Prentice Hall of India, New Delhi 3. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning 4. McSchane, Organisation Behaviour, TMH, New Delhi 5. Luthans, Fred, Organisational Behaviour, McGraw Hill, New York 6. New Storm and Keith Davis, Organisation Behaviour , TMH, New Delhi 7. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning		

Define Course Outcomes (CO)

COs	Statements
CO1	To understand the concept of OB and its contemporary challenges.
CO2	To understand individual behavior and processes



CO3	To design the interpersonal and team processes.
CO4	To analyze organizational structure & design

COs Mapping with Levels of Bloom’s taxonomy

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 19. Knowledge 20. Understand 21. Apply 22. Analyze 23. Evaluate 24. Create	Affective levels(A) 16. Receiving 17. Responding 18. Valuing 19. Organizing 20. Characterizing	Psychomotor levels(P) 26. Imitation 27. Manipulation 28. Precision 29. Articulation 30. Improving
CO1	-	-	-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	2	2	1	1	2	-	-	-	-	-
CO2		3	2	2	1	1	2	-	-	-	-	-
CO3	3	3	2	2	1	1	2	-	-	-	-	-
CO4	3	3	2	2	1	1	2	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3



- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

CO-PSO Mapping

PO	PO1	PO2	PO3	PSO4
CO1	3	1	2	-
CO2	3	1	2	-
CO3	3	1	2	-
CO4	3	1	2	-

Relevance of the “Human Behaviour at work”to various indicators

Unit I	Foundation and background of OB
Local	-
Regional	-
National	Analyzing human behavior at work at the national level, including factors like management practices.
Global	Examining the impact of globalization on human behavior at work, considering issues such as virtual teams.
Employability	Developing skills and competencies that enhance employability in the workplace, such as effective communication, teamwork, adaptability, and problem-solving.
Entrepreneurship	Exploring the role of human behavior in entrepreneurial ventures, including leadership styles, decision-making processes, and managing human resources.
Skill Development	Enhancing skills related to human behavior at work, including emotional intelligence, conflict resolution, negotiation, and managing diversity.
Professional Ethics	-



Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Individual Behaviour and Process
Local	Understanding human behavior in the workplace within a local context, including organizational structures, and employee dynamics.
Regional	Exploring the regional aspects of human behavior at work, such as regional work culture, communication styles.
National	-
Global	-
Employability	Developing skills and competencies that enhance employability in the workplace, such as effective communication, teamwork, adaptability, and problem-solving.
Entrepreneurship	Exploring the role of human behavior in entrepreneurial ventures, including leadership styles, decision-making processes, and managing human resources.
Skill Development	Enhancing skills related to human behavior at work, including emotional intelligence, conflict resolution, negotiation, and managing diversity.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Interpersonal and Team Process
Local	Understanding human behavior in the workplace within a local context, including organizational structures, and employee dynamics.



Regional	Exploring the regional aspects of human behavior at work, such as work-life balance norms.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations and behaviors in the workplace, such as ethical leadership.
Gender	Examining the influence of gender on human behavior at work, including inclusion in the workplace.
Human Values	Exploring how human behavior at work aligns with human values such as social responsibility.
Environment & Sustainability	Considering the impact of human behavior at work on the environment and sustainability, including ethical sourcing.
Unit IV	Organizational processes and structure
Local	Analyzing human behavior at work at the national level, including factors like national labor laws, work ethics.
Regional	Examining the impact of globalization on human behavior at work, considering issues such as diverse workforces, cross-cultural communication.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations and behaviors in the workplace, such as ethical decision-making, integrity.



Gender	Examining the influence of gender on human behavior at work, including gender roles, biases, diversity.
Human Values	Exploring how human behavior at work aligns with human values such as respect, fairness, integrity.
Environment & Sustainability	Considering the impact of human behavior at work on the environment and sustainability, including sustainable work practices, corporate social responsibility.
SDG	Decent work and economic growth, gender equality, and sustainable cities and communities.
NEP 2020	Holistic education, skill development, and lifelong learning.
POE/4th IR	Understanding the impact on human behavior at work, including automation, digital transformation, remote work, and the need for upskilling and reskilling to enhance productivity and organizational effectiveness.
Unit I	Foundation and background of OB
Local	-
Regional	-
National	Analyzing human behavior at work at the national level, including factors like management practices.
Global	Examining the impact of globalization on human behavior at work, considering issues such as virtual teams.
Employability	Developing skills and competencies that enhance employability in the workplace, such as effective communication, teamwork, adaptability, and problem-solving.
Entrepreneurship	Exploring the role of human behavior in entrepreneurial ventures, including leadership styles, decision-making processes, and managing human resources.
Skill Development	Enhancing skills related to human behavior at work, including emotional intelligence, conflict resolution, negotiation, and managing diversity.
Professional Ethics	-



Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Individual Behaviour and Process
Local	Understanding human behavior in the workplace within a local context, including organizational structures, and employee dynamics.
Regional	Exploring the regional aspects of human behavior at work, such as regional work culture, communication styles.
National	-
Global	-
Employability	Developing skills and competencies that enhance employability in the workplace, such as effective communication, teamwork, adaptability, and problem-solving.
Entrepreneurship	Exploring the role of human behavior in entrepreneurial ventures, including leadership styles, decision-making processes, and managing human resources.
Skill Development	Enhancing skills related to human behavior at work, including emotional intelligence, conflict resolution, negotiation, and managing diversity.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Interpersonal and Team Process
Local	Understanding human behavior in the workplace within a local context, including organizational structures, and employee dynamics.



Regional	Exploring the regional aspects of human behavior at work, such as work-life balance norms.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations and behaviors in the workplace, such as ethical leadership.
Gender	Examining the influence of gender on human behavior at work, including inclusion in the workplace.
Human Values	Exploring how human behavior at work aligns with human values such as social responsibility.
Environment & Sustainability	Considering the impact of human behavior at work on the environment and sustainability, including ethical sourcing.
Unit IV	Organizational processes and structure
Local	Analyzing human behavior at work at the national level, including factors like national labor laws, work ethics.
Regional	Examining the impact of globalization on human behavior at work, considering issues such as diverse workforces, cross-cultural communication.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations and behaviors in the workplace, such as ethical decision-making, integrity.



Gender	Examining the influence of gender on human behavior at work, including gender roles, biases, diversity.
Human Values	Exploring how human behavior at work aligns with human values such as respect, fairness, integrity.
Environment & Sustainability	Considering the impact of human behavior at work on the environment and sustainability, including sustainable work practices, corporate social responsibility.
SDG	Understanding the connection between human behavior at work and the achievement of the United Nations' SDGs, such as decent work and economic growth, gender equality, and sustainable cities and communities.
NEP 2020	Exploring the implications of NEP 2020 on understanding and fostering human behavior at work through its focus on holistic education, skill development, and lifelong learning.
POE/4th IR	Understanding the impact of the 4th IR on human behavior at work, including automation, digital transformation, remote work, and the need for upskilling and reskilling to enhance productivity and organizational effectiveness.

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Organization Behaviour
AMITY UNIVERSITY	BBA	Understanding Organization Behaviour
Delhi University	BBA	Organization Behaviour

Department:	School of Management & Commerce
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Course Name: Marketing For Contemporary Business	Course Code	L-T-P	Credits
	MCMC104	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus: Student is expected to understand the basic philosophy of the marketing in right way. The understanding of the customer’s psychology would be gained, by applying various tools. The aim is to assimilate the applicability of the basic strategies in students as, what is to be done for gaining the customer’s attention, How they should be targeted, How to be in touch with the market for maintaining the relationship in perpetuity. These are some of the true practices with which candidate would be in regular touch through kind of case studies, discussions and projects etc.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction	No. of hours: 10	
Content Summary: Core concepts, scope, & functions of marketing; evolution of marketing concepts; selling vs. marketing; classification of market; marketing environment; market segmentation, targeting & positioning; overview of marketing mix.			
Unit Number: 2	Title: Product Price	No. of hours: 10	
Content Summary: Product: Meaning; product classifications; concept of product mix; branding, packaging and labeling; product life cycle. Price: Concept & significance; factors affecting price of a product; pricing policies and strategies.			



Unit Number: 3			Title: Promotion Channels of Distribution	No. of hours: 10
Content Summary: Promotion: Significance; introduction of elements of promotion mix, factors affecting promotion mix decisions. Channels of distribution: Concept, importance & functions; levels of distribution channels; factors affecting choice of distribution channel.				
Unit Number: 4		Title: Consumer Behaviour Introduction to new trends in marketing		No. of hours: 10
Content Summary: Consumer Behavior: Concept & significance; consumer buying process and factors influencing consumer buying decisions. Introduction to new trends in marketing: Green marketing; e-marketing; international marketing; rural marketing; retail marketing and digital marketing.				
*Self-Learning Components: <ul style="list-style-type: none">• Market Research• Marketing Strategy• Marketing Communication• Social Responsibility and Ethical Marketing				



TEXT BOOK:

Reference Books:

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).*Marketing management* (16thed.). New Delhi: Pearson.
2. Kurtz, D. L., & Boone, L. E.(2013), *Principles of contemporary marketing* (16th ed.). New Delhi: Cengage Learning India.
3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
4. Kumar, A., &Meenakshi, N.(2011). *Marketing management* (2nded.). New Delhi: Vikas Publishing House.
5. Ramaswamy, V. S., &Namakumari, S. (2013). *Marketing management: Global perspective Indian context* (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.
6. Kumar, S. R.(2012). *Case studies in marketing management*. New Delhi: Pearson.

Define Course Outcomes (CO)

COs	Statements
CO1	The students will be able to understand the core concepts, scope & functions of Marketing. Students get an opportunity to understand the the concepts of segmentation, targeting, positioning & marketing
CO2	The students will understand product, its classifications, branding, packaging, labeling, PLC, & pricing
CO3	The students may be able to develop a promotional plan & decisions for a product, channels of distribution & the factors affecting.
CO4	This subject will provide the students with a tool for assessing consumer behaviour. Students get to know about the vivid concepts of advertising, green marketing, e-marketing, international marketing etc.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 25. Knowledge 26. Understand 27. Apply 28. Analyze 29. Evaluate 30. Create	Affective levels(A) 21. Receiving 22. Responding 23. Valuing 24. Organizing 25. Characterizing	Psychomotor levels(P) 31. Imitation 32. Manipulation 33. Precision 34. Articulation 35. Improving
CO1	-	-	-
CO2	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	1	3	2	3	-	-	-	-	-
CO2	3	3	1	1	3	2	3	-	-	-	-	-
CO3	3	3	1	1	3	2	2	-	-	-	-	-
CO4	3	3	1	1	3	1	1	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped



CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	-
CO2	2	3	1	-
CO3	1	2	1	-
CO4	1	3	2	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Relevance of the “Marketing For Contemporary Business” to various indicators

Unit I	Introduction
Local	Understanding marketing strategies and practices tailored to local markets, including targeting local customers, adapting to cultural preferences, and navigating local competition.
Regional	Exploring marketing approaches that cater to specific regional markets, considering regional consumer behavior, market trends, and regional marketing campaigns.
National	-
Global	-
Employability	Developing marketing skills and knowledge that enhance employability in contemporary business settings, including digital marketing, data analysis.
Entrepreneurship	Exploring marketing strategies and tactics for entrepreneurial ventures, including market research, product positioning.
Skill Development	Enhancing skills related to marketing, such as market research, consumer behavior analysis, digital marketing tools.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Product and Price



Local	Understanding marketing strategies and practices tailored to local markets, including targeting local customers, adapting to cultural preferences, and navigating local competition.
Regional	-
National	-
Global	-
Employability	Developing marketing skills and knowledge that enhance employability in contemporary business settings, including strategic marketing planning.
Entrepreneurship	Exploring marketing strategies and tactics for entrepreneurial ventures, including creating effective marketing campaigns on a limited budget.
Skill Development	Enhancing skills related to marketing, such as market research, consumer behavior analysis, digital marketing tools, and data-driven decision making.
Professional Ethics	-
Gender	Considering the role of gender in marketing, including gender-based marketing segmentation, gender stereotypes in advertising, and gender-sensitive marketing campaigns.
Human Values	-
Environment & Sustainability	-
Unit III	Promotion and Channels and Distribution
Local	-
Regional	Exploring marketing approaches that cater to specific regional markets, considering regional consumer behavior, market trends, and regional marketing campaigns.
National	Analyzing marketing strategies implemented at the national level, including national advertising campaigns, branding strategies.
Global	Examining marketing practices in the global marketplace, considering global branding, international market entry strategies.



Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations in marketing, such as truthful advertising, responsible marketing to vulnerable populations, and maintaining customer privacy.
Gender	Considering the role of gender in marketing, including gender-based marketing segmentation, gender stereotypes in advertising, and gender-sensitive marketing campaigns.
Human Values	-
Environment & Sustainability	-
Unit IV	Consumer Behaviour and Introduction to new trends in marketing
Local	-
Regional	-
National	Analyzing marketing strategies implemented at the national level, including national consumer segments.
Global	Examining marketing practices in the global marketplace, considering cross-cultural marketing communication.
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Exploring how marketing practices align with human values, such as transparency, fairness, and social responsibility.



Environment & Sustainability	Examining the role of marketing in promoting environmental sustainability, including green marketing practices, sustainable product development, and communicating corporate social responsibility.
SDG	Promoting sustainable consumption and production, reducing inequalities, and combating climate change.
NEP 2020	Interdisciplinary approaches, practical learning experiences, and the integration of technology in marketing courses.
POE/4th IR	Exploring how the concepts of POE and the advancements of the 4th IR influence marketing practices, such as automation in marketing processes, personalized marketing, and data-driven marketing strategies.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Marketing Management
AMITY UNIVERSITY	BBA	Marketing Theory and Practice
Delhi University	BBA	Marketing Management

Department:	School of Management and Commerce		
Course Name: Analysing Cost for Managerial Decision Making	Course Code	L-T-P	Credits
	MCMB102	4-0-0	4
Type of Course:	Programme Core		



Pre-requisite(s), if any:		
Brief Syllabus: Financial Accounting, Cost Accounting and Management Accounting, Budgetary Control, Standard Costing, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shutdown or Continue.		
UNIT WISE DETAILS		
Unit Number: 1	Costs overview	No. of hours: 15
Content Summary: Costs overview: Basic cost concepts - Elements of Costs, Classification of Costs, Total Cost build up and Cost sheet. Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.		
Unit Number: 2	Ratio Analysis	No. of hours: 15
Content Summary: Ratio Analysis: Ratio Analysis: Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios. Fund Flow and Cash Flow Analysis: Concept of Funds Flow Statement, Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, basic awareness of Funds Flow Statement, Accounting Standard 3 (AS 3: Revised-), basic awareness of Cash Flow Statement.		
Unit Number: 3	Budgets and Budgetary Control	No. of hours: 15
Content Summary: Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centers		



Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.

Unit Number: 4	Marginal Costing and Profit Planning	No. of hours: 15
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Content Summary:

Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

Decisions Involving Alternative Choices: Concept of Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue. Basic awareness of Activity-based costing with at least two managerial illustrations/case-let.

- *Self-Learning Components:**
- Access online courses and tutorials specifically designed for management accounting.
 - Utilize e-books, research papers, articles, and publications related to management accounting.
 - Attend webinars or watch video lectures conducted by industry experts or academic institutions.
 - Engage in online forums, discussion groups, or professional networking platforms dedicated to management accounting.

Reference Books:

1. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
2. Gurusamy, Murthy,S., Management Accounting, McGraw Hill. Education.
3. Horngren, C.T.(2012).Cost Accounting-A Managerial Perspective, London, UK: Pearson Education.
4. Arora, M.N. &Katyal, Priyanka (2016) *Cost Accounting*, New Delhi: Vikas Publishing.
5. Gupta S.K. & Sharma R.K. Management Accounting, Kalyani Publishers

Define Course Outcomes (CO)

COs	Statements
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CO1	Understand the difference between management, cost and financial accounting and role of management accounting in business
CO2	Analyze the financial Statements using various tools such as ratio analysis, Fund flow statement and cash Flow Statements.
CO3	Gain clarity about different types of budgets and learn budgetary and standard costing as a tool of managerial decision making.
CO4	Evaluate business decisions using Marginal costing and Cost-Volume-Profit analysis

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C2	-	-
CO2	C4	-	-
CO3	-	-	-
CO4	C5	-	-

CO-PO Mapping

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

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4	PSO5
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CO1	3	2			
CO2		2			
CO3			3		
CO4				3	3

Relevance of the Syllabus to various indicators

Unit I	Costs overview
Local	Provides valuable information for decision-making at all levels of an organization, including local branches
Regional	Provides valuable information for decision-making at all levels of an organization, including regional branches
National	Provides valuable information for decision-making at all levels of an organization, including national branches
Global	Analyzing financial performance, evaluating costs, and assessing the financial health of an organization in different geographical contexts.
Employability	Contribute to effective financial management and decision-making.
Entrepreneurship	Crucial role in entrepreneurial ventures, helping entrepreneurs with financial planning, budgeting, cost analysis, pricing decisions, and performance evaluation.
Skill Development	Focus on enhancing knowledge and skills in management accounting techniques
Professional Ethics	Adhere to ethical principles and professional standards in their financial reporting
Gender	Ensure gender equality in financial decision-making and resource allocation.
Human Values	Promote fairness, inclusivity
Environment & Sustainability	Diversity in assessing performance, determining rewards
Unit II	Ratio Analysis



Local	Assess their financial health and performance relative to local competitors.
Regional	Understand their competitive position, identify industry trends, and benchmark their financial ratios against regional standards.
National	Businesses assess their performance relative to industry norms, national benchmarks, and regulatory requirements
Global	Assess their financial performance in different markets, currencies, and regulatory environments.
Employability	Demonstrates financial analysis skills and the ability to interpret and communicate financial information.
Entrepreneurship	Assess the financial health and performance of their ventures.
Skill Development	Focus on building competence in ratio analysis techniques, interpretation of financial ratios, and their application in decision-making.
Professional Ethics	Ensuring accuracy, transparency, and confidentiality of financial information.
Gender	Promote fairness and equality in financial decision-making.
Human Values	Assessing financial performance and resource allocation within organizations.
Environment & Sustainability	Assess the financial impact and performance of sustainable practices.
Unit III	Budgets and Budgetary Control
Local	Allocate public funds for local infrastructure, services, and development projects.
Regional	Support regional development initiatives, infrastructure projects, and regional services.
National	Critical role in the overall economic management of a country.
Global	Ensures financial accountability and performance evaluation across global operations.



Employability	Demonstrates financial management skills and the ability to allocate resources efficiently, making individuals more employable.
Entrepreneurship	Crucial for entrepreneurs to plan and allocate resources effectively, especially in the early stages of a venture
Skill Development	Improves financial management skills and contributes to career growth and employability.
Professional Ethics	Transparency, accuracy, and fairness in budget preparation, allocation, and reporting
Gender	Promote fairness and equality in resource allocation.
Human Values	Equal opportunities for men and women in financial decision-making and resource distribution within organizations
Environment & Sustainability	Support eco-friendly initiatives and sustainable practices.
Unit IV	Marginal Costing and Profit Planning
Local	Helps local businesses understand their costs at different levels of production or service
Regional	Helps businesses evaluate costs and profitability within a specific region.
National	Enables businesses to set national profit targets and align their strategies with national economic factor
Global	Analyze costs and profitability across different markets and regions.
Employability	Demonstrates financial analysis skills, cost management expertise, and the ability to contribute to profit optimization.
Entrepreneurship	Enable entrepreneurs to identify cost structures, breakeven points, and assess the financial viability of their ventures.
Skill Development	Enhances financial analysis, decision-making, and cost management skills, contributing to career growth and employability.
Professional Ethics	Avoiding misleading or deceptive pricing practices and providing fair value to customers.



Gender	Consider gender-specific factors in assessing costs, pricing decisions, and profit distribution.
Human Values	Promote fairness and equality in resource allocation, pricing strategies, and profit sharing within organizations.
Environment & Sustainability	Incorporate environmental costs and sustainability considerations in pricing decisions and resource allocation.
SDG	13
NEP 2020	Focuses on transforming the education system to meet the needs of a rapidly changing world.
POE/4th IR	Helps organizations assess the costs associated with adopting and integrating new technologies and digital solutions into their operations.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	B.COM(H)	Management Accounting
Symbiosis University	B.COM(H)	Advance Accounting
Amity University	B.COM(H)	Management Accounting

Department:	School of Management & Commerce		
Course Name: Macro Economics Dynamics	Course Code	L-T-P	Credits
	MCMC106	3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			



Brief Syllabus:

Economics is that common term which has its importance in each and everybody's life. One cannot image his life without it. This unique and exciting course of Macro Economics would encourage the action-oriented and values adding potential business learners who are passionate and excited with the thought of working in macroeconomic environment. Also, then they need to be abreast of Economics jargons which are basically from various disciplines like Management Accounting, Basic Finance, and the like. Macroeconomic analysis is of paramount importance in getting us an idea of the functioning of an economic system.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction to Macro Economics	No. of hours: 15
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Content Summary:
Nature and Scope of Macro Economics, Macroeconomic Aggregates: Aggregate demand, Aggregate Supply, Aggregate Output, and Aggregate Consumption.
Circular flow of Economic Activities and Income: Two Sector Economy, Three Sector Economy and Four Sector Economy, National Income: Concept, GDP, GNP, NDP, NNP, Per Capita Income, Personal Disposable Income, Measurement of National Income, Uses of National Income Data, Difficulties in the measurement of National Income.

Unit Number: 2	Title:	No. of hours: 15
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Content Summary:
Income Determination: Consumption Function; Psychological Law of Consumption Function, Investment Function, Balance of payments.

Unit Number: 3	Title:	No. of hours: 15
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Content Summary:
Money and Inflation: Functions of Money, Theories of Demand for Money, Determinants of Money Supply, Inflation: Introduction, Causes of Inflation, Inflation and Unemployment, Control of Inflation.

Unit Number: 4	Title:	No. of hours: 15
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Content Summary:
Business Cycle: Introduction, Features of Business Cycles, Phase of Business Cycles, Causes and Effects of Business Cycle, Measures to Control Business Cycles: Fiscal Policy and Monetary Policy, IS-LM model- The interaction of Real and Monetary sectors of the economy.



***Self-Learning Components:**

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TEXT BOOK:

1. Diwedi, D. N. Macro Economics. New Delhi: Tata McGraw Hill.

Reference Books:

1. Froyen, T. R. Macro-Economics. New Delhi: Pearson Education.
2. Agarwal, V. Macro-Economic. New Delhi: Pearson Education.
3. Geetika, Ghosh, P., & Chodhury, P. R. Managerial Economics. New Delhi: Tata McGraw Hill.

Define Course Outcomes (CO)

Cos	Statements
CO1	Macroeconomics as a discipline develops skills in the students to understand functioning of entire economy.
CO2	Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.
CO3	Correct economic policies formulated at macro level make it possible to control business cycles (inflation and deflation) and resultantly, violent booms and depressions rarely occur.
CO4	Macroeconomics enables studying the causes, effects and solutions of general redundancy.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 31. Knowledge 32. Understand 33. Apply 34. Analyze 35. Evaluate 36. Create	Affective levels(A) 26. Receiving 27. Responding 28. Valuing 29. Organizing 30. Characterizing	Psychomotor levels(P) 36. Imitation 37. Manipulation 38. Precision 39. Articulation 40. Improving
CO1	-		-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

Programme and Course Mapping														
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3										3			
CO 2		3												
CO 3				3			3					3		
CO 4					3			3						
CO 5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS



Unit I	
Local	-
Regional	-
National	Macroeconomic Aggregates, National Income: Concept, GDP, GNP, NDP, NNP, Per Capita Income, Personal Disposable Income, Measurement of National Income, Uses of National Income Data, Difficulties in the measurement of National Income
Global	Balance of payments
Employability	understand the overall nature and functioning of an economy
Entrepreneurship	
Skill Development	understand functioning of entire economy
Professional Ethics	Uses of National Income Data
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	
Local	-
Regional	-
National	Income Determination: Consumption Function; Psychological Law of Consumption Function, Investment Function,
Global	
Employability	understand the determinants of an economy which governs the structures of the country
Entrepreneurship	-



Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	
Local	-
Regional	-
National	Inflation: Functions of Money, Theories of Demand for Money, Determinants of Money Supply, Inflation: Introduction, Causes of Inflation, Inflation and Unemployment, Control of Inflation
Global	-
Employability	knowledge about Money, Inflation and their impact on domestic and foreign market
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	
Local	-



Regional	-
National	Fiscal Policy and Monetary Policy, IS-LM model- The interaction of Real and Monetary sectors of the economy
Global	-
Employability	-
Entrepreneurship	Knowledge about importance of Fiscal Policy and other Government policies and their impact on the business
Skill Development	-
Professional Ethics	Causes and Effects of Business Cycle
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4 and 12
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

Department:	School of Management and Commerce		
Course Name: MS Excel for Business	Course Code	L-T-P	Credits
	SEC026	2-0-0	2
Type of Course:	SEC		



Pre-requisite(s), if any:		
Brief Syllabus: Features of MS Excel, Worksheets and Workbooks, Chart elements: Titles, legend, data labels, Filtering Data.		
UNIT WISE DETAILS		
Unit Number: 1	Basics of MS Excel	No. of hours: 8
Features of MS Excel , Worksheets and Workbooks: Labeling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, Printing a Workbook, Formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook.		
Unit Number: 2	Data Representation using MS Excel	No. of hours: 7
Import external data, Creating a Table, Sorting Data into a Table, Data Validation, Consolidation Defining Names in MS Excel, Macros: View Macros, Record Macros, Formulas and Functions: Creating a Formula, Formula Auditing, Meaning and Advantages of functions, Insert function, Use relative References, Mathematical Functions, Statistical Functions, Date & Time Functions.		
Unit Number: 3	Data Visualization through MS Excel	No. of hours: 8
Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting the Chat, Types of charts, Using Chart Templates. PivotTables: Creating a PivotTable, Filtering and Sorting a PivotTable, Using Slicers to manipulate PivotTables, Creating a PivotChart		
Unit Number: 4	Data Analysis	No. of hours: 7



Filtering Data: Creating a Custom AutoFilter, Using an Advanced Filter. Data Sorting, Data Outline: Group, Ungroup and Subtotals.

Self-Learning Components:

- Explore various online platforms that offer tutorials and courses specifically designed for learning MS Excel for business.
- Microsoft's official Excel documentation, including its support website, provides detailed explanations, guides, and step-by-step instructions on various Excel features and functions.
- Utilize pre-designed Excel templates and sample spreadsheets available online.
- Engage in hands-on practice by working on Excel exercises and problems.

Reference Books:

1. MS Office: Sanjay Saxena, Vikas Publishing House
2. Financial Modeling in Excel For Dummies by Danielle Stein Fairhurst

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the basic features and functions of MS Excel, including navigation, data entry, formatting, and formula creation.
CO2	Learn how to effectively manage and organize data in Excel, including sorting, filtering, and using tables and databases.
CO3	Learn how to create visually appealing and informative charts and graphs to present data in a meaningful way.
CO4	Learn how to collaborate with others on Excel workbooks, including sharing, protecting, and tracking changes to ensure data integrity and security.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving



CO1	C2	-	-
CO2	-	C4	-
CO3	-	-	-
CO4	-	-	-

CO-PO Mapping

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

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4
CO1	3			
CO2			2	
CO3			2	
CO4				3

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	
Local	Utilize MS Excel to manage their finances, track sales and expenses, and create basic financial reports.



Regional	Rely on MS Excel for more advanced financial analysis, data management, and reporting purposes.
National	-
Global	financial modeling, and other critical financial tasks in organizations worldwide.
Employability	Proficiency in MS Excel is highly sought after in the job market across industries and sectors.
Entrepreneurship	analyze market data, track business performance, and make informed decisions.
Skill Development	promotes critical thinking, logical reasoning, and problem-solving abilities.
Professional Ethics	maintaining confidentiality, and using Excel for legitimate business purposes.
Gender	Promoting gender equality in Excel proficiency ensures equal opportunities for both men and women in the business world.
Human Values	MS Excel can be used to analyze and manage data related to environmental sustainability initiatives.
Environment & Sustainability	identify opportunities for improvement and make data-driven decisions to promote environmental sustainability.
Unit II	
Local	to analyze local demographic data, budget allocations, and program outcomes.
Regional	perform regional sales analysis, and monitor regional performance.
National	represent and analyze large-scale national surveys and research data.
Global	Excel's ability to handle large datasets and perform advanced data analysis makes it valuable for global research and policy analysis.
Employability	Knowledge of data representation in Excel is particularly relevant for positions involving data analysis, financial modeling, and business reporting
Entrepreneurship	Represent and analyze financial data, track business performance, and create business models
Skill Development	promotes critical thinking, problem-solving, and logical reasoning abilities



Professional Ethics	ensuring accuracy, integrity, and confidentiality of data, as well as appropriately using and presenting data for legitimate purposes.
Gender	contribute to gender equality by providing equal opportunities for men and women to work with and analyze data.
Human Values	aligns with human values such as accuracy, fairness, and inclusivity.
Environment & Sustainability	enabling organizations to track and monitor environmental metrics
Unit III	
Local	-
Regional	-
National	-
Global	-
Employability	Effectively present data visually, as it aids in decision-making and communication.
Entrepreneurship	Entrepreneurs can leverage Excel's data visualization features to create visually appealing business reports, pitches, and presentations.
Skill Development	promotes critical thinking and the ability to present complex information in a clear and concise manner.
Professional Ethics	Adhering to professional ethics in data visualization using Excel involves accurately representing data, avoiding misrepresentation or manipulation, and providing clear and transparent visualizations.
Gender	contribute to gender equality by providing equal opportunities for men and women to present and analyze data visually.
Human Values	aligns with human values such as transparency, clarity, and accessibility, making information more understandable and inclusive.
Environment & Sustainability	support environmental and sustainability efforts by presenting and communicating sustainability metrics, environmental trends, and the impact of initiatives in a visually compelling manner.
Unit IV	
Local	-
Regional	-



National	-
Global	-
Employability	support employability by enabling individuals to contribute to evidence-based decision-making, problem-solving, and performance improvement
Entrepreneurship	supports skill development in data-driven decision-making.
Skill Development	promotes critical thinking, problem-solving, and logical reasoning skills.
Professional Ethics	Upholding professional ethics involves using accurate and reliable data, applying appropriate statistical techniques.
Gender	contributes to gender equality by providing equal opportunities for men and women to work with data and make informed decisions
Human Values	aligns with human values such as transparency, integrity, and fairness.
Environment & Sustainability	identifying trends, measuring environmental impact, and informing sustainable practices and policies.
SDG	4
NEP 2020	MS Excel can be utilized for educational data management, analysis, and reporting in alignment with NEP 2020.
POE/4th IR	Excel's capabilities for data manipulation, modeling, and visualization are relevant for extracting insights and making informed decisions in the context of the 4IR.

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Computer Application in Business
Delhi University	BBA	Computer Application I
Amity University	BBA	Computer Application in Business

**3rd Semester**

Department:	School of Management & Commerce		
Course Name: Human Capital Management	Course Code MCMC201	L-T-P 4-0-0	Credits 4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus: <p>The learners would be able to explain the meaning of Human Capital Management which is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. Human capital management is the strategic approach to the effective management of people in an organization, so that they help the business gain a competitive advantage. The overall purpose of this course is to ensure that the organization is able to achieve success through people. The students can specialize in recruiting, training, employee-relations or benefits, recruiting specialists, find, and get hired by top recruiters. Human capital management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.</p> <p>The concept behind human capital management is that employees who are subject to effective human resource management are able to more effectively and productively contribute to a company's overall direction, thereby ensuring that company goals and objectives are accomplished. Today's human resource management team is responsible for much more than traditional personnel or administrative tasks. Instead, members of a human capital management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways.</p>			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction to HRM	No. of hours: 8	
Content Summary:			



Concept, Nature, Scope, Objectives and Importance of HRM; Evolution of HRM; Personnel Management vs HRM ; Functions of HRM ;Challenges of HRM; Strategic HRM ; HRIS; International HRM; HRM in Changing Environment.		
Unit Number: 2	Title: Acquisition to Human Resources	No. of hours: 8
Content Summary: HR Planning; Job Analysis – Job Description and Job Specification; Recruitment; Selection Process, Placement, Induction, Socialization.		
Unit Number: 3	Title: Developing human resources	No. of hours: 7
Content Summary: Training and Development; Executive Development – Process and Techniques; Career Planning and Development; HRD.		
Unit Number: 4	Title: Managing Performance & Compensation	No. of hours: 7
Content Summary: Performance and Potential Appraisal; wage and salary administration; Incentive compensation, significance; Employee Welfare; Health and Safety, Social Security.		
*Self-Learning Components: <ul style="list-style-type: none">• Human Resource Management• Performance Management		
TEXT BOOK: 1. Dessler, Gary, (2011) Human Resource Management, Pearson Education, (2nd Edition),		
Reference Books: 1. Aswathappa, K., Human Resource Management, McGraw Hill Education. 2. VSP Rao, Human Resource Management, Excel Books. 3. C.B. Gupta, Human Resource Management, Sultan Chand & Sons. 4. Jyothi, P. and Venkatesh, D.N, Human Resource Management, Oxford Higher Education.		

Define Course Outcomes (CO)



COs	Statements
CO1	Analyze the basic concepts in Concept of HCM its Nature, Scope, Objectives, Importance & Evolution of HRM.
CO2	Understand the elements of HR Planning & acquisition of Human Resources.
CO3	Students will gain the clarity for developing human resources.
CO4	Students will develop an understanding for Managing Performance & Compensation.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 37. Knowledge 38. Understand 39. Apply 40. Analyze 41. Evaluate 42. Create	Affective levels(A) 31. Receiving 32. Responding 33. Valuing 34. Organizing 35. Characterizing	Psychomotor levels(P) 41. Imitation 42. Manipulation 43. Precision 44. Articulation 45. Improving
CO1	-	-	-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	-	-	-	-	-	-	-



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

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	-	-	3	-
CO2	-	-	3	-
CO3	-	-	3	-
CO4	-	-	3	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Relevance of the “”to various indicators

Unit I	Introduction to HRM
Local	Understanding the management of human capital within a local organizational context, including recruitment, training, performance management, and employee development.
Regional	Exploring the unique challenges and practices of managing human capital within a specific regional setting, considering cultural, legal, and economic factors.
National	-
Global	Examining the complexities of managing human capital in a globalized business environment, covering topics such as global talent management, expatriate assignments, and cross-cultural leadership.



Employability	Developing the skills and competencies necessary to enhance employability in the field of human capital management, including recruitment and selection, employee engagement, talent development, and HR analytics.
Entrepreneurship	Exploring the role of human capital management in entrepreneurial ventures, including the importance of building a strong team, creating a positive organizational culture, and managing human resources effectively.
Skill Development	Enhancing skills related to human capital management, such as performance evaluation, training and development, workforce planning, diversity and inclusion, and employee relations.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Acquisition to Human Resources
Local	Understanding the management of human capital within a local organizational context, including recruitment, training, performance management, and employee development.
Regional	-
National	Analyzing the strategies and policies involved in managing human capital at the national level, including labor laws, workforce planning, talent acquisition, and retention.
Global	-
Employability	Developing the skills and competencies necessary to enhance employability in the field of human capital management, including recruitment and selection, employee engagement, talent development, and HR analytics.
Entrepreneurship	Exploring the role of human capital management in entrepreneurial ventures, including the importance of building a strong team, creating



	a positive organizational culture, and managing human resources effectively.
Skill Development	Enhancing skills related to human capital management, such as performance evaluation, training and development, workforce planning, diversity and inclusion, and employee relations.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Developing Human Resources
Local	-
Regional	Exploring the unique challenges and practices of managing human capital within a specific regional setting, considering cultural, legal, and economic factors.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations in human capital management, including fair employment practices, equal opportunities, privacy and data protection, and ethical leadership.
Gender	Examining the impact of gender on human capital management, including gender diversity in the workforce, gender pay gap, and strategies for promoting gender equality and inclusivity.
Human Values	Exploring the alignment of human capital management practices with human values, including respect, fairness, integrity, and social responsibility.



Environment & Sustainability	Considering the role of human capital management in promoting environmental sustainability within organizations, including sustainability-oriented HR practices, employee well-being, and corporate social responsibility.
Unit IV	Managing Performance & Compensation
Local	-
Regional	-
National	Analyzing the strategies and policies involved in managing human capital at the national level, including labor laws, workforce planning, talent acquisition, and retention.
Global	Examining the complexities of managing human capital in a globalized business environment, covering topics such as global talent management, expatriate assignments, and cross-cultural leadership.
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations in human capital management, including fair employment practices, equal opportunities, privacy and data protection, and ethical leadership.
Gender	Examining the impact of gender on human capital management, including gender diversity in the workforce, gender pay gap, and strategies for promoting gender equality and inclusivity.
Human Values	Exploring the alignment of human capital management practices with human values, including respect, fairness, integrity, and social responsibility.
Environment & Sustainability	Considering the role of human capital management in promoting environmental sustainability within organizations, including sustainability-oriented HR practices, employee well-being, and corporate social responsibility.
SDG	Decent work and economic growth, gender equality, quality education, and reduced inequalities.



NEP 2020	Examining how the education policy reforms outlined in NEP 2020 impact human capital development and management practices in the context of workforce education and training.
POE/4th IR	Exploring the application of the POE framework in human capital management to enhance productivity, leverage technology, and adapt to the changing nature of work in the era of the Fourth Industrial Revolution.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Human Resource Management
AMITY UNIVERSITY	BBA	Human Resource Management & development
DELHI UNIVERSITY	BBA	Human Resource Management

Department:	School of Management & Commerce		
Course Name: Productions and Operations Management	Course Code	L-T-P	Credits
	MCMC205A	3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			



Brief Syllabus:

This course emphasizes the fundamentals of the various techniques used in practice of production and operations management to include location, sales forecast, quality and production planning and control.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction	No. of hours: 15
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Content Summary: Nature, evolution and scope of production and operations management, operations as a competitive strategy, recent trends in production and operations management, production processes and methods; Decision making and forecasting – Tools and techniques.

Unit Number: 2	Title: Facility Location	No. of hours: 15
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Content Summary:
Nature, location theories, location factors; Facility layout - Objectives of a good layout, factors influencing layout, principles of layout, types of layouts, service facility layout, importance of layout.

Unit Number: 3	Title: New Quality Concepts and Initiatives	No. of hours: 15
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Content Summary:
ISO 9000, ISO14000: Global environmental management standards, Kaizen, contribution of Deming, service quality, TQM, roadmap for TQM, Six Sigma, statistical quality control.

Unit Number: 4	Title: Production Planning and Control	No. of hours: 15
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Content Summary
Meaning, planning procedure, production control, capacity planning, material resource planning, enterprise resource planning.

***Self-Learning Components:**

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TEXT BOOK:

1. I. Chary, S. N. (2012). *Production and operations management* (5thed.). New Delhi: Tata McGraw Hill.

Reference Books:

- 1.1. Chunawalla, S. A., & Patel, D. R. (2016). *Production and operations management* (9thed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). *Production and operations management* (2nded.). Mumbai, Maharashtra : Himalaya Publishing House.
3. Muhlemann, A., Oakland, J., Lockyer K., Sudhir, B., & Katyayani, J. (2013). *Production and operations management lectures guide* (6th ed.). New Delhi: Pearson Education.
4. Schroeder, R. G. (2011). *Operations management: Contemporary concepts and cases* (5th ed.). New Delhi: McGraw Hill.

Course Outcomes (CO)

On completion of this course, the student-teacher will be able to:

CO1. Develop basic understanding and knowledge about production and operations management

CO2. Understand the elements of production planning and scheduling

CO3. Operations management offers tools to measure performance, improve production, determine throughput, optimize capacity and cut operations cost

CO4. Understand the safety mechanism and tools for productivity improvement

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3			2		3					3			
CO 2		2		2		3								
CO 3			3			3		2				3		



CO 4			3			3		2	2				3	
CO 5														
1=lightly mapped 2=moderately mapped 3=strongly mapped														

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	
Local	-
Regional	-
National	Production processes and methods; Decision making and forecasting – Tools and techniques
Global	Recent trends in production and operations management
Employability	Basic understanding and knowledge about production and operations management
Entrepreneurship	
Skill Development	Decision making and forecasting
Professional Ethics	-
Gender	-
Human Values	-
Environment &	-



Sustainability	
Unit II	
Local	-
Regional	-
National	Objectives of a good layout, factors influencing layout, service facility layout
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Understanding of the elements of production planning and scheduling
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	
Local	-
Regional	-
National	-



Global	ISO 9000, ISO14000: Global environmental management standards, Kaizen, contribution of Deming, service quality, TQM, roadmap for TQM, Six Sigma
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	TQM
Gender	-
Human Values	-
Environment & Sustainability	ISO 9000, ISO14000: Global environmental management standards
Unit IV	
Local	-
Regional	-
National	planning procedure, production control, capacity planning, material resource planning, enterprise resource planning
Global	-
Employability	-
Entrepreneurship	-



Skill Development	Understanding of the safety mechanism and tools for productivity improvement
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

Department:	School of Management & Commerce		
Course Name: French I	Course Code	L-T-P	Credits
		2-0-0	2
Type of Course:	SEC		
Pre-requisite(s), if any:			
<p>Brief Syllabus: Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a</p>			



maximum of 2 credits toward graduation. Offers lower division / novice speaker’s opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

UNIT WISE DETAILS

Unit Number: 1		No. of hours: 8
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Content Summary:

1. Introduction to Language
2. Basic Vocabulary
3. General questions
4. French greetings
5. Role-play

Unit Number: 2		No. of hours: 7
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Content Summary:

1. Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites)
2. French Numbers, days of the week, months of the year
3. Grammar exercises
4. Vocabulary activities

Unit Number: 3		No. of hours: 7
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Content Summary:

1. Verbs (all groups)
2. Negative sentence formation
3. Descriptive and creative writing exercises with related grammar and vocabulary
4. Grammar exercises
5. Activities based on vocabulary and grammar
6. Reading exercises



Unit Number: 4		No. of hours: 8
Content Summary 1. Exercises on verbs 2. Revision of all grammar rules with exercises 3. Creative writing exercises 4. Vocabulary activities		
*Self-Learning Components: •		
TEXT BOOK: JUMELAGE 1 (Méthode de français) Author:ManjiriKhandekar Roopa Luktuke Publication :Langers Reference Books: JUMELAGE 1 (Cahier de français) Author:ManjiriKhandekar Roopa Luktuke Publication :Langers GRAMMAIRE FRANÇAISE PAR ÉTAPES Author :Sanjay Kumar Publication :Langers		

Course Outcomes (CO)
On completion of this course, the student-teacher will be able to:



CO1. Ability to analyze the language of French and its applicability
 CO2. Ability to speak and write the French as a language
 CO3. An ability to mcmclearn about the various tricks and tips on vocabulary speaking
 CO4. Formulation of verbs in day to day speaking and how to deliver remarks.

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	2	3							2					
CO 2		2	3							2				
CO 3					2	2	3							
CO 4			3				2	2						
CO 5														

1=lightly mapped 2=moderately mapped 3=strongly mapped

Relevance of the “French 1” to various indicators

Unit I	
Local	-
Regional	-
National	-
Global	Introduction to Language and Basic Vocabulary



Employability	Discuss the French terminology with the help of translator
Entrepreneurship	-
Skill Development	Ability to analyze the language of French and its applicability
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	
Local	-
Regional	-
National	-
Global	Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), French Numbers, days of the week, months of the year
Employability	Understand the elements of articles and its applicability
Entrepreneurship	-
Skill Development	Ability to speak and write the French as a language
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	



Local	-
Regional	-
National	-
Global	Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises
Employability	Understanding the concept of ER, IR verbs
Entrepreneurship	
Skill Development	ability to learn about the various tricks and tips on vocabulary speaking
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	
Local	-
Regional	-
National	-
Global	Creative writing
Employability	Gaining the clarity about vocabulary and translation terminology
Entrepreneurship	
Skill Development	Formulation of verbs in day to day speaking and how to deliver remarks
Professional Ethics	-
Gender	-



Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

Department:	School of Management & Commerce		
Course Name: Life Skills For Leaders I	Course Code	L-T-P	Credits
	AEC021	3-0-0	3
Type of Course:	AEC		
Pre-requisite(s), if any:			
Brief Syllabus:			
<p>The Quantitative Aptitude course content is designed to equip the learner with the essential numerical problem-solving skills necessary for success in various academic and professional settings. This comprehensive course focuses on enhancing number sense, arithmetic proficiency, and mental math abilities through engaging exercises and real-world applications. Through this comprehensive course, the learners will develop a solid foundation in communication skills, enabling them to express themselves confidently, listen actively, and build strong relationships in personal and professional contexts.</p>			
UNIT WISE DETAILS			
Unit Number: 1	Title: Communication: An Introduction	No. of hours: 10	
Content Summary:			
<p>Definition, Nature and Scope of Communication, Importance and Purpose of Communication, Process of Communication, Types of Communication, Barriers to Communication, Essentials of Effective Communication.</p>			



Unit Number: 2	Title: Non-Verbal Communication	No. of hours: 10
Content Summary: Personal Appearance, Gestures, Postures, Facial Expression, Eye Contacts, Body Language (Kinesics) Time language, Tips for Improving Non-Verbal Communication		
Unit Number: 3	Title: Number System	No. of hours: 20
Content Summary: Divisibility • Unit digit • Last two digit • Remainder • Number of zero • Factor • LCM & HCF • Simplification • Mixture • Average • Ratio • Partnership Factor • LCM & HCF • Simplification • Mixture • Average • Ratio • Partnership		
Unit Number: 4	Title: Time Management	No. of hours: 8
Content Summary: Time management strategies, Setting goals, organizing, and planning ahead, Making the most of your time Deal with distractions, Procrastination and Avoiding distractions		
*Self-Learning Components: <ul style="list-style-type: none">• Time management• Procrastination• Scope of communication		
TEXT BOOK: Aggarwal, R. S. (2014). Quantitative aptitude (Revised edition). Gladwell, M. (2021). Talking to strangers. Scott, S. (2004). Fierce conversations.		
Reference Books: Scott, S. (2004). Fierce conversations.		



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Define Course Outcomes (CO)

COs	Statements
CO1	Perform calculations related to number systems, percentages and averages, quickly and accurately.
CO2	Exhibit confidence in tackling multiple-choice questions, time-constrained tests and competitive examinations.
CO3	Demonstrate active listening techniques, including attentive listening and reflection.
CO4	Speak with confidence and express ideas clearly and coherently.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 43. Knowledge 44. Understand 45. Apply 46. Analyze 47. Evaluate 48. Create	Affective levels(A) 36. Receiving 37. Responding 38. Valuing 39. Organizing 40. Characterizing	Psychomotor levels(P) 46. Imitation 47. Manipulation 48. Precision 49. Articulation 50. Improving
CO1	-		-
CO2	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**



Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

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

CO-PSO Mapping:

CO	PSO1	PSO2	PSO3	PSO4
CO1	-	-	2	
CO2	-	-	-	
CO3	-	-	-	
CO4	-	-	-	

Relevance of the Syllabus to various indicators

Unit I	Communication: An Introduction
Local	Understanding the dynamics of leadership at the grassroots level. Community engagement and empowerment. Local problem-solving and decision-making. Building trust and relationships within the local community.
Regional	Navigating leadership challenges within a specific geographic region. Regional economic development and cooperation. Addressing regional disparities and opportunities. Promoting unity and collaboration in a regional context.
National	Leadership roles and responsibilities on a national scale.



	<p>National policy-making and governance.</p> <p>Leading and influencing change at the national level.</p> <p>National identity and cultural diversity in leadership.</p>
Global	The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.
Employability	The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge, skills and attitude to become more employable for the present and emerging job market.
Entrepreneurship	<p>Fostering an entrepreneurial mindset.</p> <p>Starting and managing a business venture.</p> <p>Innovating and problem-solving as an entrepreneur.</p> <p>Leadership in entrepreneurial ecosystems.</p>
Skill Development	
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Non-Verbal Communication
Local	-
Regional	-



National	-
Global	-
Employability	
Entrepreneurship	-
Skill Development	
Professional Ethics	The importance of ethical leadership. Ethical decision-making frameworks. Leading with integrity and moral courage. Managing ethical dilemmas in leadership roles.
Gender	-
Human Values	-
Environment & Sustainability	To excel the ability to perform official and social responsibility in a way.
Unit III	Number System
Local	-
Regional	-
National	
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Identifying and developing core leadership skills. Effective communication, time management, and critical thinking. Leadership skill assessment and improvement strategies.



	Tailoring skill development to personal and professional goals.
Professional Ethics	
Gender	Gender dynamics in leadership and workplace. Promoting gender equality in leadership positions. Leadership challenges and opportunities for women. Inclusive and diverse leadership practices.
Human Values	Integrating human values into leadership. Compassion, empathy, and ethical conduct. Creating a values-driven organizational culture. Balancing personal values with leadership responsibilities.
Environment & Sustainability	-
Unit IV	Time Management
Local	
Regional	
National	
Global	
Employability	Essential skills for career readiness and success. Resume building and interview preparation. Adaptability in the ever-changing job market. Lifelong learning and continuous skill development.
Entrepreneurship	
Skill Development	
Professional Ethics	
Gender	-



Human Values	-
Environment & Sustainability	Leadership's role in environmental stewardship. Sustainable business practices and corporate responsibility. Leading environmentally-conscious initiatives. Addressing global environmental challenges through leadership.
SDG	4
NEP 2020	Holistic Development, Skill Development
POE/4 th IR	Technology Integration, Innovation and Adaptation

Department:	Department of Commerce		
Course Name: Critical and Design Thinking	Course Code	L-T-P	Credits
	SEC027	2-0-0	2
Type of Course:	SEC		
Pre-requisite(s), if any:			
Brief Syllabus:			
This course explain the meaning of Introduction to Critical Thinking, How to Think Critically: concept, benefits, standards and barriers; Perceiving and Believing; Various Stages of Critical Thinking-an assessment; Framework of Critical Thinking; What is Design thinking?, Design Thinking in the Workplace, Design Thinking Skills, Design Thinking Mindset, Principles of Design Thinking.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction to Critical Thinking	No. of hours: 7	
Content Summary:			



Introduction to Critical Thinking, Thinking Critically: concept, benefits; Perceiving and Believing; Stages of Critical Thinking-an assessment; Framework of Critical Thinking; Tools for thinking with clarity, Barriers to critical thinking		
Unit Number: 2	Title: Arguments and Fallacies	No. of hours: 8
Content Summary: Arguments- Deductive and Inductive Logic, Difference between an argument and an opinion, Types of arguments, Introducing Fallacies and its types, Critical review, Purpose and structure, Writing a critical review, Difference between critical and analytical writing		
Unit Number: 3	Title: Introduction of Design Thinking	No. of hours: 8
Content Summary: Design team-Team formation, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing, Opportunity identification Prototyping		
Unit Number: 4	Title: Design team-Team formation	No. of hours: 7
Content Summary: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.		
Self-Learning Components: <ul style="list-style-type: none">• Online platforms like Coursera, edX, and Udemy offer courses specifically focused on critical and design thinking.• These courses often include video lectures, quizzes, and practical exercises to enhance your understanding and application of the concepts. Look for courses taught by reputable instructors or offered by renowned institutions.• Explore interactive websites and tools that promote critical and design thinking skills.• Websites like MindMeister and Canva provide templates and tools for brainstorming, mind mapping, and visual design.• These platforms can help you practice and apply critical and design thinking techniques in a hands-on manner.		
Reference Books:		



1. Design Thinking: A Guide to Creative Problem Solving for Everyone by K.V. Venkataraman (Published by SAGE Publications India Pvt Ltd, 2020)
2. Design Thinking: An Indian Perspective by Shilpa Das and Utpal Sharma (Published by Springer, 2020)
3. Design Thinking for Education: Conceptions and Applications in Teaching and Learning by Raghava K and Ramanujam G (Published by Springer, 2018)
4. Design Thinking: An Indian Approach by Sanjay Gupta and Mahim Sagar (Published by Ane Books, 2012)
5. Critical and Creative Thinking: A New Approach to Indian Education by C.G. Venkatesha Murthy (Published by Excel Books, 2015)
6. Bob Schoenberg (2015). Critical Thinking in Business. 2nd Edition, Heuristic Books.

Course Outcomes (CO)

COs	Statements
CO1	Students will develop their ability to analyze information, evaluate arguments, identify logical fallacies, and make informed judgments.
CO2	The course will equip students with problem-solving techniques and strategies to tackle complex issues.
CO3	Students will learn how to make well-informed decisions by considering various factors, evaluating potential outcomes, and weighing pros and cons.
CO4	The course will foster students' creativity and innovative thinking by encouraging them to explore new possibilities, challenge assumptions, and think outside the box.
CO5	Critical and Design Thinking often involve working in teams and effectively communicating ideas.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C4	-	-
CO2	-	-	-
CO3	-	-	-
CO4	-	-	-
CO5	-	-	-

Programme and Course Mapping										
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1		2	3		2					
CO2			3							
CO3							2			
CO4			3		2		2			
CO5										

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3			
CO2		3			
CO3					
CO4				3	



RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction to Critical Thinking
Local	Local refers to a specific area or community, regional pertains to a larger geographical region, national refers to a country or nation, and global encompasses the entire world.
Regional	-
National	To analyze information, evaluate arguments, identify logical fallacies, and make informed judgments
Global	-
Employability	Employability refers to the set of skills, knowledge, and personal attributes that make an individual suitable for employment. Imparting creativity and problem solving ability
Entrepreneurship	Entrepreneurship refers to the process of starting and managing a business venture, often involving innovative ideas, risk-taking, and the ability to identify and exploit opportunities.
Skill Development	Learning problem-solving techniques and strategies to tackle complex issues about Stages of Critical Thinking-an assessment
Professional Ethics	Framework of Critical Thinking; Tools for thinking with clarity
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Arguments and Fallacies
Local	It helps individuals critically evaluate and analyze claims, policies, and perspectives in their local, regional, national, and global contexts.
Regional	-
National	Analyzing Design Thinking Mindset, Principles of Design Thinking
Global	Recognizing fallacies can prevent misleading or flawed reasoning, leading to better decision-making and informed opinions.



Employability	Effective argumentation skills are valuable in the workplace. Being able to present logical and persuasive arguments can enhance communication, negotiation, and problem-solving abilities.
Entrepreneurship	Entrepreneurs often need to communicate and convince others about their ideas, products, or services.
Skill Development	It helps individuals articulate and defend their ideas, evaluate evidence, and engage in constructive debates, Learning Design Thinking in the Workplace, Design Thinking Skills
Professional Ethics	Understanding arguments and fallacies is relevant to professional ethics. It enables individuals to critically evaluate ethical dilemmas, analyze ethical arguments, and engage in ethical decision-making processes.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Introduction of Design Thinking
Local	It involves understanding the specific needs, aspirations, and cultural contexts of the target audience or community at each level.
Regional	-
National	Design Thinking emphasizes empathy and user-centricity, ensuring that solutions are relevant and impactful for the intended users or stakeholders.
Global	-
Employability	Understand the concepts of design thinking approaches to involve working in teams and effectively communicating ideas.
Entrepreneurship	Design Thinking is closely linked to entrepreneurship. It enables entrepreneurs to identify unmet needs, develop unique value propositions, and create user-centered solutions.
Skill Development	Learning about Fallacies and Problem Solving Introducing Fallacies and its types- Types of Formal/ Logical Fallacies, Types of Informal/ Substantive Fallacies.
Professional Ethics	It involves prioritizing the well-being and interests of users, respecting their rights and values, and ensuring inclusivity and diversity in design solutions. Analyzing Business Ethics & Social Media; Communicating with arguments.



Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Design team-Team formation
Local	Local teams may consist of individuals from the same community, while regional, national, or global teams involve members from different locations.
Regional	Considerations such as language, cultural diversity, and time zone differences become crucial in global teams.
National	Collaborating with diverse team members across various geographical contexts can bring fresh perspectives and enrich the design process. Design thinking, Existing sample design projects
Global	
Employability	When forming a design team, employability factors play a significant role. Team members should possess the relevant design skills, expertise, and knowledge required for the project at hand. Conceive, conceptualize, design and demonstrate innovative ideas using prototypes
Entrepreneurship	Design teams formed within the context of entrepreneurship require members who possess an entrepreneurial mindset. I
Skill Development	Learning skills on Compositions/structure of a design, Innovative design: Breaking of patterns, Reframe existing design problems.
Professional Ethics	The importance of considering ethical implications and social responsibility in decision-making and design processes.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	4.4
NEP 2020	Aligns with the focus on problem solving, decision making, and critical thinking.
POE/4th IR	Aligns with the demand for research and analytical skills.

Benchmarking Universities:



Name of the University	Program referred for Syllabus contents	Subject referred
Amrita Vishwa Vidyapeetham	B. Tech. in Mechanical Engineering	Design Thinking
Malaviya National Institute of Technology Jaipur	PG Open Elective	Critical thinking and writing
Visvesvaraya Technological University	Bachelor of Engineering	innovation and design thinking

4TH SEM

Department:	School of Management & Commerce		
Course Name: Research Methodology For Business	Course Code	L-T-P	Credits
	MCMC202	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
<p>Brief Syllabus: “Either change the business model with time, or get ruined”, this statement provides base for the content delivery of the given course. Thus, the purpose of this course is to enhance students’ abilities to think critically and apply and apply the learning in their real life situations, business development as well as in jobs. This would pave the way for gaining competitive edge over others in the concern field. In organizations/businesses when managers have to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) with the organizational policy and strategy into a cohesive whole. The main task here is, keep on doing best to be and keep being the market leader in the across the industries. <i>Kizen</i> philosophy is basic – continuous improvement to meet the contingencies in profitable way and be the boss – a market leader in the field.</p>			



UNIT WISE DETAILS		
Unit Number: 1	Title: Introduction	No. of hours:
Content Summary: Meaning of Research, Objective of research, motivation in research, types of research, research approaches, Significance of research, Research process and criteria for good research. Problem identification and formulation of research design, Introduction to research design.		
Unit Number: 2	Title: Data Collection Methods	No. of hours:
Content Summary: Collection of primary data, observation method, interview method, collection of data through questionnaire and schedules, Measurement in research, measurement scales, sources of errors in measurement, Test of sound measurement, Techniques of developing measurement tools, important scaling techniques, Likert's scale, Thurstone scale. Questionnaire design, Steps in constructing a questionnaire, Types of questions.		
Unit Number: 3	Title: Sampling	No. of hours:
Content Summary: Sampling decisions, Steps in sample design, criterion of selecting a sampling procedure, characteristics of a good sample design, different types of sample design, Sample selection methods - Probability and non-probability, how to select a random sample, random sample for an infinite universe, Complex random sampling design, Systematic sampling, stratified sampling, Sampling error and error in sampling.		
Unit Number: 4	Title: Testing of Hypothesis & Report Writing	No. of hours: 8
Content Summary: Basic Concepts, Procedure for Hypothesis testing, Test of Hypothesis, Important parametric tests Test of significance Z and T, Correlation and regression techniques, Cluster analysis. Types of research report, significance of report writing, steps in writing report, layout of research report, Examination of the research procedure, selected applications of marketing research, Identifying market segments, Product research, and Advertising research.		



***Self-Learning Components:**

- Primary and secondary data sources
- Product research

TEXT BOOK:

Zikmund, Babin, et. al. *Business Research Methods*, 8thedition, Cengage Learning.

Kothari C R, *Research Methodology (Methods and Techniques)* 2nd edition, New age international (P) ltd

Reference Books:

1. Chawla Deepak, *Research Methodology*, 2nd edition, Vikas Publications.
2. Dash Priaranjan, *Research Methodology*, 3rd edition, Vrinda Publication.

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding of the concept of business research, process and its significance, which in result will help in taking on the entrepreneurial skills
CO2	Familiarize with hands on learning with the methods of data collection as per the requirement of the research problem in with proper consideration of research ethics.
CO3	Gaining the clarity about fundamentals of sampling design and sampling methods, in accordance with modern statistical tools and methods.
CO4	Understanding the concept of research hypothesis – formulation –test of significance and report writing. It will facilitate to be a successful person in routine life as well as to pursue career in research and analytics section of an organization.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 49. Knowledge 50. Understand 51. Apply 52. Analyze 53. Evaluate 54. Create	Affective levels(A) 41. Receiving 42. Responding 43. Valuing 44. Organizing 45. Characterizing	Psychomotor levels(P) 51. Imitation 52. Manipulation 53. Precision 54. Articulation 55. Improving
CO1	-	-	-
C02	-	-	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	-	2	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	2	-	-	2	-	-	-	-	-	-
CO4	2	-	-	-	-	-	3	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped



CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-
CO2	-	2	-	-
CO3	-	-	-	2
CO4	-	-	-	-

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	Conducting research within a local business context, including local market trends, consumer behavior, and industry-specific studies.
Regional	Exploring research methodologies applicable to regional business environments, considering regional economic factors, cultural influences, and market dynamics.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	Incorporating environmental considerations and sustainability principles into business research, exploring sustainable business practices, green marketing, and sustainable development goals in research.
Unit II	Sampling
Local	-



Regional	-
National	Conducting research on a national scale, including national business trends, economic indicators, and industry-specific studies at the country level.
Global	Understanding research methodologies for conducting business research on a global scale, considering cross-cultural factors, international market trends, and global business strategies.
Employability	Developing research skills and methodologies relevant to the business field to enhance employability and effectively contribute to business decision-making processes.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Data Collection Methods
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Exploring research methodologies that support entrepreneurial endeavors, including market research, feasibility studies, and opportunity identification through research.



Skill Development	Enhancing research skills, such as data collection, data analysis, research design, and interpretation of research findings, in the context of business research.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	Incorporating environmental considerations and sustainability principles into business research, exploring sustainable business practices, green marketing, and sustainable development goals in research.
Unit IV	Testing of Hypothesis & Report Writing
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Enhancing research skills, such as data collection, data analysis, research design, and interpretation of research findings, in the context of business research.
Professional Ethics	Addressing ethical considerations in business research, including confidentiality, informed consent, research integrity, and responsible conduct of research.
Gender	Considering the role of gender in business research, such as gender-based data analysis, gender diversity in research teams, and gender-related business research topics.
Human Values	Integrating ethical and moral values into business research, promoting integrity, social responsibility, and ethical decision-making throughout the research process.



Environment & Sustainability	-
SDG	Poverty reduction, quality education, and sustainable economic growth.
NEP 2020	Considering the implications of the education policy reforms outlined in NEP 2020 on research methodologies and the integration of research in business education.
POE/4th IR	Exploring the application of research methodologies and data analytics techniques in the context of the Fourth Industrial Revolution to improve business productivity, organizational efficiency, and decision-making processes.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Research Methodology
AMITY UNIVERSITY	BBA	Research Methodology
SHIV NADAR UNIVERSITY	BBA	Research Methodology



Department:	School of Management & Commerce		
Course Name: Financial Management Using Visualization and Excel	Course Code : MCMC702	L-T-P	Credits
		3-1-0	4
Type of Course	Major		
Pre-requisite(s): Basics of Excel			
Brief Syllabus: Financial Management Using Visualization and Excel" is a concept that combines two essential aspects of managing finances: visualization techniques and the use of Microsoft Excel. This approach aims to improve financial analysis, decision-making, and overall financial management processes. Visualization techniques involve presenting financial data and information in graphical or visual formats, making it easier to understand and interpret complex financial information. By using charts, graphs, and other visual elements, financial professionals can gain insights into patterns, trends, and relationships within the data. Microsoft Excel is a powerful spreadsheet software widely used for financial analysis and management. It offers various functions, formulas, and features that facilitate data manipulation, calculation, and modeling. Excel enables users to organize, analyze, and visualize financial data effectively, making it an invaluable tool for financial management.			
UNIT WISE DETAILS			
Unit Number: 1	Data Visualization	No. of hours:15	
Data Visualization			



Principles of Successful Data Visualization, Advantages and Benefits of Good Data Visualization, Types of Data Visualization

Data Visualization Principles for Dashboard Design

Dashboard: Understanding dashboard design principles, layout, colour and display, common issue when building dashboards, choosing the right data visualization to communicate information effectively, displaying trends with charts. CFO Scorecard, Types of Dashboards: Strategic Dashboard, Operational Dashboard, Analytical Dashboard, Tactical Dashboard. Preparation of dashboard based on real-time data: Dashboard Design in Excel with Graphs

Unit Number:2	Visualization of Financial Statement Analysis for Dashboard Design	No. of hours:15
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Visualization of Financial Statement Analysis for Dashboard Design

Preparation of different Dashboard with visualization of Financial Statement Analysis: Financial Key Performance Indicators (KPI) Dashboard, Profit and Loss Dashboard, Accounts Receivable & Accounts Payable Dashboard, Financial Performance Dashboard, Balance Sheet Dashboard, The Right Business Dashboards for every Users. Preparation of Dashboard for Financial Data Comparison Analysis: Development Trend Analysis and Key Financial Analysis.

*Project on preparation of the above with Excel..

Unit No:3	Visualization of Corporate Finance for Dashboard Design	No. of hours:15
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Visualization of Corporate Finance for Dashboard Design

Preparation of different Dashboard with visualization of Corporate Finance: Financial Investment Dashboard, Funds Raising Dashboard, Components of Working Capital Dashboard, Dividend Dashboard, Cash Management Dashboard, CFO Dashboard, Budget Management Dashboards, Significance of



Budgeting and Forecasting Data at a Glance, Budget to Actual Comparison Template, Key Elements for Budget vs. Actual Dashboards

Project Dashboard: Overall Project Dashboard, Cost Performance Dashboards, Schedule Performance and Progress Dashboard.

*Project on preparation of the above with Excel.

Unit No.:4	Visualization of Stock Market for Dashboard Design	No. of hours: 15
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Visualization of Stock Market for Dashboard Design

Visualization of Stock Market for Dashboard Design: Visualizing Company Profits, Visualizing by Sector, Financial results by business segment in a Small Multiples Dashboard, KPI & Sparkline in Stock dashboard, Top Performer Stock Performance dashboard, PE ratio, Investment Returns, Investment Summary, Investment Comparisons, Stock Dividend Tracker, Stock Market Dashboard - Trend Analysis of Stock Performance, Dashboard for comparing Rates of Return, Security's Rate of Return, Portfolio of Securities' Rate of Return, Security's Risk,

*Project on preparation of the above with Excel.

Content Summary:

Data Visualization Principles for Dashboard Design, Visualization of Financial Statement Analysis for Dashboard Design, Visualization of Corporate Finance for Dashboard Design

Visualization of Stock Market for Dashboard Design

***Self-Learning Components:**

- 1. Budgeting and Forecasting in Excel**



- 2. Financial Performance Monitoring and Reporting**
- 3. Investment Analysis and Portfolio Management in Excel**
- 4. Data Visualization Techniques for Financial Analysis**

Reference Books:

Visualizing Financial Data by Julie Rodriguez and Piotr Kaczmarek, Wiley Publication

Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic: Wiley Publication

Define Course Outcomes (CO)

COs	Statements
CO1	Create dashboard for different financial parameter
CO2	Analyse dashboard for different financial parameter
CO3	Create reports, data visualizations, and dashboards of various financial indices in Excel
CO4	Visualisation and Analysis for different sectors.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 1 Knowledge 1. Understand 2. Apply 3. Analyze 4. Evaluate 5. Create	Affective levels(A) 1 Receiving 2 Responding 2. Valuing 3. Organizing 4. Characterizing	Psychomotor levels(P) 1 Imitation 2 Manipulation 3 Precision 4 Articulation 5 Improving
CO1	C6		
CO2	C4		
CO3	C6		
CO4	C4		

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	1	2	3
CO2	1	3	3
CO3	1	3	2
CO4	1	3	3



Relevance of the Syllabus to various indicators

Unit I- Data Visualization	
Local	Highlighting local industry trends and challenges to provide relevant insights for local businesses.
Regional	-
National	Addressing specific financial regulations and compliance requirements applicable at the national level.
Global	Incorporating international accounting standards (e.g., IFRS) for financial reporting and analysis
Employability	Principles of Successful Data Visualization
Entrepreneurship	CFO Scorecard, Types of Dashboards: Strategic Dashboard, Operational Dashboard, Analytical Dashboard, Tactical Dashboard
Skill Development	Dashboard Design in Excel with Graphs.
Professional Ethics	-
Gender	-
Human Values	
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Hands-on Experience
Unit II- Visualization of Financial Statement Analysis for Dashboard Design	
Local	-
Regional	-
National	-
Global	-
Employability	Financial Key Performance Indicators (KPI) Dashboard
Entrepreneurship	The Right Business Dashboards for every Users
Skill Development	-
Professional Ethics	-
Gender	-



Human Values	
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Hands-on Experience
Unit III- Visualization of Financial Statement Analysis for Dashboard Design	
Local	Highlighting local industry trends and challenges to provide relevant insights for local businesses.
Regional	-
National	Addressing specific financial regulations and compliance requirements applicable at the national level.
Global	Incorporating international accounting standards (e.g., IFRS) for financial reporting and analysis
Employability	Preparation of different Dashboard with visualization of Corporate Finance
Entrepreneurship	-
Skill Development	
Professional Ethics	
Gender	
Human Values	
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Hands-on Experience
Unit IV- Visualization of Stock Market for Dashboard Design	
Local	Highlighting local industry trends and challenges to provide relevant insights for local businesses.
Regional	-



National	Addressing specific financial regulations and compliance requirements applicable at the national level.
Global	Incorporating international accounting standards (e.g., IFRS) for financial reporting and analysis
Employability	Visualization of Stock Market for Dashboard Design
Entrepreneurship	
Skill Development	Visualization of Stock Market for Dashboard Design
Professional Ethics	-
Gender	
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Hands-on Experience

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Data Analysis for Managers
Symbiosis	MBA	Advanced Excel
Amity University	MBA	Business Modeling and Analytics

Department:	School of Management & Commerce		
Course Name: International Business	Course Code	L-T-P	Credits
	MCMC204	4-0-0	4



Type of Course:		Major
Pre-requisite(s), if any:		
Brief Syllabus: The International Business syllabus covers a broad range of topics essential for understanding the complexities of conducting business on a global scale. Students will delve into the foundations of international business, exploring concepts such as globalization, international trade theories, and the impact of cultural, political, and economic factors on business operations. The course will also address strategies for market entry, international marketing, and managing multinational corporations. Special attention will be given to the legal and ethical considerations inherent in international business, along with an examination of the challenges and opportunities presented by diverse international markets. Throughout the syllabus, students will be encouraged to develop a nuanced perspective on the interconnectedness of the global business environment and hone their analytical skills for making informed decisions in an international context.		
UNIT WISE DETAILS		
Unit Number: 1	Title: Introduction to International Business	No. of hours: 15
Content Summary: Introduction to International Business, modes of entry, Multinational corporations and their involvement in international business; Issues in foreign investments, Technology transfer, Pricing and regulations; and strategic alliances.		
Unit Number: 2	Title: International Business Environment	No. of hours: 15
Content Summary: International Business Environment: Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment.		
Unit Number: 3	Title: Import-Export Management	No. of hours: 15
Content Summary: Introduction to Import Export Management, Overview of international trade and its significance in the global economy, Role of import-export in business growth and competitiveness, Understanding trade policies, agreements, and regulatory frameworks, Global market analysis and identification of trade opportunities.		
Unit Number: 4	Title: Business Ethics in International Market	No. of hours: 15
Content Summary		



Meaning of ethics, Types of business ethic issues, why ethical problems occur in business, Ethical dilemmas in business Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness, Morality in international context Ethical decision making-personal and professional moral development and moral reasoning Computer ethics and business: Computer crime, Computers and corporate responsibility Ethics in international business.

***Self-Learning Components:**

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TEXT BOOK:

- 1. International Business Text & Cases: By P Subba Rao, published by Himalaya Publishing house.
- Foundations of International Business: By Mukesh Trehan

Reference Books:

1. Bhalla, V. K. (2013). *International business*. S. Chand Publishing.
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). *International business: Environments and operations*. Pearson.
3. Hill, C. (2008). International business: Competing in the global market place. *Strategic Direction*, 24(9).

Define Course Outcomes (CO)

Cos	Statements
CO1	Critically analyze various modes of entry into international markets, evaluating the strategic considerations and challenges associated with each
CO2	Comprehensive understanding of the international business environment, encompassing economic, political, cultural, legal, technological, and competitive dimensions.
CO3	Appreciate the significance of import-export activities for business growth and competitiveness



CO4	Demonstrate a comprehensive understanding of ethics in business, including the fundamental principles such as utilitarianism, rights and duties, justice and fairness, and morality in the international context.
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COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 55. Knowledge 56. Understand 57. Apply 58. Analyze 59. Evaluate 60. Create	Affective levels(A) 46. Receiving 47. Responding 48. Valuing 49. Organizing 50. Characterizing	Psychomotor levels(P) 56. Imitation 57. Manipulation 58. Precision 59. Articulation 60. Improving
CO1	C4		-
CO2	C2	A3	-
CO3	C5	-	-
CO4	C3	-	-

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		3		3					
CO2			3							3
CO3			3							
CO4			3							

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1			1		
CO2	1				
CO3					
CO4		2			

Relevance of the Syllabus to various indicators



Unit I	Introduction to International Business
Local	-
Regional	-
National	-
Global	Developing a global mindset, intercultural communication, and adaptability skills to empower students to thrive in an interconnected world, enabling them to pursue international career paths.
Employability	-
Entrepreneurship	Nurturing an entrepreneurial spirit by imparting knowledge on business innovation, risk management, and creative problem-solving, fostering the skills needed to establish and sustain successful ventures.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	International Business Environment
Local	-
Regional	-
National	Understanding the local economic, political, and cultural factors that shape a country's business environment is crucial for navigating international markets.
Global	Exploring the interconnectedness of economies, trade policies, and geopolitical trends on a global scale is essential for businesses to thrive in an increasingly interconnected world.
Employability	-
Entrepreneurship	-



Skill Development	International business education enhances a range of skills, including cross-cultural communication, negotiation, and strategic thinking, preparing individuals to navigate the complexities of the global business landscape.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Import Export Management
Local	-
Regional	-
National	-
Global	Exploring international markets and trade dynamics, this course provides insights into the global landscape of commerce, fostering a broader perspective on import and export practices
Employability	-
Entrepreneurship	Empowering aspiring entrepreneurs, the program instills the knowledge and strategies necessary to establish and manage successful import-export ventures, fostering a spirit of entrepreneurship
Skill Development	Emphasizing skill development, the curriculum hones key competencies such as negotiation, logistics management, and market analysis, ensuring graduates are well-equipped for the challenges of the import-export industry
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-



Unit IV	Banking facilities and mode of payments
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Successful international businesses integrate ethical considerations into their entrepreneurial ventures, promoting responsible innovation, fair competition, and a commitment to social and economic development within the regions they operate
Skill Development	-
Professional Ethics	Business ethics sets a professional standard for organizations operating internationally, demanding transparency, integrity, and accountability in all business dealings, thereby enhancing the reputation and trustworthiness of the company on a global scale.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4.0
NEP 2020	The course should integrate elements from NEP 2020, emphasizing a multidisciplinary approach, flexibility, and the promotion of critical thinking and creativity. It should align with NEP's vision of fostering a holistic and well-rounded education that prepares students for the challenges of the global business landscape.
POE/4 th IR	The international business course should incorporate aspects of the 4th IR, introducing students to emerging technologies and digital transformations impacting global business. Additionally, it should emphasize the power of entrepreneurship by encouraging innovative thinking, adaptability, and the development of skills required to thrive in a rapidly evolving business environment.



Department:	School of Management & Commerce		
Course Name: E-Commerce	Course Code	L-T-P	Credits
	MCMC206	3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			
Brief Syllabus: This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities will be discussed. Students will build their own web presence and market by using an online various platforms.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction to online transactions	No. of hours: 12	
Content Summary: The meaning, nature, concepts and advantages of such transactions; categories of e-commerce; planning online businesses: nature and dynamics of the Internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, one to one enterprise.			
Unit Number: 2	Title: Technology for online business	No. of hours: 11	
Content Summary: Internet, IT infrastructure; middleware contents: integrating e-business applications; mechanism of making payment through the Internet: electronic payment systems, payment gateways, plastic money: debit card, credit card; digital currencies and payment systems, offline secure processing, laws relating to online transactions.			
Unit Number: 3	Title: Security in E-commerce	No. of hours: 11	



Content Summary:

digital signatures, network security, data encryption: overview of private and public key cryptography, Secure sockets layers; Integrating security protocols into the web, prominent cryptographic applications.

Unit Number:
4

Title: Virtual existence

No. of hours: 11

Content Summary

concepts, working, advantage and pitfalls of virtual organizations, workforce, work zone and workspace and staff-less organization; Electronic Commerce Providers, E-commerce environments, designing an E-commerce model for a middle level organization: the conceptual design, giving description of its transaction handling, infrastructure and resource requirements and system flow chart.

***Self-Learning Components:**

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TEXT BOOK:

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.

Reference Books:

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenslein&Feinman, “Electronic Commerce”, TMH

Course Outcomes (CO)

On completion of this course, the student-teacher will be able to:



CO1. Analyze the basic concepts in E-Commerce and applicability of the different business models

CO2. Understand the elements of online business, their need, usage and advantages

CO3. Gain the clarity about security issues that exist while establishing business online

CO4. Comprehend the concept of virtual organizations and the conceptual framework requirements for e-business

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3									3			
CO 2							3					3		
CO 3						3						3		
CO 4								3			3	3		
CO 5														

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	
Local	-
Regional	-
National	assessing requirement for an online business, designing, developing and deploying the system
Global	



Employability	Ability to analyse the basic concepts in E-Commerce and applicability of the different business models
Entrepreneurship	
Skill Development	understanding the rapid technological changes taking place
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	
Local	-
Regional	-
National	integrating e-business applications; mechanism of making payment through the Internet: electronic payment systems, payment gateways
Global	
Employability	Understanding of elements of online business, their need, usage
Entrepreneurship	-
Skill Development	Ability to identify advantages and disadvantages of technology choices
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-



Unit III	
Local	-
Regional	-
National	Integrating security protocols into the web, prominent cryptographic applications
Global	
Employability	awareness of ethical, social and legal aspects of e-commerce
Entrepreneurship	clarity about security issues that exist while establishing business
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	
Local	-
Regional	-
National	designing an E-commerce model for a middle level organization: the conceptual design, giving description of its transaction handling, infrastructure, and resource requirements
Global	-
Employability	Ability to analyse features of existing e-commerce businesses and propose future directions or innovations for specific businesses.
Entrepreneurship	-
Skill Development	designing an E-commerce model for a middle level organization: the conceptual design, giving description of its transaction handling, infrastructure, and resource requirements



Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

Department:	School of Management & Commerce		
Course Name: French II	Course Code	L-T-P	Credits
		2-0-0	2
Type of Course:	SEC		
Pre-requisite(s), if any:			
<p>Brief Syllabus: Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a maximum of 2 credits toward graduation. Offers lower division / novice speaker’s opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses</p>			



which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

UNIT WISE DETAILS

Unit Number: 1		No. of hours: 6
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Content Summary:
Revision and introduction of basic grammar topics (definite and indefinite articles, professions, nationalities, opposites, prepositions, adjectives of colour)

Unit Number: 2		No. of hours: 8
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Content Summary:
Articles contractes
Articles partitifs

Unit Number: 3		No. of hours: 7
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Content Summary:
Vocabulary exercises
Translation exercises
Adjectifs qualificatifs

Unit Number: 4		No. of hours: 7
--------------------------	--	------------------------

Content Summary
Adjectifs demonstratifs
Adjectifs possessifs
ER, RE, IR verbs (present and imperative tense)



***Self-Learning Components:**

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TEXT BOOK:

JUMELAGE 1

Reference Books:

GRAMMAIRE FRANÇAISE PAR ÉTAPES

Author :Sanjay Kumar

Publication :Langers

Define Course Outcomes (CO)

Cos	Statements
CO1	Ability to analyze the language of French and its applicability.
CO2	Ability to speak and write the French as a language.
CO3	An ability to learn about the various tricks and tips on vocabulary speaking.
CO4	Formulation of verbs in day to day speaking and how to deliver remarks.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 61. Knowledge 62. Understand 63. Apply 64. Analyze 65. Evaluate 66. Create	Affective levels(A) 51. Receiving 52. Responding 53. Valuing 54. Organizing 55. Characterizing	Psychomotor levels(P) 61. Imitation 62. Manipulation 63. Precision 64. Articulation 65. Improving
CO1	-		-



C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		3		3					
CO2			3							3
CO3			3							
CO4			3							

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1					
CO2					
CO3					
CO4					

Relevance of the Syllabus to various indicators

Unit I	
Local	Learning basic greetings, expressions, and vocabulary in French for everyday local interactions
Regional	Learning about the cultural nuances and customs specific to the region where French is spoken
National	Acquiring a comprehensive understanding of the French language, including grammar, vocabulary, and sentence structures
Global	Recognizing French as an international language and its significance in global communication



Employability	Acquiring French language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging French language skills to explore business opportunities in French-speaking markets
Skill Development	Using language learning resources, such as textbooks, online courses, language exchange platforms, and language learning apps
Professional Ethics	Adhering to ethical guidelines and professional codes of conduct when using French language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using French language
Human Values	Promoting values such as empathy, respect, and understanding through French language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into French language learning materials and curriculum
Unit II	
Local	Learning basic grammar for everyday local interactions
Regional	Learning about the cultural nuances and customs specific to the region where French is spoken
National	Acquiring a comprehensive understanding of the French language, including grammar, vocabulary, and sentence structures
Global	Recognizing French as an international language and its significance in global communication
Employability	Acquiring French language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging French language skills to explore business opportunities in French-speaking markets
Skill Development	Using language learning resources, such as textbooks, online courses, language exchange platforms, and language learning apps
Professional Ethics	Adhering to ethical guidelines and professional codes of conduct when using French language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using French language
Human Values	Promoting values such as empathy, respect, and understanding through French language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into French language learning materials and curriculum
Unit III	
Local	Learning basic numbers



Regional	Learning about the cultural nuances and customs specific to the region where French is spoken
National	Acquiring a comprehensive understanding of the French language, including grammar, vocabulary, and sentence structures
Global	Recognizing French as an international language and its significance in global communication
Employability	Acquiring French language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging French language skills to explore business opportunities in French-speaking markets
Skill Development	Using language learning resources, such as textbooks, online courses, language exchange platforms, and language learning apps
Professional Ethics	Adhering to ethical guidelines and professional codes of conduct when using French language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using French language
Human Values	Promoting values such as empathy, respect, and understanding through French language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into French language learning materials and curriculum
Unit IV	
Local	Learning basic verbs for different expressions, and vocabulary in French for everyday local interactions
Regional	Learning about the cultural nuances and customs specific to the region where French is spoken
National	Acquiring a comprehensive understanding of the French language, including grammar, vocabulary, and sentence structures
Global	Recognizing French as an international language and its significance in global communication
Employability	Acquiring French language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging French language skills to explore business opportunities in French-speaking markets
Skill Development	Using language learning resources, such as textbooks, online courses, language exchange platforms, and language learning apps
Professional Ethics	Adhering to ethical guidelines and professional codes of conduct when using French language in professional settings



Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using French language
Human Values	Promoting values such as empathy, respect, and understanding through French language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into French language learning materials and curriculum

Department:	School of Management & Commerce		
Course Name: Life Skills For Leaders II	Course Code	L-T-P	Credits
	AEC022	3-0-0	3
Type of Course:	AEC		
Pre-requisite(s), if any:			
Brief Syllabus:			
<p>This course is a multifaceted initiative designed to enhance and optimize learner’s communication practices across various platforms. This program integrates a range of strategies, tools, and techniques to foster effective communication, facilitate collaboration, and promote a cohesive information flow within the learner’s area. This course is structured and comprehensive initiative designed to develop and improve individuals' aptitude across various cognitive and behavioral domains. This course incorporates a range of assessments, training modules, and activities to enhance critical thinking, problem-solving, decision-making, and other essential aptitudes required for personal and professional success.</p>			
UNIT WISE DETAILS			
Unit Number: 1	Title: Personality Improvement	No. of hours:	
Content Summary:			
Asking for and giving information, Offering and responding to offers, Requesting and responding to requests, Congratulating people on their success, Asking questions and responding politely, Apologizing and forgiving			
Unit Number: 2	Title: Ratio & its application	No. of hours:	
Content Summary:			
Time & Work, Time & Distance, Train, Boat & Stream, Permutation & combination, Probability			
Unit Number: 3	Title: BODMAS and mensuration Presentation Skills	No. of hours:	



Content Summary: Presentation Skills, Telephone etiquettes, LinkedIn Profile and professional networking, Video resumes & Mock interview sessions. Inequalities, Log, progression, Mensuration		
Unit Number: 4	Title: Leadership skills	No. of hours: 8
Content Summary: Nurturing future leaders, Increasing productivity of the workforce, Imparting Self-leadership, Executive leadership		
*Self-Learning Components: <ul style="list-style-type: none"> • Regression • Productivity 		
TEXT BOOK: Aggarwal, R. S. (2014). Quantitative aptitude (Revised edition). Reference Books: Gladwell, M. (2021). Talking to strangers. Scott, S. (2004). Fierce conversations.		

Define Course Outcomes (CO)

COs	Statements
CO1	Understand and apply the fundamental theories, models, and principles of communication.
CO2	Develop the ability for advanced critical thinking and the ability to formulate logical arguments.
CO3	Enhance ability to communicate effectively through spoken and written forms. It includes developing skills in public speaking, interpersonal communication, professional writing, and persuasive communication.
CO4	Emphasizes the development of teamwork and collaboration skills. It includes activities such as group projects, team-building exercises, and simulations that allow students to practice effective communication and collaboration within diverse teams.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 67. Knowledge 68. Understand 69. Apply 70. Analyze 71. Evaluate 72. Create	Affective levels(A) 56. Receiving 57. Responding 58. Valuing 59. Organizing 60. Characterizing	Psychomotor levels(P) 66. Imitation 67. Manipulation 68. Precision 69. Articulation 70. Improving
CO1	-		-
CO2	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

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

CO-PSO Mapping:

CO	PSO1	PSO2	PSO3	PSO4
CO1	-	2	-	-
CO2	-	-	-	-
CO3	-	-	-	-
CO4	-	-	-	-

Relevance of the Syllabus to various indicators

Unit I	Personality Improvement
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Local	<p>Understanding the dynamics of leadership at the grassroots level.</p> <p>Community engagement and empowerment.</p> <p>Local problem-solving and decision-making.</p> <p>Building trust and relationships within the local community.</p>
Regional	<p>Navigating leadership challenges within a specific geographic region.</p> <p>Regional economic development and cooperation.</p> <p>Addressing regional disparities and opportunities.</p> <p>Promoting unity and collaboration in a regional context.</p>
National	<p>Leadership roles and responsibilities on a national scale.</p> <p>National policy-making and governance.</p> <p>Leading and influencing change at the national level.</p> <p>National identity and cultural diversity in leadership.</p>
Global	<p>The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.</p>
Employability	<p>The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge, skills and attitude to become more employable for the present and emerging job market.</p>
Entrepreneurship	<p>Fostering an entrepreneurial mindset.</p> <p>Starting and managing a business venture.</p> <p>Innovating and problem-solving as an entrepreneur.</p>



	Leadership in entrepreneurial ecosystems.
Skill Development	
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Ratio and its Application
Local	-
Regional	-
National	-
Global	-
Employability	
Entrepreneurship	-
Skill Development	
Professional Ethics	The importance of ethical leadership. Ethical decision-making frameworks. Leading with integrity and moral courage. Managing ethical dilemmas in leadership roles.
Gender	-
Human Values	-
Environment & Sustainability	To excel the ability to perform official and social responsibility in a way.
Unit III	BODMAS and mensuration



	Presentation and Skills
Local	-
Regional	-
National	
Global	-
Employability	-
Entrepreneurship	-
Skill Development	<p>Identifying and developing core leadership skills.</p> <p>Effective communication, time management, and critical thinking.</p> <p>Leadership skill assessment and improvement strategies.</p> <p>Tailoring skill development to personal and professional goals.</p>
Professional Ethics	
Gender	<p>Gender dynamics in leadership and workplace.</p> <p>Promoting gender equality in leadership positions.</p> <p>Leadership challenges and opportunities for women.</p> <p>Inclusive and diverse leadership practices.</p>
Human Values	<p>Integrating human values into leadership.</p> <p>Compassion, empathy, and ethical conduct.</p> <p>Creating a values-driven organizational culture.</p> <p>Balancing personal values with leadership responsibilities.</p>
Environment & Sustainability	-
Unit IV	Leadership Skills
Local	-



Regional	-
National	-
Global	-
Employability	Essential skills for career readiness and success. Resume building and interview preparation. Adaptability in the ever-changing job market. Lifelong learning and continuous skill development.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	Leadership's role in environmental stewardship. Sustainable business practices and corporate responsibility. Leading environmentally-conscious initiatives. Addressing global environmental challenges through leadership.
SDG	4
NEP 2020	Holistic Development, Skill Development
POE/4 th IR	Technology Integration, Innovation and Adaptation

Department:	School of Management and Commerce		
Course Name: Business Intelligence Tools	Course Code	L-T-P	Credits
	SEC028	2-0-0	2
Type of Course:	SEC		



Pre-requisite(s), if any:		
Brief Syllabus: Definition and importance of business intelligence, Exploratory data analysis techniques , Data extraction, transformation, and loading (ETL) processes , Creating interactive dashboards and reports		
UNIT WISE DETAILS		
Unit Number: 1	Introduction to Business Intelligence	No. of hours: 8
Definition and importance of business intelligence Overview of business intelligence tools and technologies Data collection, integration, and data quality management		
Unit Number: 2	Data Analysis and Visualization	No. of hours: 8
Exploratory data analysis techniques Data mining and statistical analysis methods Visualization principles and best practices		
Unit Number: 3	Business Intelligence Tools	No. of hours: 7
Overview of popular business intelligence tools Hands-on training on tool functionalities and features Data extraction, transformation, and loading (ETL) processes		
Unit Number: 4	Business Intelligence Applications	No. of hours: 7
Applying business intelligence tools in specific business domains (e.g., marketing, finance, operations) Creating interactive dashboards and reports Case studies and real-world applications of business intelligence		
Self-Learning Components: <ul style="list-style-type: none">• Explore online courses and tutorials offered by reputable platforms that focus on specific business analytical tools such as Excel, Tableau, Power BI, Python, R, or SQL.• Access the official documentation and user guides provided by the tool vendors.• Seek out practice datasets or participate in projects that require the use of business analytical tools.		



- Join online forums and discussion boards related to the specific business analytical tool you are learning.

Reference Books:

1. Data Visualization: Principles and Practice" by Alexandru C. Telea
2. "Tableau For Dummies" by Molly Monsey and Paul Sochan
3. "Power BI Cookbook: Creating Business Intelligence Solutions of Analytical Data Models, Reports, and Dashboards" by Brett Powell

Course Outcomes (CO)

COs	Statements
CO1	Knowledge and Understanding: Explain the concept and importance of business intelligence in modern organizations.
CO2	Technical Skills: perform data analysis, applying appropriate data mining and statistical techniques.
CO3	Technical Skills: perform data analysis, applying appropriate data mining and statistical techniques.
CO4	Application and Decision Making: Generate meaningful reports and recommendations based on data analysis.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C1,C2		



C02	C3		
C03	C3		
C04	C3		

CO-PO Mapping

Programme and Course Mapping										
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3				3		3			
CO2		3								
CO3		3			3					
CO4			3				3			
CO5										

1=lightly mapped 2=moderately mapped 3=strongly mapped

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4
CO1	3			
CO2		3		
CO3		3		
CO4				2

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	
Local	Local businesses can use BI to analyze sales data, customer demographics, and geographic patterns to make informed decisions



Regional	BI helps organizations streamline operations, standardize processes, and make data-driven decisions at a regional level.
National	Utilize BI to analyze economic indicators, track key performance metrics, and make informed decisions for national economic development.
Global	Analyze data from various global locations, standardize reporting processes, and gain insights into global market trends, consumer behavior, and competitive landscapes
Employability	Enhance employability by making individuals more competitive for data-driven roles in organizations.
Entrepreneurship	Help entrepreneurs track key performance indicators, optimize operations, and identify growth opportunities.
Skill Development	Developing proficiency in these skills through BI training enhances overall skill development.
Professional Ethics	Essential in maintaining trust and credibility in the use of business intelligence.
Gender	Promotes inclusivity and diversity by providing equal opportunities for individuals regardless of gender.
Human Values	Enabling data-driven insights, BI can support initiatives focused on gender equality and human values in the workplace.
Environment & Sustainability	Enables organizations to measure, analyze, and monitor their environmental impact by tracking energy consumption, waste generation, carbon emissions, and other sustainability metrics.
Unit II	
Local	Visualizing local data can also help engage community members, promote transparency, and facilitate effective communication of information.
Regional	Allows stakeholders to understand complex patterns and make informed decisions to foster regional development and collaboration.
National	Helps communicate insights to policymakers, researchers, and citizens, facilitating transparency, accountability, and evidence-based decision-making.
Global	Facilitates data sharing and collaboration across countries, and supports evidence-based decision-making at the global level.



Employability	Enhance their employability and increase their chances of securing roles in data-driven organizations.
Entrepreneurship	Optimize business strategies, while visualization aids in communicating insights effectively to stakeholders and investors.
Skill Development	Acquiring these skills through training and practice helps individuals improve their overall skill set and remain adaptable in an increasingly data-driven world.
Professional Ethics	Understanding ethical principles in data analysis and visualization promotes responsible and transparent practices in the use of data.
Gender	Contribute to promoting gender equality and human values.
Human Values	Helps in effectively communicating these disparities and raising awareness about social issues, fostering inclusivity, and promoting diversity.
Environment & Sustainability	Crucial for understanding and addressing environmental challenges.
Unit III	
Local	Gain insights into their customer base, optimize operations, and make data-driven decisions to improve their products, services, and marketing strategies.
Regional	BI tools to assess the overall regional performance, identify growth sectors, and make informed policy decisions to drive economic development.
National	Gain insights into social and economic challenges, formulate effective policies, and monitor their impact for the betterment of the nation.
Global	Monitor international market trends, consumer preferences, and competitor strategies.
Employability	Enhances employability by demonstrating the ability to work with complex data sets, extract valuable insights, and present findings in a meaningful way.
Entrepreneurship	Enables them to identify opportunities, optimize operations, and create targeted marketing strategies to drive business growth and success.
Skill Development	Helps individuals develop skills such as data analysis, data visualization, data interpretation, and critical thinking.
Professional Ethics	Seeking appropriate permissions for data usage, and maintaining the integrity



Gender	Promote gender equality and human values by enabling data-driven decision-making that is objective, fair, and unbiased.
Human Values	Improvement and take proactive measures to address inequalities and promote a more inclusive workplace culture.
Environment & Sustainability	Gaining insights into their environmental impact, organizations can make informed decisions to reduce their ecological footprint and adopt sustainable practices.
Unit IV	
Local	Local businesses can analyze customer data, market trends, and local demographics to understand consumer preferences.
Regional	Enable organizations to analyze data from multiple localities within a region.
National	National governments can use BI to analyze economic indicators, monitor key sectors, track employment trends, and inform macroeconomic policies.
Global	Ensure compliance with international regulations, mitigate risks, and maintain ethical business practices across borders.
Employability	Proficiency in BI applications enhances employability by equipping individuals with valuable data analysis and decision-making skills.
Entrepreneurship	Provide entrepreneurs with valuable insights into market trends, customer behavior, and competitive landscapes.
Skill Development	Improve their analytical, problem-solving, and decision-making abilities.
Professional Ethics	Professionals using BI tools should adhere to ethical guidelines, ensure the protection of personal information, and handle data in a lawful and ethical manner.
Gender	Contribute to gender equality, diversity, and inclusion initiatives within organizations.
Human Values	Promotes equal opportunities, fair treatment, and inclusive practices.
Environment & Sustainability	BI applications can aid in monitoring and managing environmental and sustainability metrics.
SDG	9
NEP 2020	NEP emphasizes skill development and employability by promoting a holistic and multidisciplinary approach to education.



POE/4th IR	Business intelligence tools leverage modern technologies, such as data analytics, machine learning, and artificial intelligence, to process and analyze large datasets for gaining actionable insights.
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Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Amity University	MBA	Business Intelligence and Data Analysis
Christ University	BBA	Business Analytics
Symbiosis University	MBA	Business Analytics

5th Semester

Department:	School of Management & Commerce		
Course Name:	Course Code	L-T-P	Credits
Strategic Orientation for Business	MCMC301	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus:			
<p>The purpose of this course is to enhance students’ abilities to do the job of higher level which makes them responsible for strategic performance. Specifically, when managers have to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) with the organizational policy and strategy into a cohesive whole. The challenge is not only in identifying weaknesses and threats but to appreciate the strengths of the firm and anticipate opportunities in the external environment.</p>			



UNIT WISE DETAILS		
Unit Number: 1	Title: Introduction Strategic Management Process	No. of hours: 10
Content Summary: Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course– Forecasting, Long-range planning, strategic planning and strategic management. Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.		
Unit Number: 2	Title: Environmental Analysis	No. of hours: 8
Content Summary: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.		
Unit Number: 3	Title: Analysis of Internal Resources	No. of hours: 10
Content Summary: Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value - Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile ; SWOT analysis.		
Unit Number: 4	Title: Formulation of Strategy	No. of hours: 12
Content Summary: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy–BCG Model; Stop - Light		



Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

***Self-Learning Components:**

- Strategic Management Fundamentals
- Strategic Decision Making
- Strategic Innovation

TEXT BOOK:

1. Ghosh, P. K.; Strategic Planning and Management, Sultan Chand & Sons, New Delhi.

Reference Books:

1. C.B. Gupta; S. Chand; Strategic Management Publisher & Distributor
2. Jauch and Glueck; Business Policy and Strategic Management, McGraw-Hill
3. Kazmi, Azhar; Strategic Management, Tata McGraw-Hill, New Delhi

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding of the principles of business policy strategic management and the concept that decisions made today have implications on results in the future
CO2	Familiarize with the nature of environment analysis and its factors affecting business. Demonstrate and develop conceptual its framework generate interest in international business to sustainable competitive advantage and formulate strategies that leverage a firm’s core competencies.
CO3	Understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
CO4	Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production..Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.



COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 73. Knowledge 74. Understand 75. Apply 76. Analyze 77. Evaluate 78. Create	Affective levels(A) 61. Receiving 62. Responding 63. Valuing 64. Organizing 65. Characterizing	Psychomotor levels(P) 71. Imitation 72. Manipulation 73. Precision 74. Articulation 75. Improving
CO1	-	-	-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	1	1	-	-	-	-	-	-	-	-
CO2	1	3	1	2	-	2	2	-	-	-	-	-
CO3	-	2	1	2	-	1	2	-	-	-	-	-
CO4	-	2	-	-	-	2	2	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped



CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-
CO2	3	3	-	1
CO3	3	3	-	1
CO4	3	-	-	1

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Relevance of the “Strategic Business Orientation” to various indicators

Unit I	Introduction and Strategic Management Process
Local	Understanding the strategic considerations and challenges specific to local businesses, including local market dynamics, competition.
Regional	Exploring the strategic aspects of conducting business within a specific regional context, considering factors such as regional economic integration, cultural diversity.
National	-
Global	-
Employability	Developing skills and competencies that enhance employability in the field of strategic business management, such as strategic thinking, problem-solving, and decision-making.
Entrepreneurship	Exploring strategic aspects of entrepreneurship, including opportunity identification, business planning, risk management, and innovation.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Environmental Analysis



Local	Understanding the strategic considerations and challenges specific to local businesses, including consumer behavior.
Regional	Exploring the strategic aspects of conducting business within a specific regional context, considering factors such as market opportunities.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Enhancing strategic management skills, such as strategic analysis, strategic planning, market research, and competitive analysis.
Professional Ethics	-
Gender	Considering the role of gender in strategic business orientation, including gender diversity in leadership positions, gender-inclusive strategies, and addressing gender-related challenges in business.
Human Values	-
Environment & Sustainability	-
Unit III	Formulation of Strategy
Local	-
Regional	-
National	Analyzing strategic considerations at the national level, including national economic policies, regulatory frameworks, and industry-specific challenges.
Global	Examining the strategic implications of conducting business in the global marketplace, including global market trends, international trade policies, and the impact of globalization on business strategies.
Employability	-
Entrepreneurship	-



Skill Development	Enhancing strategic management skills, such as strategic analysis, strategic planning, market research, and competitive analysis.
Professional Ethics	-
Gender	Considering the role of gender in strategic business orientation, including gender diversity in leadership positions, gender-inclusive strategies, and addressing gender-related challenges in business.
Human Values	Exploring the alignment of strategic business orientation with human values, such as integrity, fairness, and respect for stakeholders.
Environment & Sustainability	-
Unit IV	Analysis of Internal Resources
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations in strategic decision-making, including issues of corporate social responsibility, sustainability, and ethical leadership.
Gender	-
Human Values	-
Environment & Sustainability	Examining the strategic implications of environmental sustainability in business orientation, including sustainable business practices, green innovation, and corporate sustainability strategies.
SDG	Poverty eradication, quality education, and responsible consumption and production.



NEP 2020	Promoting entrepreneurship, interdisciplinary learning, and industry-academia collaboration.
POE/4th IR	Considering the strategic implications of leveraging technological advancements and digital transformation, such as automation, artificial intelligence, and data analytics, to enhance productivity, organization, and efficiency in strategic business orientation.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Strategic Management
AMITY UNIVERSITY	BBA	Business Policy & Strategic Management
DELHI UNIVERSITY	BBA	Business Policy & Strategy

Department:	School of Management & Commerce		
Course Name: Business Statistics	Course Code	L-T-P	Credits
	MCMC303	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any: Knowledge of Statistics			



Brief Syllabus:

Statistics, quite simply, is about learning from sample data. You face a group of individuals – perhaps people, but maybe cans of tomatoes, or automobiles, or fish in a lake, or even something as nebulous as calendar weeks. This group is the population of interest to you. There is something you would like to know about this population: How likely are the people to try a new product you are thinking of bringing to the market? Are the cans properly sealed? What determines the cost of keeping the cars in working condition? How many fish are there? What will demand for your product be in the weeks to come? The answer to your question will guide you in making a decision. If you could simply collect data from all the members of your population, you would know what you need to know. However, there can be many reasons why this might not be possible. It might be too expensive: If the potential purchasers of your product are all the adult consumers in the United States, the sheer size of the population makes contacting every individual prohibitively costly. It may be that collecting data does direct damage: If you open all the cans of tomatoes to test the contents, you have nothing left to sell. More subtly, the population is often somewhat ill-defined. If you manage a fleet of automobiles, you might consider the population of interest to be cars actually in your fleet in recent months, together with cars potentially in your fleet in the near future. In this case, some members of the population are not directly accessible to you.

For any of these reasons, you might find yourself unable to examine all members of the population directly. So, you content yourself with collecting data from a sample of individuals drawn from the population. Your hope is that the sample is representative of the population as a whole, and therefore anything learned from the sample will give you information concerning the entire population, and will consequently help you make your decisions.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction to managerial statistics Data Overview	No. of hours: 12
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Content Summary:

Introduction to managerial statistics: Concept; applications in different fields of management i.e. marketing, HR, Finance and quality etc.; critical analysis of Duckworth Lewis method; distrust and limitations.

Data overview: Collection & presentation methods.

Unit Number: 2	Title: Representative measures Dispersion measures	No. of hours: 10
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<p>Content Summary:</p> <p>Representative measures: Mean, median, mode, partition values.</p> <p>Dispersion measures: Absolute & relative measures- range, quartile deviation, average deviation, standard deviation, skewness, case lets</p>		
<p>Unit Number: 3</p>	<p>Title:</p> <p>Linear regression Models</p> <p>Test of association between variables</p>	<p>No. of hours: 12</p>
<p>Content Summary:</p> <p>Linear regression models: Generating solutions; applications in marketing.</p> <p>Test of association between variables: Types of correlations; Measures: Karl Pearson and Spearman; Case lets.</p>		
<p>Unit Number: 4</p>	<p>Title:</p> <p>Probability distribution</p> <p>Sampling</p>	<p>No. of hours: 12</p>
<p>Content Summary:</p> <p>Probability distribution: Introduction; types of events; theorems: Bayes’ Theorem and applications; introduction to probability distribution – discrete (Binomial & Poisson) & continuous (normal);</p> <p>Sampling: Meaning; types; sampling distributions; application of sampling in field of Marketing, HR, Finance.</p>		
<p>*Self-Learning Components:</p> <ul style="list-style-type: none"> • Data Collection and Sampling • Descriptive Statistics 		
<p>TEXT BOOK:</p> <p style="text-align: center;">Gupta, S. P. & Gupta, M. P. (2014). <i>Business statistics</i>, New Delhi: S. Chand Publication.</p> <p>Reference Books:</p> <p style="text-align: center;">1. Levin, R. & Rubin, D. S.(1998). <i>Statistics for management</i>(7th ed.). United States: Pearson Education.</p>		



2. Black, K., (2017). *Business statistics: for contemporary decision making*(9th ed.).Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
3. Business Statistics – by J. K Sharma, Pearson education.
4. Complete Business Statistics Amir D Aczel&Jayavel Sounder pandyan.
5. Introductory Statistics by Weiss. Seventh edition, Pearson education.
6. Statistics for Business and Economics – by Anderson, Sweeney and Williams – Cengage publishing.
7. Business Statistics with CD-ROM by Naval Bajpai, Pearson Publication.
8. Statistics for management – by Gerald Keller, Cengage Learning.
9. Statistics for management - by T N Srivastava and ShailajaRego, The McGraw-Hill companies.
10. Introduction to Business Statistics- by Ronald M.Weiers; Duxbury Thomson Learning.
11. Statistical techniques in Business and Economics – by Lind, Marchal and Wathen, The McGraw-Hill companies.

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding the fundamentals of statistics and its application in different fields of management i.e marketing, HR, Finance, cricket and data collection & presentation methods.
CO2	Critical understanding of central tendency and dispersion measures in field of management of business decision making.
CO3	Impart hands on practices with respect to the statistical tools like, regression and correlation methods in job, business and life.
CO4	Establishment of understanding about probability concepts and sampling methods with its application in fields of marketing HR and Finance and off course life decision making.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	79. Knowledge 80. Understand 81. Apply 82. Analyze 83. Evaluate 84. Create	66. Receiving 67. Responding 68. Valuing 69. Organizing 70. Characterizing	76. Imitation 77. Manipulation 78. Precision 79. Articulation 80. Improving



CO1	-	-	-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	2	-	3	-	-	-	-	-	-
CO2	-	2	-	2	-	-	-	-	-	-	-	-
CO3	2	-	3	-	2	-	-	-	-	-	-	-
CO4	2	-	2	-	-	-	-	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	-	-	-	-
CO2	-	-	-	-
CO3	-	-	-	-
CO4	-	-	-	-



Benchmarking Universities (at least 4-5 standard university contents must be referred):

Relevance of the “”to various indicators

Unit I	Introduction and Data Overview
Local	-
Regional	Exploring statistical analysis methods for regional business data, including data collection, interpretation, and presentation.
National	Analyzing national-level business statistics, such as economic indicators, industry trends, and market research data.
Global	-
Employability	Developing statistical skills and knowledge that are highly valued in the business industry, enhancing employability prospects.
Entrepreneurship	-
Skill Development	Developing practical skills in data collection, analysis, and interpretation using statistical software and tools.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Representative measures and Dispersion measures
Local	Understanding statistical concepts and techniques applied to local business data and decision-making processes.
Regional	-
National	-
Global	Examining the use of statistics in understanding global business trends, international trade patterns, and comparative analysis across countries.
Employability	-



Entrepreneurship	Exploring how statistical analysis can support entrepreneurial ventures, including market research, forecasting, and identifying business opportunities
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Probability Distribution and sampling
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Developing practical skills in data collection, analysis, and interpretation using statistical software and tools.
Professional Ethics	Addressing ethical considerations in the collection, analysis, and reporting of business statistics, including confidentiality, privacy, and unbiased reporting.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Linear regression Models and Test of association between variables
Local	-



Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Considering gender-related aspects in business statistics, such as gender pay gaps, representation, and the impact of gender on business performance.
Human Values	Exploring the alignment of business statistics with human values, including fairness, integrity, and social responsibility.
Environment & Sustainability	Examining the role of business statistics in measuring and monitoring environmental impacts, sustainable practices, and corporate sustainability reporting.
SDG	Poverty reduction, climate action, and responsible consumption and production.
NEP 2020	Considering the relevance of NEP 2020's focus on data literacy and analytical skills in the context of business statistics education.
POE/4th IR	Exploring the application of statistical techniques and data analysis tools in improving productivity, organization, and efficiency in business operations during the 4th Industrial Revolution.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Business Statistics



AMITY UNIVERSITY	BBA	Business Statistics
Delhi UNIVERSITY	BBA	Quantitative Techniques

Department:	School of Management & Commerce		
Course Name: Information Technology in Business	Course Code: MCMC703	L-T-P	Credits
		3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any: Preliminary knowledge of computer, their operations and applications.			
Brief Syllabus: This course provides an introduction to the fundamental concepts of information technology (IT) and its applications in a business environment. Students will gain an understanding of how IT systems are used to support business operations, improve efficiency, and enable strategic decision-making. The course covers a wide range of topics, including hardware and software fundamentals, networking, databases, cybersecurity, e-commerce, and emerging technologies. Through lectures, case studies, and hands-on exercises, students will develop the necessary skills and knowledge to effectively leverage IT for business success.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Computer Fundamentals and Number System	No. of hours: 12	
Content Summary: Block Structure of a Computer System, Characteristics of Computers, Computer Memory and Mass Storage Devices. Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output, Technologies.			
Computer Software Application and System Software: Programming Languages and their Classification, Assemblers, Compilers and Interpreters.			
Unit Number: 2	Title: Foundation of information systems:	No. of hours: 13	



Content Summary: A framework for business users - Roles of information systems - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage.		
Unit Number: 3	Title: Telecommunication and Networks	No. of hours: 10
Content Summary: Basic elements of a communication system, Data transmission modes, Data transmission media, Network topologies, Network Architectures-The OSI Model. Network Types (LAN, WAN and MAN), Client and Servers, Intranet, Extranet. Internet: Protocols, TCP/IP, HTTP, Internet addressing, Domain Names, DNS, URL, World Wide Web. Overview of various services on Internet: Webservers, E-mail, FTP, Telnet.		
Unit Number: 4	Title: DSS, Security and Ethical Challenges	No. of hours: 10
Content Summary: DSS models and software: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis. Security and Ethical Challenges IS controls - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology.		
*Self-Learning Components		
<ul style="list-style-type: none"> • Characteristics of Computers • Compilers and Interpreters. • The decision making process • Ethics for IS professional 		
Reference Books: <ol style="list-style-type: none"> 1. "Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance" by Efraim Turban, Linda Volonino, and Gregory R. Wood 2. "Management Information Systems: Managing the Digital Firm" by Kenneth C. Laudon and Jane P. Laudon 3. "IT Strategy: Issues and Practices" by James D. McKeen and Heather A. Smith 		



Define Course Outcomes (CO)

Cos	Statements
CO1	Understand the basic concepts and technologies used in the field of information technology, computer software, operating systems and database management system.
CO2	Express the processes of developing and implementing information systems.
CO3	Determine the need and role telecommunication networks and information technology infrastructure.
CO4	Identify the role of information systems in organizations, the strategic management processes, with the implications for the management.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C2		
CO2			



CO3			
CO4			
CO5			

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	1	-	-
CO2	-	2	-
CO3	-	-	3
CO4	-	-	3

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	Basic computer literacy empowers individuals to access information, communicate effectively, and participate in the digital economy.



Regional	Promoting connectivity, collaboration, and knowledge sharing.
National	Drive job creation, enhance productivity, and foster entrepreneurship.
Global	Essential for achieving sustainable development goals and addressing global challenges
Employability	Specialized computer skills, such as programming, data analysis, and digital marketing, can open doors to lucrative career opportunities
Entrepreneurship	Enables entrepreneurs to leverage digital tools, build an online presence, manage operations efficiently, and analyze market trends
SkillDevelopment	Provide the building blocks for acquiring specialized skills and enable individuals to grasp more complex concepts and technologies.
Professional Ethics	Privacy and Data Protection, Intellectual Property Rights, Cybersecurity and Ethical Hacking.
Gender	By promoting computer literacy and providing equal access to computer education, more women can participate in the tech workfor
Human Values	Allows professionals to design and implement systems that align with ethical principles and respect human value
Environment &Sustainability	Develop energy-efficient systems, promote recycling and responsible disposal of electronic waste
Unit II	
Local	Allowing decision-makers to understand local needs and make informed choices.
Regional	Governments can identify trends, formulate evidence-based policies, and monitor progress towards national development goals
National	Facilitate the sharing of data and resources, leading to regional planning, economic cooperation, and joint initiatives.



Global	Information systems enable the exchange of information, knowledge, and resources across borders
Employability	Enhance employability prospects and qualify for positions such as data analysts, IT consultants, systems administrators, project managers.
Entrepreneurship	Essential for building and scaling successful ventures in the digital era.
Skill Development	Adapt to the rapidly changing technological landscape and become valuable assets in their professional pursuits.
Professional Ethics	Ensuring the integrity and confidentiality of data, and respecting user rights.
Gender	Empower individuals, regardless of gender, to pursue careers in technology.
Human Values	Enables professionals to design and implement technology solutions that align with human values such as privacy, autonomy, transparency, and accessibility
Environment & Sustainability	Optimizing energy efficiency, adopting virtualization and cloud computing, promoting responsible disposal of electronic waste
Unit III	
Local	Plays a vital role in emergency services, enabling quick response times and efficient communication during crises.
Regional	Facilitate e-governance initiatives, digital transformation, and online public services.
National	Enhance regional connectivity and cooperation in areas such as transportation, tourism, and infrastructure development.
Global	Facilitates global access to information, education, and healthcare resources.



Employability	Individuals can qualify for positions such as network administrators, system analysts, IT consultants, telecommunications engineers, and cybersecurity specialists.
Entrepreneurship	Crucial for identifying market opportunities, designing scalable solutions.
Skill Development	Provide a strong foundation for career growth.
Professional Ethics	Can build trust with users and stakeholders.
Gender	Contribute to bridging the gender gap in technology and empowering individuals.
Human Values	Contribute to a more ethical and human-centric use of technology.
Environment & Sustainability	Encourage responsible disposal and recycling of electronic devices and promote telecommunication practices.
Unit IV	
Local	Enhance efficiency, effectiveness, and the overall well-being of the community.
Regional	Enabling evidence-based policymaking and strategic planning.
National	Facilitating collaboration, coordination, and decision-making across multiple jurisdictions.
Global	To analyse complex global issues such as climate change, poverty alleviation, healthcare access.
Employability	Analyse complex data, derive insights, and support decision-making processes.
Entrepreneurship	Effectively can give entrepreneurs a competitive edge and increase their chances of success.
Skill Development	Enhances skills in software applications, data manipulation, and modelling.



Professional Ethics	Ensuring the integrity and reliability of the data.
Gender	Mitigate individuals through unbiased data collection, analysis, and decision-making processes
Human Values	Ensure that human values are respected and upheld throughout the decision-making process.
Environment & Sustainability	Facilitating data-driven decision-making that considers the environmental impact of choices.
SDG	SDG 4
NEP 2020	
POE/4th IR	Aligns with the concepts of internet telephony, multimedia applications, and SEO

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	MBA	Information Technology & Mgt
CHRIST UNIVERSITY	MBA	DIGITAL MARKETING

Department:	School of Management & Commerce		
Course Name: Innovation and Design Thinking	Course Code: MCMC711	L-T-P	Credits
		3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			



Brief Syllabus: This course aims to provide MBA students with a comprehensive understanding of innovation and design thinking principles and their application in modern business environments. Students will explore various strategies, methods, and tools used in the innovation process, and develop skills to foster creative thinking and problem-solving. Through a combination of theoretical concepts, case studies, and practical exercises, students will gain the knowledge and abilities necessary to drive innovation within organizations.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction to Innovation and Design Thinking	No. of hours: 12
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Content Summary: Overview of innovation and its significance in the business landscape, Introduction to design thinking and its core principles, Understanding the relationship between innovation and competitive advantage, Base of the pyramid innovation, frugal innovation, managing disruptive innovation, open innovation, factors influencing innovation in organizations, innovation and firm size, building systematic organizational innovation capabilities.

Unit Number: 2	Title: Design Thinking Process and Methods	No. of hours: 13
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Content Summary: What is design thinking? The design process and business model innovation. Design research, visualization Introduction to the design thinking process: empathize, define, prototype, and test,

Unit Number: 3	Title: Human-centered design & achieving deep customer understanding	No. of hours: 10
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Content Summary:
Understanding the innovation ecosystem and its key components, Analyzing disruptive technologies and their impact on industries, Designing an innovation strategy aligned with organizational goals, Managing risk and uncertainty in the innovation process, Intellectual property and legal considerations for protecting innovation

Unit Number: 4	Title: Identifying opportunity areas & Idea generation	No. of hours: 10
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Content Summary: Brainstorming and rapid concept development, assumption testing, rapid prototyping, Customer co-creation, learning launches, and storytelling.



***Self-Learning Components:**

Access online platforms or websites that offer design thinking boot camps or workshops. These resources often provide interactive modules, case studies, and practical exercises to deepen your understanding of design thinking principles and methodologies.

Watch TED Talks related to innovation, design thinking, and creativity. Some recommended talks include "How to Build Your Creative Confidence" by David Kelley and "The Power of Design Thinking" by Tim Brown.

Analyze and study real-world case studies that showcase successful applications of innovation and design thinking.

Reference Books:

1. Laudon, Kenneth. C., &Traver, Carol. Guercio.E-commerce- business. technology society (13thed.) India: Pearson Education,
2. The Design of Everyday Things" by Don Norman
3. "Design Thinking: Integrating Innovation, Customer Experience, and Brand Value" by Thomas Lockwood and Edgar Papke
4. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen

Define Course Outcomes (CO)

COs	Statements
CO1	Analyze and evaluate the role of innovation and design thinking in driving organizational success.
CO2	Apply design thinking methodologies to identify and solve complex business problems.
CO3	Apply e-business models in supply chain, retailing, and service sectors.



CO4	Analyze the ethical dimensions of social media network based e-business models.
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COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C4		
CO2	C3		
CO3	C3		
CO4	C4		
CO5			

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	-	-	-	-	-	-	-	-	1



CO2	-	2	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	3	-	-	-
CO4	-	-	-	-	1	1	-	-	1	-

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	-	1	-
CO2	-	-	2
CO3	-	-	-
CO4	1	-	-

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	Identifying opportunities for innovation within the local community.
Regional	Collaborating with regional partners and organizations to drive innovation.
National	Investigating the role of national institutions in promoting innovation and design thinking.
Global	Analyzing global market trends and their implications for innovative solutions.
Employability	Enhancing problem-solving and critical thinking abilities through design thinking.



Entrepreneurship	Fostering an entrepreneurial mindset through innovation and design thinking.
Skill Development	Developing key skills such as creativity, empathy, ideation, prototyping, and collaboration.
Professional Ethics	Examining ethical considerations in the innovation and design thinking process.
Gender	Promoting gender equality and inclusivity in innovation-driven environments.
Human Values	Incorporating ethical, cultural, and societal values into innovative solutions.
Environment & Sustainability	Recognizing the importance of sustainable innovation and design thinking.
Unit II	
Local	Engaging with local stakeholders and users to gain insights and understand their needs.
Regional	Identifying regional-specific opportunities for innovation through design thinking.
National	Exploring case studies of successful national-level design thinking projects.
Global	Applying design thinking in a global context, considering diverse cultures and perspectives.
Employability	Incorporating design thinking into the job search process and portfolio development.
Entrepreneurship	Understanding the role of design thinking in the success of entrepreneurial ventures.



Skill Development	Enhancing creativity and ideation techniques for innovative problem-solving.
Professional Ethics	Promoting responsible and sustainable design practices through ethical frameworks.
Gender	Considering gender biases and inclusivity in user research and solution development.
Human Values	Incorporating human-centered design principles in the design thinking process.
Environment & Sustainability	Promoting awareness of sustainability challenges and opportunities in design innovation.
Unit III	
Local	Conducting user research and empathy exercises specific to the local context.
Regional	Recognizing regional variations in user behaviors, attitudes, and cultural norms.
National	Conducting user surveys and ethnographic research to uncover national-level customer insights.
Global	Applying design thinking in a global context, considering diverse cultures and perspectives.
Employability	Incorporating design thinking into the job search process and portfolio development.
Entrepreneurship	Understanding the role of design thinking in the success of entrepreneurial ventures.
Skill Development	Enhancing creativity and ideation techniques for innovative problem-solving.



Professional Ethics	Promoting responsible and sustainable design practices through ethical frameworks.
Gender	Considering gender biases and inclusivity in user research and solution development.
Human Values	Incorporating human-centered design principles in the design thinking process.
Environment & Sustainability	Promoting awareness of sustainability challenges and opportunities in design innovation.
Unit IV	
Local	Identifying opportunities for innovation within the local community.
Regional	Collaborating with regional partners and organizations to drive innovation.
National	Investigating the role of national institutions in promoting innovation and design thinking.
Global	Analyzing global market trends and their implications for innovative solutions.
Employability	Enhancing problem-solving and critical thinking abilities through design thinking.
Entrepreneurship	Fostering an entrepreneurial mindset through innovation and design thinking.
Skill Development	Developing key skills such as creativity, empathy, ideation, prototyping, and collaboration.
Professional Ethics	Examining ethical considerations in the innovation and design thinking process.
Gender	Promoting gender equality and inclusivity in innovation-driven environments.



Human Values	Incorporating ethical, cultural, and societal values into innovative solutions.
Environment & Sustainability	Recognizing the importance of sustainable innovation and design thinking.
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
CHRIST University	MBA	INNOVATION AND DESIGN THINKING

Department:	School of Management & Commerce		
Course Name: Life Skills For Leaders III	Course Code	L-T-P	Credits
	AEC023	3-0-0	3
Type of Course:	AEC		
Pre-requisite(s), if any:			
Brief Syllabus:			
This Course designed to enhance the employability of individuals by developing essential skills and competencies sought by employers. This program equips participants with a wide range of skills necessary for success in the modern job market. To engage in interactive workshops, practical exercises, role-playing, and real-world simulations to reinforce their learning. The course is designed to be inclusive and caters to individuals from diverse backgrounds and career			



aspirations. The course is designed to enhance and develop various cognitive skills and mental abilities. This course focuses on strengthening critical thinking, problem-solving, memory, and other cognitive functions to improve overall mental agility and performance.

UNIT WISE DETAILS

Unit Number: 1	Title: Data interpretation	No. of hours: 8
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Content Summary:
Table chart, Line graph, Bar graph, Pie chart

Unit Number: 2	Title: Logical Reasoning	No. of hours: 12
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Content Summary:
Coding & Decoding, Sitting arrangement, Calendar, Clock, Direction Sense, Blood relation, Syllogism.

Unit Number: 3	Title: Logical & Non-verbal reasoning and Understanding Stress	No. of hours: 12
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Content Summary:
Series, Puzzle Text, Statement & Arguments, Cube & Dice, Non-verbal Reasoning
Introduction to Stress (i) Introduction to stress: Meaning, Definition, Eustress, Distress, (ii) Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms
Sources of stress (i) Psychological, Social, Environmental (ii) Academic, Family and Work stress
Impact of stress (i) Physiological Impact of stress -Autonomic Nervous System Changes, Changes in Brain, General adaptive syndrome (GAD), Quality of sleep, Diet and Health effects (ii) Psychological Impact of stress - Impaired Mental functions, Poor memory (iii) Social Impact of stress - Stressful Life Events, Social support and health
Stress Response - 'Fight or Flight' Response, Stress warning signals Stress and Coping

Unit Number: 4	Title: Employability skills	No. of hours: 8
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Content Summary:
Identifying job openings, enhancing interpersonal skills, including teamwork, Applying for a job, Preparing Cover letters, preparing a CV/Resume and Effective Profiling, Group Discussions, Preparing for and Facing a Job Interview, Mock Interview, Feed Back – Improvement



***Self-Learning Components:**

- Group discussion
- Stress

TEXT BOOK:

Aggarwal, R. S. (2014). Quantitative aptitude (Revised edition).

Reference Books:

Gladwell, M. (2021). Talking to strangers.

Scott, S. (2004). Fierce conversations.

Define Course Outcomes (CO)

COs	Statements
CO1	Enhance their critical thinking skills and become adept at analyzing and evaluating information, identifying problems, generating innovative solutions, and making informed decisions.
CO2	Apply digital literacy skills necessary for the modern workplace and become proficient in using online platforms relevant to their field.
CO3	Contribute positively, respect different perspectives, resolve conflicts, and achieve shared goals.
CO4	Develop leadership skills and to motivate and inspire others, manage projects effectively, and demonstrate a proactive and responsible approach to their spoken language.

COs Mapping with Levels of Bloom’s taxonomy



CO	Cognitive levels© 85. Knowledge 86. Understand 87. Apply 88. Analyze 89. Evaluate 90. Create	Affective levels(A) 71. Receiving 72. Responding 73. Valuing 74. Organizing 75. Characterizing	Psychomotor levels(P) 81. Imitation 82. Manipulation 83. Precision 84. Articulation 85. Improving
CO1	-	-	-
C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	2	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	2	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped



CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	-	-	-	-
CO2	-	2	-	-
CO3	-	-	2	-
CO4	-	-	-	-

Relevance of the Syllabus to various indicators

Unit I	Data Interpretation
Local	Understanding the dynamics of leadership at the grassroots level. Community engagement and empowerment. Local problem-solving and decision-making. Building trust and relationships within the local community.
Regional	Navigating leadership challenges within a specific geographic region. Regional economic development and cooperation. Addressing regional disparities and opportunities. Promoting unity and collaboration in a regional context.
National	Leadership roles and responsibilities on a national scale. National policy-making and governance. Leading and influencing change at the national level. National identity and cultural diversity in leadership.
Global	The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.
Employability	The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge,



	skills and attitude to become more employable for the present and emerging job market.
Entrepreneurship	<p>Fostering an entrepreneurial mindset.</p> <p>Starting and managing a business venture.</p> <p>Innovating and problem-solving as an entrepreneur.</p> <p>Leadership in entrepreneurial ecosystems.</p>
Skill Development	
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Logical Reasoning
Local	-
Regional	-
National	-
Global	-
Employability	
Entrepreneurship	-
Skill Development	
Professional Ethics	<p>The importance of ethical leadership.</p> <p>Ethical decision-making frameworks.</p> <p>Leading with integrity and moral courage.</p> <p>Managing ethical dilemmas in leadership roles.</p>



Gender	-
Human Values	-
Environment & Sustainability	To excel the ability to perform official and social responsibility in a way.
Unit III	Logical & Non-verbal reasoning Understanding stress
Local	-
Regional	-
National	
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Identifying and developing core leadership skills. Effective communication, time management, and critical thinking. Leadership skill assessment and improvement strategies. Tailoring skill development to personal and professional goals.
Professional Ethics	
Gender	Gender dynamics in leadership and workplace. Promoting gender equality in leadership positions. Leadership challenges and opportunities for women. Inclusive and diverse leadership practices.
Human Values	Integrating human values into leadership. Compassion, empathy, and ethical conduct. Creating a values-driven organizational culture. Balancing personal values with leadership responsibilities.



Environment & Sustainability	-
Unit IV	Employability skills
Local	-
Regional	-
National	-
Global	-
Employability	Essential skills for career readiness and success. Resume building and interview preparation. Adaptability in the ever-changing job market. Lifelong learning and continuous skill development.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	Leadership's role in environmental stewardship. Sustainable business practices and corporate responsibility. Leading environmentally-conscious initiatives. Addressing global environmental challenges through leadership.
SDG	4
NEP 2020	Holistic Development, Skill Development
POE/4 th IR	Technology Integration, Innovation and Adaptation

6th Semester



Department:	School of Management & Commerce		
Course Name: Laws Governing Companies in India	Course Code	L-T-P	Credits
	MCMC302	4-0-0	4
Type of Course:	MAJOR		
Pre-requisite(s), if any:			
Brief Syllabus: <p>Corporate world is the most complex, dynamic and ever-growing area of the whole economic system. The number of registered companies in India has grown from 30,000 in 1956 to nearly a million, as of date. Companies are mobilizing huge resources at a rapid pace and are entering into new range of activities. In view of increasing emphasis on adherence to norms of good corporate governance, Company Law assumes an added importance in the corporate legislative milieu, as it deals with structure, management, administration and conduct of affairs of Companies. A thorough study of various provisions of the Companies Act is a must for becoming a competent and efficient in conducting business. In the light of this, the syllabus has been designed to impart thorough knowledge to the students preparing for the Company Law paper of the CS Executive Program. The study material is based on those sections of the Companies Act, 2013 and the rules made there under which have been notified by the Government of India and came into force w.e.f. April 01, 2014 (including Amendments/clarifications/circulars issued there under up to June, 2014). In respect of sections of The Companies Act, 2013 which have not been notified, applicable sections of Companies Act, 1956 have been dealt with in the course.</p>			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction	No. of hours: 8	
Content Summary: <p>Introduction to the concept of company, characteristics of a company; types of companies including one person company, small company and producer company; association not for profit; illegal association; lifting of corporate veil; formation of company –promoters, their legal position, pre-incorporation contract and provisional contracts; online registration of a company.</p>			



Unit Number: 2			Title: Documents Share Capital		No. of hours: 8
Content Summary: Documents –Memorandum of Association, Articles of Association, doctrine of constructive notice and indoor management, shelf and red herring prospectus, mis-statement in prospectus; book building. Share Capital – Nature, types of shares, issue, allotment and forfeiture of share, transfer and transmission of shares, provisions regarding buyback, issue of bonus shares, debentures, and dividend provisions.					
Unit Number: 3		Title: Management			No. of hours: 7
Content Summary: Classification of directors, women directors, independent director, small shareholders’ director; disqualifications, director identity number (DIN); appointment; legal positions, powers and duties; removal of directors; key managerial personnel, managing director, manager, oppression and mismanagement.					
Unit Number: 4		Title: Meetings Winding up			No. of hours: 7
Content Summary: Meetings - Types of meetings, meetings of shareholders and the board; convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting. Winding up: concept and modes of winding up; national company law tribunal (NCLT).					
*Self-Learning Components: <ul style="list-style-type: none">• Companies Act, 2013• Government websites and Reports					



TEXT BOOK:

- 1. Dr. G.K. Kapoor, Company Law and Practice, Taxmann’s

Reference Books:

- 1. Hicks, Andrew & Goo S H, Cases and Material on Company Law, Oxford University Press
- 2. Kershaw, David, Company Law in Context, Oxford University Press, UK

Define Course Outcomes (CO)

COs	Statements
CO1	Analyze the basic concepts in The Companies Act, 2013.
CO2	Understand the kind of documents involved in the process of formation and incorporation of a company.
CO3	Gain the clarity about management of a company.
CO4	Comprehend the concept of meetings of a company, its types and also the process of winding up of a company.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 91. Knowledge 92. Understand 93. Apply 94. Analyze 95. Evaluate 96. Create	Affective levels(A) 76. Receiving 77. Responding 78. Valuing 79. Organizing 80. Characterizing	Psychomotor levels(P) 86. Imitation 87. Manipulation 88. Precision 89. Articulation 90. Improving
CO1	-		-



C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	3	3	-	-	-	-	-	-	-
CO2	-	3	-	3	3	-	-	-	-	-	-	-
CO3	-	3	-	3	3	-	-	-	-	-	-	-
CO4	-	3	-	3	3	-	-	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-
CO2	-	-	-	-
CO3	3	-	-	-
CO4	-	-	-	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):



Relevance of the “Laws Governing Companies in India”to various indicators

Unit I	Introduction
Local	Exploring the specific laws and regulations applicable to companies operating at the local level within India, including local business registration requirements, licensing, and compliance.
Regional	Understanding the regional laws and regulations that may impact companies operating within specific states or regions of India, such as regional investment incentives, labor laws, and taxation regulations.
National	-
Global	-
Employability	Developing an understanding of the legal requirements and obligations for companies in India to enhance employability in legal and corporate sectors.
Entrepreneurship	Exploring the legal framework and regulations relevant to starting and running a company in India, including company registration, intellectual property protection, contract laws, and investment regulations.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Documents and Share Capital
Local	-
Regional	-
National	Analyzing the national laws and regulations governing companies in India, including the Companies Act, 2013, taxation laws, intellectual property laws, employment laws, and corporate governance norms.



Global	Examining the impact of global laws and regulations on companies operating in India, including international trade agreements, cross-border transactions, and compliance with global standards such as anti-bribery and anti-money laundering regulations.
Employability	-
Entrepreneurship	-
Skill Development	Enhancing skills related to legal research, interpretation of company laws, compliance management, contract drafting, and corporate legal advisory in the Indian context.
Professional Ethics	Understanding the ethical considerations and professional standards for companies in India, including corporate social responsibility, transparency, and ethical business practices.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Management
Local	-
Regional	-
National	-
Global	-
Employability	Developing an understanding of the legal requirements and obligations for companies in India to enhance employability in legal and corporate sectors.
Entrepreneurship	Exploring the legal framework and regulations relevant to starting and running a company in India, including company registration, intellectual property protection, contract laws, and investment regulations.
Skill Development	-



Professional Ethics	Understanding the ethical considerations and professional standards for companies in India, including corporate social responsibility, transparency, and ethical business practices.
Gender	Considering the legal provisions and regulations related to gender equality, workplace harassment, and women's representation on company boards in India.
Human Values	Exploring the alignment of company laws with human values such as fairness, equality, and social justice, and the role of companies in promoting ethical and responsible business practices.
Environment & Sustainability	Examining the legal framework for environmental protection, sustainable business practices, and corporate social responsibility related to environmental sustainability in India.
Unit IV	Meetings and winding up
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Enhancing skills related to legal research, interpretation of company laws, compliance management, contract drafting, and corporate legal advisory in the Indian context.
Professional Ethics	Understanding the ethical considerations and professional standards for companies in India, including corporate social responsibility, transparency, and ethical business practices.
Gender	Considering the legal provisions and regulations related to gender equality, workplace harassment, and women's representation on company boards in India.
Human Values	Exploring the alignment of company laws with human values such as fairness, equality, and social justice, and the role of companies in promoting ethical and responsible business practices.



Environment & Sustainability	Examining the legal framework for environmental protection, sustainable business practices, and corporate social responsibility related to environmental sustainability in India.
SDG	Responsible consumption and production, decent work and economic growth, and gender equality.
NEP 2020	Considering the impact of NEP 2020 on legal education and the inclusion of legal knowledge and skills relevant to company laws in the Indian education system.
POE/4th IR	Exploring the application of technology, digital platforms, and automation in improving legal processes, compliance management, and corporate governance in the Indian business environment.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	BBA	Corporate Law & Governance
Delhi University	BBA	Business Law

Department:	School of Management & Commerce		
Course Name: Ethics, Values & Corporate Social Responsibility	Course Code	L-T-P	Credits
	MCMC304	4-0-0	4
Type of Course:	MAJOR		



Pre-requisite(s), if any:

Brief Syllabus:

The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

This business ethics course offers an introduction into the concept of values, morality, as well as cultural beliefs and upbringing in all areas of business, from consumer rights to corporate social responsibility.

This paper also aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction Ethics	No. of hours: 10
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Content Summary:

Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.

Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

Unit Number: 2	Title: Knowledge and Wisdom Stress Management	No. of hours: 12
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Content Summary:

Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management, Wisdom Based Management.



Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement. Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.		
Unit Number: 3	Title: Understanding Progress, and Success - Results & Managing Transformation Understanding Success	No. of hours: 10
Content Summary: Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation. Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.		
Unit Number: 4	Title: Corporate Social Responsibility & Corporate Governance	No. of hours: 8
Content Summary: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business		
*Self-Learning Components: <ul style="list-style-type: none">• Corporate Social Responsibility• Codes of Ethics and Conduct• Concept of Sustainability		
TEXT BOOK: 1. Dr. Narindra Moha, Dr. Supreet Singh, Ashima Verma (2014), Values and Ethics in Management, Galgotia Publishing Company.		



Reference Books:

1. Dr. F.C. Sharma, Business Values & Ethics – Shree Mahavir Book Depot, Nai Sarak, New Delhi.
2. Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.
3. C.B. Gupta (2011), " Human Resource Management" Sultan Chand & Son, Educational Publisher, New Delhi. NOTE * Book Added by Course Teacher.

Define Course Outcomes (CO)

COs	Statements
CO1	To make the students aware about the importance of ethics and values in the business to encourage moral practices and sensitivity towards the ethical dimension of managerial problems.
CO2	Understand the Concept of Knowledge and wisdom management along with attached and detached Involvement which can realize students to go under deep self-introspection along with stress management.
CO3	Enhance critical and rational thinking along with a deep self- reflection skill through the understanding of success, progress and transformation in the context of management perspective.
CO4	Understand the concept of Corporate Governance and Corporate Social Responsibility (CSR) in the context of present-day management.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 97. Knowledge 98. Understand 99. Apply 100. Analyze 101. Evaluate 102. Create	Affective levels(A) 81. Receiving 82. Responding 83. Valuing 84. Organizing 85. Characterizing	Psychomotor levels(P) 91. Imitation 92. Manipulation 93. Precision 94. Articulation 95. Improving
CO1	-	-	-



C02	-	A3	-
CO3	C5	-	-
CO4	C3	-	-

***Please Note:**

Map only 1 or 2 Levels in each category. If a higher level is given, no need to mention lower level

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	3	-	2	3	2	-	-	-	-	-
CO2	-	3	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	3	-	-	-	-	-
CO4	-	-	-	-	3	3	-	-	-	-	-	-

Please Note:

- Refer to POs while mapping each CO.
- Mark “ – “ if not applicable
- If attainment of a CO is strongly mapped with a PO , Mark 3
- If attainment of a CO is moderately mapped with a PO , Mark 2
- If attainment of a CO is weakly mapped with a PO , Mark 1

Justification for mapping must be relevant

1=weakly mapped

2= moderately mapped

3=strongly mapped

CO-PSO Mapping

PO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	-
CO2	3	-	3	-
CO3	-	-	-	-
CO4	-	3	-	-

Benchmarking Universities (at least 4-5 standard university contents must be referred):

**Relevance of the “Ethics, Values and CSR” to various indicators**

Unit I	Introduction and Ethics
Local	-
Regional	-
National	Analyzing ethical practices and values at the national level, including national regulations, ethical frameworks, and corporate social responsibility initiatives within the country.
Global	Understanding ethical challenges and values in the global business arena, including ethical implications of global supply chains, international business practices, and ethical responsibilities of multinational corporations.
Employability	Enhancing employability skills related to ethics and values, including ethical decision-making, corporate social responsibility, and ethical leadership in the workplace.
Entrepreneurship	Exploring the integration of ethics, values, and corporate social responsibility in entrepreneurial ventures, including ethical business models, sustainable entrepreneurship, and social impact initiatives.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Knowledge and Wisdom and Stress Management
Local	Exploring ethical considerations and values within a local business context, including ethical decision-making, corporate responsibility towards local communities, and ethical implications of business practices.



Regional	Examining ethical issues and values that arise within a specific regional business environment, such as cultural norms, ethical standards, and regional social responsibilities.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Developing skills to navigate ethical dilemmas, apply ethical frameworks, and effectively communicate ethical values and corporate social responsibility within organizations.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Understanding Progress, and Success - Results & Managing Transformation and Understanding Success
Local	Exploring ethical considerations and values within a local business context, including ethical decision-making, corporate responsibility towards local communities, and ethical implications of business practices.
Regional	-
National	-
Global	Understanding ethical challenges and values in the global business arena, including ethical implications of global supply chains, international business practices, and ethical responsibilities of multinational corporations.
Employability	-



Entrepreneurship	-
Skill Development	-
Professional Ethics	Examining ethical considerations specific to various professions and industries, including professional codes of conduct, ethical responsibilities towards stakeholders, and ethical challenges in the workplace.
Gender	Considering the role of gender in ethics, values, and corporate social responsibility, including gender equality in the workplace, diversity and inclusion, and addressing gender-based ethical issues.
Human Values	-
Environment & Sustainability	-
Unit IV	Corporate Social Responsibility and Corporate Governance
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Exploring the importance of human values in business ethics and corporate social responsibility, such as integrity, respect, fairness, and accountability.
Environment & Sustainability	Understanding the ethical implications of business activities on the environment and the importance of incorporating sustainability practices, such as environmental stewardship, responsible resource management, and sustainable business models.



SDG	Promoting social welfare, reducing inequality, and fostering sustainable practices.
NEP 2020	Promoting ethics, values, and corporate social responsibility in business education.

Benchmarking Universities (at least 4-5 standard university contents must be referred):

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	BBA	Business Ethics & Governance
Delhi University	BBA	Value & Ethics in Business

Department:	School of Management & Commerce		
Course Name: Creating and Retaining Motivated Work force	Course Code : MCMC706	L-T-P	Credits
		3-0-0	3
Type of Course	Major		
Pre-requisite(s): Basic understanding about human resources.			



Brief Syllabus:

Today’s competitive business environment owes its success to effective management of its human resource. The quality of the organization’s employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm’s productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. Therefore, this introductory course on Human Resource Management is designed for engineering students who wants

UNIT WISE DETAILS

Unit Number: 1	Introduction to HRM	No. of hours:11
Introduction to HRM: Nature scope Characteristics, objectives, functions, evolution, role of HR Manager, strategic HRM, HR Policies, challenges to HR professionals;		
Unit Number:2	Talent acquisition	No. of hours:12
Talent acquisition: HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment		
Unit Number:3	Managing performance Appraisal	No. of hours:11
Managing performance Appraisal: Performance appraisal; Wage and Salary administration; Incentive Compensation; Maintaining and Retaining HR: Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.		
Unit Number: 4	Integrating HR	No. of hours:12



Integrating HR: Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. **HR in knowledge era:** HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS

Content Summary:

Introduction to HRM, Talent acquisition, Managing performance Appraisal, Integrating HR

***Self-Learning Components:**

- 1. Promoting work-life balance**
- 2. Enhancing employee autonomy and empowerment**
- 3. Building trust and rapport with employees**
- 4. Implementing retention programs and initiatives**

Reference Books:

1.Durai, P. (2010), Human Resource Management, Pearson Education

2.Snell/ Bohlander, Human resource Management, Cengage Learning 3.David Lepak\ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage

Define Course Outcomes (CO)

COs	Statements
CO1	Relate the role of HRM in modern business and Ability to plan human resources and implement techniques of job design
CO2	Competencies to recruit, train, and appraise the performance of employees
CO3	Outlining the rational design of compensation and salary administration in industry



CO4	Ability to handle employee issues and evaluate the new trends in HRM
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COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO11			
C02			
CO3	C3		
CO4	C3		

CO-PO Mapping

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



CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	1	2	3
CO2	2	3	3
CO3	1	3	2
CO4	2	3	3

Relevance of the Syllabus to various indicators

Unit I- Introduction to HRM	
Local	Emphasizes building relationships with local stakeholders, such as community organizations, educational institutions, and government bodies
Regional	Considers regional labor market dynamics, economic conditions, and industry trends
National	Considers national cultural norms, customs, and languages in HR practices, communication, and training
Global	Manages global talent acquisition, mobility, and cross-cultural training and development program
Employability	Role of HR Manager
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Role of HR Manager
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit II- Talent acquisition	



Local	Addresses local employment laws, cultural factors, and labor relations specific to the local area.
Regional	Expands the scope beyond a single locality to encompass a broader regional area, such as a state, province, or group of neighboring cities
National	Focuses on HR practices and policies at the national level, spanning an entire country.
Global	Deals with HR issues and challenges in a global context, involving operations and workforce across multiple countries and regions.
Employability	HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit III- Managing Performance Appraisal	
Local	Involves recruitment, selection, training, and development of employees based on local labor market conditions and regulations.



Regional	Considers regional labor market dynamics, economic conditions, and industry trends.
National	Complies with national employment laws, regulations, and labor standards
Global	Addresses the complexities of managing a geographically dispersed workforce, including different time zones, cultures, and legal frameworks.
Employability	Performance appraisal; Wage and Salary administration; Incentive Compensation; Maintaining and Retaining HR: Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Performance appraisal; Wage and Salary administration; Incentive Compensation; Maintaining and Retaining HR: Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit IV- Integrating HR	
Local	Deals with the unique needs and challenges of the local workforce
Regional	Considers regional labor market dynamics, economic conditions, and industry trends.



National	Considers national cultural norms, customs, and languages in HR practices, communication, and training
Global	Ensures compliance with international labor standards, regulations, and employment practices.
Employability	Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. HR in knowledge era: HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. HR in knowledge era: HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Talent Management
Symbiosis	MBA	Human Resource Management



Amity University	MBA	Human Resource Management
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Department:	School of Management & Commerce		
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Course Name: Enhancing Productivity through Operations Management	Course Code : MCMC708	L-T-P	Credits
		3-0-0	3

Type of Course	Major
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Pre-requisite(s): Understanding of basic operations

Brief Syllabus:

Operations Management is the systematic approach and control of the processes that transform inputs (e.g. human resources, facilities, materials, Information systems etc.) into finished goods and services. The operations function consists of the core wealth creation processes of a business and helps an organization to efficiently achieve its mission while constantly increasing productivity and quality. This course focuses on the role of operations management as a strategic element of the total organization.

UNIT WISE DETAILS

Unit Number: 1	Nature, Evolution and scope of Production and Operations management	No. of hours:11
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Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis

Unit Number:2	Flow strategies and process design	No. of hours:12
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Flow strategies and process design. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality.

Unit Number:3	Statistical process control, process capability analysis and six sigma approach	No. of hours:11
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Statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications.

Unit Number:4	Introduction to contemporary productivity improvement techniques	No. of hours:12
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Content Summary:
Nature, Evolution and scope of Production and Operations management, Flow strategies and process design, Statistical process control, process capability analysis and six sigma approach, Introduction to contemporary productivity improvement techniques.

***Self-Learning Components:**

- 1. Process Optimization**
- 2. Strategies for identifying and eliminating bottlenecks,**
- 3. streamlining workflows, and**

Improving efficiency in operations.

Reference Books:

1. Jex, Steve M. (2006). *Organisational Psychology – A Scientist Practitioner Approach*, 1/e; New Delhi: Wiley India
2. McKenna, Eugene F. (2000). *Business Psychology and Organisational Behaviour*, 3/e; New Delhi: Vikas Publishing



Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). Social Psychology, 11/e; New Delhi: Prentice Hall India

Define Course Outcomes (CO)

COs	Statements
CO1	Understand and relate the basic concepts and theories of the production management with industry.
CO2	Comprehend the operations management situations with greater confidence.
CO3	Outline the issues in production and operations processes they may face during their careers expand individual knowledge of operations management principles and practices
CO4	Apply or translate operations management concepts and their influence on business decisions.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO11	C2		



C02	C2		
C03	C1		
C04	C3		

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	1	2	3
CO2	2	3	3
CO3	1	3	2
CO4	2	3	3

Relevance of the Syllabus to various indicators

Unit I- Nature, Evolution and scope of Production and Operations management	
Local	Local operations management: Examining the specific operational challenges and opportunities faced by local businesses or organizations in the community.
Regional	Regional operations management: Analyzing regional supply chains, logistics, and distribution networks to enhance productivity and efficiency.



National	National sustainability frameworks: Assessing national sustainability frameworks and targets that guide operations management practices towards environmental and social responsibility.
Global	Global supply chain management: Analyzing global supply chain networks and logistics to optimize operations and enhance productivity on a global scale.
Employability	Identifying the key skills required for effective operations management, such as problem-solving, decision-making, and project management.
Entrepreneurship	Exploring how entrepreneurship and operations management intersect, including topics such as lean startup principles, supply chain management, and production planning.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit II- Flow strategies and process design	
Local	Local employability in operations management: Identifying the local job market and employment opportunities in operations management roles within the community.
Regional	Regional skill development: Identifying regional training programs and educational opportunities to develop skills relevant to operations management in the region.



National	National operations management strategies: Investigating national-level policies, regulations, and best practices for enhancing productivity in various sectors through effective operations management.
Global	Global supply chain management: Analyzing global supply chain networks and logistics to optimize operations and enhance productivity on a global scale.
Employability	Identifying the key skills required for effective operations management, such as problem-solving, decision-making, and project management.
Entrepreneurship	Exploring how entrepreneurship and operations management intersect, including topics such as lean startup principles, supply chain management, and production planning.
Skill Development	Developing strategies for enhancing employability in the field of operations management.
Professional Ethics	Examining ethical considerations and dilemmas in operations management, such as ensuring workplace safety, fair labor practices, and responsible sourcing.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	-
NEP	-
POE/4th IR	
Unit III- Statistical process control, process capability analysis and six sigma approach	
Local	Local entrepreneurship in operations management: Exploring local entrepreneurial ventures and startups focused on improving productivity through effective operations management practices.
Regional	Regional entrepreneurship ecosystem: Assessing regional resources, incubators, and support networks available to foster entrepreneurship in the field of operations management.



National	National skill development initiatives: Analyzing national-level skill development programs and certifications to improve the overall competence of operations management professionals.
Global	Global talent pool and employability: Exploring international job opportunities and talent mobility in operations management across different countries.
Employability	Identifying the key skills required for effective operations management, such as problem-solving, decision-making, and project management.
Entrepreneurship	Exploring how entrepreneurship and operations management intersect, including topics such as lean startup principles, supply chain management, and production planning.
Skill Development	Developing strategies for enhancing employability in the field of operations management.
Professional Ethics	Examining ethical considerations and dilemmas in operations management, such as ensuring workplace safety, fair labor practices, and responsible sourcing.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit IV- Introduction to contemporary productivity improvement techniques/systems	
Local	Local sustainability initiatives: Investigating local initiatives related to sustainable operations management, such as waste reduction programs or renewable energy adoption.



Regional	Regional sustainability collaborations: Exploring regional partnerships and collaborations for implementing sustainable practices in operations management across different industries.
National	National skill development initiatives: Analyzing national-level skill development programs and certifications to improve the overall competence of operations management professionals.
Global	Global sustainability standards and certifications: Understanding international sustainability standards and certifications applicable to operations management, promoting global environmental and social sustainability
Employability	Identifying the key skills required for effective operations management, such as problem-solving, decision-making, and project management.
Entrepreneurship	Exploring how entrepreneurship and operations management intersect, including topics such as lean startup principles, supply chain management, and production planning.
Skill Development	Developing strategies for enhancing employability in the field of operations management.
Professional Ethics	Examining ethical considerations and dilemmas in operations management, such as ensuring workplace safety, fair labor practices, and responsible sourcing.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge

Benchmarking Universities:



Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Lean Operation Management
Symbiosis	MBA	Research Methodology
Amity University	MBA	Operations Management

Department:	School of School of Management & Commerce		
Course Name: Creating An Entrepreneurial Mindset	Course Code: MCMC710	L-T-P	Credits
		3-0-0	3
Type of Course	Major		
Pre-requisite(s):			
Brief Syllabus:			
<p>Building the foundation today's Entrepreneurs, Creating An Entrepreneurial Mind set (CEM) will provide students with an understanding of issues facing entrepreneurs and an exposure to the skills involved in addressing them. We will explore how executives should approach making critical decisions during the different phases of an entrepreneurial company's life. Starting from the vantage point of the individual, we will put ourselves in the shoes of decision makers ranging from technology entrepreneurs to venture capitalists, from real estate developers to inventors. CEM will give students the opportunity to hone their skills in identifying and testing business opportunities, decomposing complex business problems, determining what decisions the responsible business executive must make, and establishing a 'burden of proof' standard for making those decisions. We will also introduce a range of specific tools—including business model design, lean testing, and customer and channel analytics—that are particularly relevant to entrepreneurs, as well as introduce students to the fundamentals of entrepreneurial finance and governance. The course will provide insight as to how the interests of other important constituencies— employees,</p>			



potential and actual investors, business partners, suppliers, and distribution channels—constrain and contribute to an entrepreneur’s ability to create value.

UNIT WISE DETAILS

Unit Number: 1	Entrepreneurship	No. of hours:11
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Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit Number:2	Starting the venture	No. of hours:12
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Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

Unit Number:3	Functional plans	No. of hours:11
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Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan– form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis



Unit Number:4	Sources of finance	No. of hours:12
<p>Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Role of Central and State Governments in promoting entrepreneurship – Start-up India, Standup India, PM Yuva Yojna, NITI Aayog.</p>		
<p>Content Summary:</p> <p>Nature, Evolution and scope of Production and Operations management, Flow strategies and process design, Statistical process control, process capability analysis and six sigma approach, Introduction to contemporary productivity improvement techniques.</p>		
<p>*Self-Learning Components:</p> <ol style="list-style-type: none">1. Process Optimization2. Strategies for identifying and eliminating bottlenecks,3. Streamlining workflows, and4. Improving efficiency in operations.		
<p>Reference Books:</p> <ol style="list-style-type: none">1. Jex, Steve M. (2006). <i>Organisational Psychology – A Scientist Practitioner Approach</i>, 1/e; New Delhi: Wiley India2. McKenna, Eugene F. (2000). <i>Business Psychology and Organisational Behaviour</i>, 3/e; New Delhi: Vikas Publishing3. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). <i>Social Psychology</i>, 11/e; New Delhi: Prentice Hall India		

Define Course Outcomes (CO)

COs	Statements
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CO1	Understanding the concept and objective of Entrepreneurship.
CO2	Familiarize with the concept of business idea and feasibility study with real live examples.
CO3	Develop the ability to develop various marketing and financial plan.
CO4	Provide a basic understanding of sources of finance and Role of Central and State Governments in promoting entrepreneurship

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels© 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO11	C2		
C02	C2		
CO3	C1		
CO4	C3		

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	-	3	-	-	-	-	-	-	-	-



CO2	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	-	3	3	-	-	-
CO4	-	3	-	-	-	-	-	-	-	-

PO	PSO1	PSO2	PSO3
CO1	1	2	3
CO2	2	3	1
CO3	1	2	2
CO4	2	3	1

Relevance of the Syllabus to various indicators

Unit I- Entrepreneurship	
Local	Understanding the local market dynamics, identifying local opportunities, and leveraging local resources for entrepreneurial ventures.
Regional	Exploring regional markets, networking with regional business communities, and understanding regional economic trends and opportunities.
National	-
Global	-
Employability	-
Entrepreneurship	Entrepreneurship Skills: Building skills specific to entrepreneurship, such as creativity, innovation, risk-taking, opportunity recognition, strategic thinking, and business planning.
Skill Development	Skill Development: Continuous improvement of technical, managerial, and leadership skills through training, workshops, and experiential learning.



Professional Ethics	Professional Ethics: Understanding and practicing ethical conduct in business, including integrity, honesty, accountability, and respect for stakeholders.
Gender	Gender and Entrepreneurship: Exploring the challenges and opportunities faced by women entrepreneurs, promoting gender equality in entrepreneurship, and fostering inclusive business environments.
Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit II- Starting the venture	
Local	Understanding the local market dynamics, identifying local opportunities, and leveraging local resources for entrepreneurial ventures.
Regional	Exploring regional markets, networking with regional business communities, and understanding regional economic trends and opportunities.
National	-
Global	Global Entrepreneurship: Embracing the global market, understanding international business practices, and exploring opportunities for international trade and expansion.
Employability	Employability Skills: Developing skills that enhance employability, such as communication, teamwork, problem-solving, adaptability, and continuous learning.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-



Gender	Gender and Entrepreneurship: Exploring the challenges and opportunities faced by women entrepreneurs, promoting gender equality in entrepreneurship, and fostering inclusive business environments.
Human Values	Human Values: Integrating human values like empathy, compassion, and social responsibility into entrepreneurial endeavors, considering the impact on employees, customers, and society.
Environment & Sustainability	Environment & Sustainability: Incorporating sustainable practices and considering environmental impact in entrepreneurial activities, promoting eco-friendly and socially responsible business models.
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit III- Functional plans	
Local	Understanding the local market dynamics, identifying local opportunities, and leveraging local resources for entrepreneurial ventures.
Regional	Exploring regional markets, networking with regional business communities, and understanding regional economic trends and opportunities.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Gender and Entrepreneurship: Exploring the challenges and opportunities faced by women entrepreneurs, promoting gender equality in entrepreneurship, and fostering inclusive business environments.



Human Values	Human Values: Integrating human values like empathy, compassion, and social responsibility into entrepreneurial endeavors, considering the impact on employees, customers, and society.
Environment & Sustainability	Environment & Sustainability: Incorporating sustainable practices and considering environmental impact in entrepreneurial activities, promoting eco-friendly and socially responsible business models.
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit IV- Sources of finance	
Local	Understanding the local market dynamics, identifying local opportunities, and leveraging local resources for entrepreneurial ventures.
Regional	Exploring regional markets, networking with regional business communities, and understanding regional economic trends and opportunities.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Gender and Entrepreneurship: Exploring the challenges and opportunities faced by women entrepreneurs, promoting gender equality in entrepreneurship, and fostering inclusive business environments.
Human Values	Human Values: Integrating human values like empathy, compassion, and social responsibility into entrepreneurial endeavors, considering the impact on employees, customers, and society.



Environment & Sustainability	Environment & Sustainability: Incorporating sustainable practices and considering environmental impact in entrepreneurial activities, promoting eco-friendly and socially responsible business models.
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Entrepreneurship
Symbiosis	MBA	Introduction to Entrepreneurship
Amity University	MBA	Entrepreneurship & New Venture Creation

Department:	School of Management & Commerce		
	Course Code : MCMC712	L-T-P	Credits



Course Name: Decision Science Applications in Business			
		3-1-0	4
Type of Course	Major		
Pre-requisite(s):			
Brief Syllabus: A study of a range of problems and applications to managerial decision making using scientific and analytical methodology. Topics include an in-depth understanding of linear programming and sensitivity analysis and an introduction to decision analysis. Problem recognition, model building, model analysis and managerial implications are the primary objectives with special emphasis on understanding the concepts and computer implementation and interpretation.			
UNIT WISE DETAILS			
Unit Number: 1	Entrepreneurship	No. of hours:15	
Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship			
Unit Number:2	Starting the venture	No. of hours:15	
Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors			



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Unit Number:3	Functional plans	No. of hours:15
Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan –form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis		
Unit Number:4	Sources of finance	No. of hours:15
Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Role of Central and State Governments in promoting entrepreneurship – Start-up India, Standup India, PM Yuva Yojna, NITI Aayog.		
Content Summary:		
Linear programming, Transportation models, Queuing theory, Game Theory		
*Self-Learning Components:		
<ol style="list-style-type: none">1. Interactive Case Studies2. Gamified Learning Modules3. Virtual Experiments4. Adaptive Learning Algorithms		



Reference Books:

4. Ackoff R L and Sasieni M W- Fundamentals of Operations Research (Wiley, 1968)
5. Budnick F S et al – Principles of Operations Research for Management (Irwin, 1977)
6. Churchman C W et al – Introduction to Operations Research (Wiley, 1957)
7. Hillier F S – Introduction to Operations Research (Holden-Day, 1987)
8. Mitchell G H – Operations Research Techniques and Examples (The English University Press, 1972)

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding the concept and objective of Entrepreneurship.
CO2	Familiarize with the concept of business idea and feasibility study with real live examples.
CO3	Develop the ability to develop various marketing and financial plan.
CO4	Provide a basic understanding of sources of finance and Role of Central and State Governments in promoting entrepreneurship

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge		1. Imitation
	2. Understand	1. Receiving	2. Manipulation
	3. Apply	2. Responding	3. Precision
	4. Analyze	3. Valuing	4. Articulation
	5. Evaluate	4. Organizing	5. Improving
	6. Create	5. Characterizing	



CO11	C2		
CO2	C2		
CO3	C3		
CO4	C6		

CO-PO Mapping

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

CO-PSO Mapping

PSO	PSO1	PSO2	PSO3
CO1	-	-	-
CO2	2	1	-
CO3	-	2	-



CO4	1	-	-
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Relevance of the Syllabus to various indicators

Unit I- Linear programming	
Local	Linear programming can be applied at different scales to address various issues. For instance, it can be used to optimize resource allocation within a local community.
Regional	regional supply chain management.
National	national production planning
Global	global logistics optimization
Employability	Linear programming can be utilized to optimize workforce scheduling, determining the most efficient allocation of employees to different tasks or shifts based on their skills and availability.
Entrepreneurship	Aid entrepreneurs in decision-making processes, such as determining the optimal production mix, resource allocation, or pricing strategies, to maximize profits or minimize costs.
Skill Development	Assist in designing training programs by optimizing the allocation of resources, such as trainers, time, and training materials, to maximize the acquisition of skills or knowledge within given constraints.
Professional Ethics	Mathematical tool, ethical considerations can arise when using it in specific applications. For example, when optimizing production or distribution, ethical considerations may be taken into account, such as ensuring fair labor practices or minimizing environmental impacts.
Gender	contribute to addressing gender-related issues by optimizing resource allocation to promote gender equality in various domains, such as education, workforce participation, or resource distribution.



Human Values	incorporate human values into decision-making processes by including specific constraints or objectives that reflect societal preferences or ethical considerations.
Environment & Sustainability	Environment & Sustainability: Incorporating environmental and sustainability considerations into decision science frameworks, assessing the environmental impact of decisions, and promoting sustainable practices in business decision-making.
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit II- Transportation models	
Local	Local Decision Science: Applying decision science principles and techniques to address local business challenges and optimize local operations and processes.
Regional	Regional Decision Science: Analyzing regional data and trends to make informed business decisions, considering regional market dynamics and regional factors that may influence decision-making.
National	National Decision Science: Utilizing decision science methods to navigate national business environments, incorporating national economic indicators and policies into decision-making processes.
Global	Global Decision Science: Incorporating global data and insights into decision-making, considering international market trends, global supply chains, and global economic factors.
Employability	Employability Skills: Developing skills that enhance employability in the field of decision science, including critical thinking, problem-solving, data analysis, and decision-making skills.



Entrepreneurship	Entrepreneurship in Decision Science: Exploring entrepreneurial opportunities in decision science, such as starting a consulting firm or developing innovative decision support tools and technologies.
Skill Development	Skill Development: Continuously improving technical skills in data analysis, statistical modeling, optimization techniques, and data visualization for effective decision-making.
Professional Ethics	Professional Ethics: Considering ethical implications in decision science, such as fairness, transparency, and accountability in data collection, analysis, and decision-making processes.
Gender	Gender and Decision Science: Examining the role of gender in decision science, addressing potential biases, and promoting gender equality and diversity in the field.
Human Values	Human Values: Integrating human values into decision science applications, such as considering the impact of decisions on stakeholders, promoting ethical behavior, and fostering responsible and inclusive decision-making practices.
Environment & Sustainability	Environment & Sustainability: Incorporating environmental and sustainability considerations into decision science frameworks, assessing the environmental impact of decisions, and promoting sustainable practices in business decision-making.
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit III- Queuing theory	
Local	queuing theory can be applied to analyze and optimize queues in small-scale systems, such as retail stores, banks, or hospitals
Regional	to analyze and optimize queues in transportation systems, such as traffic flow, toll booths, or airport security checkpoints.



National	queuing theory can be used to study queues in large-scale systems, such as telecommunication networks, call centers, or public services.
Global	extended to global systems, such as international shipping and logistics, where queues may occur at various points along the supply chain.
Employability	Analyze and optimize workforce allocation and staffing levels in organizations, considering factors like employee skills, availability, and task assignments.
Entrepreneurship	customer demand patterns and make informed decisions regarding capacity planning, waiting times, and customer satisfaction in their businesses.
Skill Development	design training programs or workshops, considering the optimal number of participants, scheduling, and resource allocation to enhance skill development while minimizing waiting times.
Professional Ethics	guide ethical decision-making in queue management by considering principles of fairness, transparency, and customer satisfaction.
Gender	gender-based preferences or discrimination, and identify strategies to ensure equal treatment and opportunities for all individuals.
Human Values	can incorporate human values by considering factors like fairness, respect, and dignity in queue management.
Environment & Sustainability	can contribute to sustainability efforts by optimizing resource utilization, minimizing waiting times, and reducing energy consumption in queue systems
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Global Education Knowledge
Unit IV- Game Theory	



Local	Local Decision Science: Applying decision science principles and techniques to address local business challenges and optimize local operations and processes.
Regional	Regional Decision Science: Analyzing regional data and trends to make informed business decisions, considering regional market dynamics and regional factors that may influence decision-making.
National	National Decision Science: Utilizing decision science methods to navigate national business environments, incorporating national economic indicators and policies into decision-making processes.
Global	Global Decision Science: Incorporating global data and insights into decision-making, considering international market trends, global supply chains, and global economic factors.
Employability	be applied to study labor markets, job search strategies, and negotiations between employers and employees.
Entrepreneurship	Entrepreneurship in Decision Science: Exploring entrepreneurial opportunities in decision science, such as starting a consulting firm or developing innovative decision support tools and technologies.
Skill Development	can assist in understanding strategic choices made by entrepreneurs, such as market entry, pricing strategies, and competition.
Professional Ethics	can shed light on ethical dilemmas and decision-making in professional settings
Gender	can be used to analyze gender-related issues, such as bargaining power, negotiation strategies, and social norms.
Human Values	can be applied to study conflicts and dilemmas related to human values. It can explore how different value systems interact, the impact of cultural and social norms on decision-making, and the role of trust and cooperation in aligning values.



Environment Sustainability	&	can help analyze decision-making processes related to environmental issues, such as pollution control, resource management, and climate change.
SDG		Skills for Decent Work (SDG 4.4)
NEP		Professional Education (17.1-17.5)
POE/4th IR		Global Education Knowledge

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Models of Decision Making
Symbiosis	MBA	Decision Science
Amity University	MBA	Human Resource Metrics and Analytic

Department:	School of Management & Commerce		
Course Name: Global Business Operations	Course Code : MCMC714	L-T-P	Credits
		3-0-0	3
Type of Course	Major		
Pre-requisite(s): Basic Understanding about Global Environment			
Brief Syllabus:			
<p>This course will provide the student with information about business operations and business vocabulary in International Business and explores the techniques for entering the international marketplace. It emphasizes on the impact and dynamics of sociocultural, demographic, economic, technological, and political-legal factors in the foreign trade environment. Other topics include patterns of world trade,</p>			



internationalization of the firm, and operating procedures of the multinational enterprise. The course covers how and why the world's countries differ, a thorough review of the economics and politics of international trade and investment. It explains the functions of the global monetary system, & examines the strategies and structures of international businesses.

UNIT WISE DETAILS

Unit Number: 1	Overview of Global Business Operations	No. of hours:11
Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.		
Unit Number:2	International Business Entry & Development Strategic effects of going international	No. of hours:12
International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalization, Mergers and Acquisitions. Pricing for International Market Key factors in global pricing & methods, International branding perspectives.		
Unit Number:3	Finance function in a multinational firm	No. of hours:11
Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments, Exposures in international finance and how to contain them.		
Unit Number:4	International Portfolio investment	No. of hours:12



International Portfolio investment, International cash management, Financial engineering: Currency derivatives, strategic considerations in euro -equity issues, Global depository receipts (GDRs) and American Depository receipts (ADRs), International bond financing.

Content Summary:

Overview of Global Business Operations, International Business Entry & Development Strategic effects of going international, Finance function in a multinational firm, International Portfolio investment

***Self-Learning Components:**

- 1. Cross-Cultural Communication**
- 2. International Trade and Supply Chain Management**
- 3. Global Market Entry Strategies**
- 4. Global Risk Management**

Reference Books:

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
4. Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi

Define Course Outcomes (CO)

COs	Statements
CO1	Students will increase their understanding of global markets and the way they trade with other countries.
CO2	Students studying international business will have in-depth insights into the global economic and business climates
CO3	Students can expect career in the public, private, and non-profit sectors, with work profile of revolving around international trade, global business operations and planning, or industrial development.



CO4	Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.
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COs Mapping with Levels of Bloom’s taxonomy

	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	a. Receiving b. Responding c. Valuing d. Organizing e. Characterizing	1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C2		
CO2	C4		
CO3			
CO4	C2		

CO-PO Mapping

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



CO-PSO Mapping

PSO	PSO1	PSO2	PSO3
CO1	-	-	-
CO2	2	1	-
CO3	-	2	-
CO4	1	-	-

Relevance of the Syllabus to various indicators

Unit I- Overview of Global Business Operations	
Local	Local factors can include market conditions, consumer preferences, and regulatory requirements that impact business operations at the grassroots level.
Regional	
National	These may include government policies, legal frameworks, economic stability, infrastructure, and political climate. Understanding national dynamics is essential for successful market entry and sustainable operations.
Global	Organizations must adapt to global trends, technological advancements, and changing consumer behaviors on a global scale.
Employability	In the context of global business operations, employability includes skills such as cross-cultural communication, adaptability, foreign language proficiency, and an understanding of international business practices.
Entrepreneurship	entrepreneurs may identify opportunities in emerging markets, create international networks, and leverage technology to launch and scale businesses across borders.



Skill Development	
Professional Ethics	
Gender	Gender diversity and equal opportunities are critical for fostering innovation, achieving sustainable growth, and addressing social and economic disparities.
Human Values	Organizations that prioritize human values in their global operations tend to foster positive relationships with stakeholders, build trust, and contribute to societal well-being.
Environment & Sustainability	
SDG	Businesses can contribute to the SDGs by aligning their operations with these goals and actively pursuing sustainable practices.
NEP	NEP emphasizes the need for skill development, entrepreneurship education, and fostering a global mindset among students to meet the demands of the global job market.
POE/4th IR	organizations must adapt to the rapid changes brought about by emerging technologies such as artificial intelligence, robotics, blockchain, and the Internet of Things (IoT).
Unit II- International Business Entry & Development Strategic effects of going international	
Local	Local: Going international can lead to the creation of new job opportunities and increased economic development in the local community where the business expands.
Regional	Regional: Expansion into regional markets can foster regional integration and collaboration, leading to enhanced trade relationships and economic growth.
National	National: International business activities contribute to a country's GDP, foreign exchange earnings, and overall economic competitiveness. It can also facilitate knowledge transfer and technological advancements.
Global	Global: By entering global markets, businesses gain access to a larger customer base, new market opportunities, and potential for increased



	revenue. It also fosters cultural exchange and global economic interdependence.
Employability	Going international can create employment opportunities, both locally and abroad, as businesses expand their operations and establish new branches or subsidiaries in different countries.
Entrepreneurship	International expansion can provide entrepreneurial individuals with new markets to explore and expand their business ventures.
Skill Development	Going international requires employees and entrepreneurs to develop cross-cultural communication skills, adaptability, and an understanding of international business practices.
Professional Ethics	International business operations necessitate adherence to ethical standards and responsible business practices, considering the diverse legal, cultural, and social contexts in different countries.
Gender	International business expansion can contribute to gender equality and women's empowerment by providing equal opportunities for employment, leadership roles, and entrepreneurship in different countries.
Human Values	It promotes the recognition and respect for human values by fostering cultural exchange, understanding, and tolerance.
Environment & Sustainability	Environment & Sustainability: Incorporating environmental and sustainability considerations into decision science frameworks, assessing the environmental impact of decisions, and promoting sustainable practices in business decision-making.
SDG	International business expansion can contribute to achieving the UN Sustainable Development Goals by addressing poverty, hunger, education, gender equality, decent work, economic growth, and responsible consumption and production, among others.
NEP	Going international can facilitate collaborations between educational institutions and international partners, supporting the exchange of



	knowledge, research, and educational programs that align with the objectives of the National Education Policy.
POE/4th IR	International business entry and development can be influenced by the philosophy of education and the transformative impact of the Fourth Industrial Revolution.
Unit III- Finance function in a multinational firm	
Local	Local: Understanding the local financial regulations, tax laws, and business practices in each country where the multinational firm operates is crucial. Local knowledge helps in compliance and managing financial risks effectively.
Regional	Regional: In addition to the local perspective, regional economic trends, integration, and market conditions should be considered when formulating financial strategies. This includes factors such as regional trade agreements, currency fluctuations, and regional economic indicators
National	. National: The finance function needs to align with the national financial regulations, reporting standards, and tax requirements of the countries in which the multinational firm operates. Compliance with national laws is vital for financial stability and avoiding legal issues.
Global	Global: The finance function plays a critical role in managing the multinational firm's global financial operations. This includes overseeing financial planning, risk management, treasury management, foreign exchange exposure, and coordinating financial reporting across multiple jurisdictions.
Employability	Employability: The finance function requires individuals with strong financial skills, analytical abilities, and knowledge of financial tools and systems. Employability in this context refers to the development of these skills and competencies to enhance career prospects within the finance profession.
Entrepreneurship	Entrepreneurship: In the finance function, entrepreneurship can involve identifying and pursuing new business opportunities, assessing financial viability, and supporting the strategic decision-making process.



	Entrepreneurial skills can help finance professionals drive innovation and value creation within the multinational firm.
Skill Development	Skill Development: Continuous skill development is crucial for finance professionals to stay updated with industry trends, regulatory changes, and emerging technologies. Skills such as financial analysis, financial modeling, data analytics, and communication are essential for success in the finance function.
Professional Ethics	Professional Ethics: Ethical conduct is fundamental in the finance function, where individuals handle sensitive financial information and make decisions that impact stakeholders. Upholding professional ethics involves integrity, transparency, confidentiality, and compliance with ethical standards and codes of conduct.
Gender	Gender: Promoting gender diversity and equal opportunities within the finance function is essential for creating an inclusive work environment. Encouraging gender balance at all levels fosters a diverse perspective and helps organizations harness the full potential of their workforce.
Human Values	Human Values: Incorporating human values in the finance function involves considering the impact of financial decisions on stakeholders, employees, and society at large. Values such as integrity, fairness, social responsibility, and trustworthiness guide ethical behavior and responsible financial management.
Environment & Sustainability	Environment & Sustainability: The finance function can contribute to environmental sustainability by integrating environmental factors into financial decision-making processes. This includes assessing environmental risks, investing in sustainable projects, and adopting environmentally friendly practices.
SDG	The finance function can align its strategies with the United Nations' Sustainable Development Goals (SDGs). By incorporating the SDGs into financial planning and investment decisions, multinational firms can contribute to social and environmental progress while driving economic growth.



NEP	The National Education Policy of a country outlines the framework for education and skill development. Finance functions can benefit from aligning their talent development initiatives with the objectives and provisions of the NEP to foster a skilled and knowledgeable workforce.
POE/4th IR	The power of exponential technologies and the Fourth Industrial Revolution can transform the finance function. This includes leveraging technologies like artificial intelligence, machine learning, automation, and blockchain to streamline financial processes, improve decision-making, and enhance efficiency in multinational firms.
Unit IV- International Portfolio investment	
Local	Local: Understanding the local market conditions, economic stability, political environment, regulatory framework, and cultural factors is crucial for assessing the investment landscape. Factors such as local industry growth, consumer behavior, and market competition should be analyzed.
Regional	Regional: Assessing regional economic integration, trade agreements, infrastructure development, and regional stability can provide insights into potential investment opportunities and risks within a particular region.
National	National: Analyzing the national economic indicators, government policies, legal and regulatory frameworks, taxation system, labor market conditions, and political stability are essential when considering portfolio investments in a specific country.
Global	Global: Understanding global economic trends, geopolitical dynamics, international trade relations, and the impact of global events such as pandemics or economic crises can help in identifying investment opportunities and managing risks associated with international portfolio investments.
Employability	Employability: Evaluating the local labor market's employability prospects, including the availability of skilled workforce, talent pool, education system, vocational training programs, and government initiatives for human capital development, can influence investment decisions, particularly in sectors that rely on skilled labor.



Entrepreneurship	Entrepreneurship: Assessing the entrepreneurial ecosystem, including the presence of startup hubs, access to capital, government support for entrepreneurship, innovation culture, and intellectual property protection, can highlight investment prospects in emerging sectors and innovative ventures.
Skill Development	Skill Development: Considering the availability of skill development programs, vocational training institutes, and the alignment of educational institutions with industry requirements is important for industries that demand specific skill sets. Adequate skill development initiatives contribute to a more capable workforce and potentially attract investments in such sectors.
Professional Ethics	Professional Ethics: Evaluating the ethical standards and corporate governance practices within a country or region is essential for responsible investments. Investors may prefer markets that demonstrate transparency, accountability, and adherence to ethical business practices.
Gender	Gender: Assessing gender equality and women's empowerment indicators, as well as the presence of policies supporting gender diversity in the workforce, can provide insights into the inclusivity of the market and potential investment opportunities in companies promoting gender equality.
Human Values	Human Values: Considering social factors such as respect for human rights, labor standards, employee welfare, and community engagement can be crucial for assessing the sustainability and ethical practices of potential investment targets.
Environment & Sustainability	Environment & Sustainability: Evaluating a country's environmental policies, commitment to sustainable practices, renewable energy adoption, and efforts towards climate change mitigation can provide insights into long-term investment prospects, considering the growing importance of environmental sustainability.
SDG	SDGs (Sustainable Development Goals): Analyzing a country's progress towards achieving the UN's Sustainable Development Goals can indicate its



	commitment to sustainable development, social progress, and environmental responsibility, aligning with responsible investment objectives.
NEP	NEP (National Education Policy): Understanding a country's national education policy can shed light on the government's focus on education, skill development, and research and development, which can impact the long-term growth prospects and competitiveness of a nation.
POE/4th IR	Assessing a country's preparedness for the Fourth Industrial Revolution, including technological advancements, digital infrastructure, investment in research and development, and initiatives focusing on emerging technologies, can help identify investment opportunities in the tech sector and other sectors poised for digital transformation.

Benchmarking Universities:

Name of the University	Program Referred for Syllabus contents	Subject referred
Christ University	MBA	Global Business Environment
Symbiosis	MBA	Global Business Environment
Amity University	MBA	International Business Environment

Department:	School of Management & Commerce		
Course Name: Challenges of Business Environment	Course Code: MCMC716	L-T-P	Credits
		3-0-0	3
Type of Course	Major		



Pre-requisite(s): Basic knowledge of Business

Brief Syllabus:

This course will provide the student with information about business operations and business vocabulary in International Business and explores the techniques for entering the international marketplace. It emphasizes on the impact and dynamics of sociocultural, demographic, economic, technological, and political-legal factors in the foreign trade environment. Other topics include patterns of world trade, internationalization of the firm, and operating procedures of the multinational enterprise. The course covers how and why the world’s countries differ, a thorough review of the economics and politics of international trade and investment. It explains the functions of the global monetary system, & examines the strategies and structures of international businesses.

UNIT WISE DETAILS

Unit Number: 1	Overview of Global Business Operations	No. of hours:11
Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences Hofstede model.		
Unit Number:2	International Business Entry & Development Strategic effects of going international	No. of hours:12
International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC’s, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC’s and Globalization, Mergers and Acquisitions. Pricing for International Market Key factors in global pricing & methods, International branding perspectives.		
Unit Number:3	Finance function in a multinational firm	No. of hours:11



Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments, Exposures in international finance and how to contain them.

Unit Number:4	International Portfolio investment	No. of hours:12
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International Portfolio investment, International cash management, Financial engineering: Currency derivatives, strategic considerations in euro -equity issues, Global depository receipts (GDRs) and American Depository receipts (ADRs), International bond financing.

Content Summary:

Overview of Global Business Operations, International Business Entry & Development Strategic effects of going international, Finance function in a multinational firm, International Portfolio investment

***Self-Learning Components:**

- 1 Cross-Cultural Communication
- 2 International Trade and Supply Chain Management
- 3 Global Market Entry Strategies
- 4 Global Risk Management

Reference Books:

- 1 Daniels & Lee, International Business Keegan, Global Marketing
- 2 Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
- 3 Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
- 4 Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi



Define Course Outcomes (CO)

COs	Statements
CO1	Students will increase their understanding of global markets and the way they trade with other countries.
CO2	Students studying international business will have in-depth insights into the global economic and business climates
CO3	Students can expect career in the public, private, and non-profit sectors, with work profile of revolving around international trade, global business operations and planning, or industrial development.
CO4	Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.

COs Mapping with Levels of Bloom’s taxonomy

	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	1.Knowledge 2.Understand 3.Apply 4.Analyze 5.Evaluate 6.Create	1.Receiving 2.Responding 3. Valuing 4Organizing 5.Characterizing	1.Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
CO1	C2		
CO2	C4		



CO3			
CO4	C2		

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

CO-PSO Mapping

PSO	PSO1	PSO2	PSO3
CO1	-	-	1
CO2	2	1	2
CO3	-	2	1
CO4	1	-	-

Relevance of the Syllabus to various indicators

Unit I- Overview of Global Business Operations	
Local	Local factors can include market conditions, consumer preferences, and regulatory requirements that impact business operations at the grassroots level.
Regional	



National	These may include government policies, legal frameworks, economic stability, infrastructure, and political climate. Understanding national dynamics is essential for successful market entry and sustainable operations.
Global	Organizations must adapt to global trends, technological advancements, and changing consumer behaviors on a global scale.
Employability	In the context of global business operations, employability includes skills such as cross-cultural communication, adaptability, foreign language proficiency, and an understanding of international business practices.
Entrepreneurship	entrepreneurs may identify opportunities in emerging markets, create international networks, and leverage technology to launch and scale businesses across borders.
Skill Development	
Professional Ethics	
Gender	Gender diversity and equal opportunities are critical for fostering innovation, achieving sustainable growth, and addressing social and economic disparities.
Human Values	Organizations that prioritize human values in their global operations tend to foster positive relationships with stakeholders, build trust, and contribute to societal well-being.
Environment & Sustainability	
SDG	Businesses can contribute to the SDGs by aligning their operations with these goals and actively pursuing sustainable practices.
NEP	NEP emphasizes the need for skill development, entrepreneurship education, and fostering a global mindset among students to meet the demands of the global job market.
POE/4th IR	organizations must adapt to the rapid changes brought about by emerging technologies such as artificial intelligence, robotics, blockchain, and the Internet of Things (IoT).



Unit II- International Business Entry & Development Strategic effects of going international	
Local	Local: Going international can lead to the creation of new job opportunities and increased economic development in the local community where the business expands.
Regional	Regional: Expansion into regional markets can foster regional integration and collaboration, leading to enhanced trade relationships and economic growth.
National	National: International business activities contribute to a country's GDP, foreign exchange earnings, and overall economic competitiveness. It can also facilitate knowledge transfer and technological advancements.
Global	Global: By entering global markets, businesses gain access to a larger customer base, new market opportunities, and potential for increased revenue. It also fosters cultural exchange and global economic interdependence.
Employability	Going international can create employment opportunities, both locally and abroad, as businesses expand their operations and establish new branches or subsidiaries in different countries.
Entrepreneurship	International expansion can provide entrepreneurial individuals with new markets to explore and expand their business ventures.
Skill Development	Going international requires employees and entrepreneurs to develop cross-cultural communication skills, adaptability, and an understanding of international business practices.
Professional Ethics	International business operations necessitate adherence to ethical standards and responsible business practices, considering the diverse legal, cultural, and social contexts in different countries.
Gender	International business expansion can contribute to gender equality and women's empowerment by providing equal opportunities for employment, leadership roles, and entrepreneurship in different countries.



Human Values	It promotes the recognition and respect for human values by fostering cultural exchange, understanding, and tolerance.
Environment & Sustainability	Environment & Sustainability: Incorporating environmental and sustainability considerations into decision science frameworks, assessing the environmental impact of decisions, and promoting sustainable practices in business decision-making.
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POE/4th IR	International business entry and development can be influenced by the philosophy of education and the transformative impact of the Fourth Industrial Revolution.
Unit III- Finance function in a multinational firm	
Local	Local: Understanding the local financial regulations, tax laws, and business practices in each country where the multinational firm operates is crucial. Local knowledge helps in compliance and managing financial risks effectively.
Regional	Regional: In addition to the local perspective, regional economic trends, integration, and market conditions should be considered when formulating financial strategies. This includes factors such as regional trade agreements, currency fluctuations, and regional economic indicators
National	. National: The finance function needs to align with the national financial regulations, reporting standards, and tax requirements of the countries in which the multinational firm operates. Compliance with national laws is vital for financial stability and avoiding legal issues.



Global	Global: The finance function plays a critical role in managing the multinational firm's global financial operations. This includes overseeing financial planning, risk management, treasury management, foreign exchange exposure, and coordinating financial reporting across multiple jurisdictions.
Employability	Employability: The finance function requires individuals with strong financial skills, analytical abilities, and knowledge of financial tools and systems. Employability in this context refers to the development of these skills and competencies to enhance career prospects within the finance profession.
Entrepreneurship	Entrepreneurship: In the finance function, entrepreneurship can involve identifying and pursuing new business opportunities, assessing financial viability, and supporting the strategic decision-making process. Entrepreneurial skills can help finance professionals drive innovation and value creation within the multinational firm.
Skill Development	Skill Development: Continuous skill development is crucial for finance professionals to stay updated with industry trends, regulatory changes, and emerging technologies. Skills such as financial analysis, financial modeling, data analytics, and communication are essential for success in the finance function.
Professional Ethics	Professional Ethics: Ethical conduct is fundamental in the finance function, where individuals handle sensitive financial information and make decisions that impact stakeholders. Upholding professional ethics involves integrity, transparency, confidentiality, and compliance with ethical standards and codes of conduct.
Gender	Gender: Promoting gender diversity and equal opportunities within the finance function is essential for creating an inclusive work environment. Encouraging gender balance at all levels fosters a diverse perspective and helps organizations harness the full potential of their workforce.
Human Values	Human Values: Incorporating human values in the finance function involves considering the impact of financial decisions on stakeholders, employees,



	and society at large. Values such as integrity, fairness, social responsibility, and trustworthiness guide ethical behavior and responsible financial management.
Environment & Sustainability	Environment & Sustainability: The finance function can contribute to environmental sustainability by integrating environmental factors into financial decision-making processes. This includes assessing environmental risks, investing in sustainable projects, and adopting environmentally friendly practices.
SDG	The finance function can align its strategies with the United Nations' Sustainable Development Goals (SDGs). By incorporating the SDGs into financial planning and investment decisions, multinational firms can contribute to social and environmental progress while driving economic growth.
NEP	The National Education Policy of a country outlines the framework for education and skill development. Finance functions can benefit from aligning their talent development initiatives with the objectives and provisions of the NEP to foster a skilled and knowledgeable workforce.
POE/4th IR	The power of exponential technologies and the Fourth Industrial Revolution can transform the finance function. This includes leveraging technologies like artificial intelligence, machine learning, automation, and blockchain to streamline financial processes, improve decision-making, and enhance efficiency in multinational firms.
Unit IV- International Portfolio investment	
Local	Local: Understanding the local market conditions, economic stability, political environment, regulatory framework, and cultural factors is crucial for assessing the investment landscape. Factors such as local industry growth, consumer behavior, and market competition should be analyzed.
Regional	Regional: Assessing regional economic integration, trade agreements, infrastructure development, and regional stability can provide insights into potential investment opportunities and risks within a particular region.



National	National: Analyzing the national economic indicators, government policies, legal and regulatory frameworks, taxation system, labor market conditions, and political stability are essential when considering portfolio investments in a specific country.
Global	Global: Understanding global economic trends, geopolitical dynamics, international trade relations, and the impact of global events such as pandemics or economic crises can help in identifying investment opportunities and managing risks associated with international portfolio investments.
Employability	Employability: Evaluating the local labor market's employability prospects, including the availability of skilled workforce, talent pool, education system, vocational training programs, and government initiatives for human capital development, can influence investment decisions, particularly in sectors that rely on skilled labor.
Entrepreneurship	Entrepreneurship: Assessing the entrepreneurial ecosystem, including the presence of startup hubs, access to capital, government support for entrepreneurship, innovation culture, and intellectual property protection, can highlight investment prospects in emerging sectors and innovative ventures.
Skill Development	Skill Development: Considering the availability of skill development programs, vocational training institutes, and the alignment of educational institutions with industry requirements is important for industries that demand specific skill sets. Adequate skill development initiatives contribute to a more capable workforce and potentially attract investments in such sectors.
Professional Ethics	Professional Ethics: Evaluating the ethical standards and corporate governance practices within a country or region is essential for responsible investments. Investors may prefer markets that demonstrate transparency, accountability, and adherence to ethical business practices.
Gender	Gender: Assessing gender equality and women's empowerment indicators, as well as the presence of policies supporting gender diversity in the workforce,



	can provide insights into the inclusivity of the market and potential investment opportunities in companies promoting gender equality.
Human Values	Human Values: Considering social factors such as respect for human rights, labor standards, employee welfare, and community engagement can be crucial for assessing the sustainability and ethical practices of potential investment targets.
Environment & Sustainability	Environment & Sustainability: Evaluating a country's environmental policies, commitment to sustainable practices, renewable energy adoption, and efforts towards climate change mitigation can provide insights into long-term investment prospects, considering the growing importance of environmental sustainability.
SDG	SDGs (Sustainable Development Goals): Analyzing a country's progress towards achieving the UN's Sustainable Development Goals can indicate its commitment to sustainable development, social progress, and environmental responsibility, aligning with responsible investment objectives.
NEP	NEP (National Education Policy): Understanding a country's national education policy can shed light on the government's focus on education, skill development, and research and development, which can impact the long-term growth prospects and competitiveness of a nation.
POE/4th IR	Assessing a country's preparedness for the Fourth Industrial Revolution, including technological advancements, digital infrastructure, investment in research and development, and initiatives focusing on emerging technologies, can help identify investment opportunities in the tech sector and other sectors poised for digital transformation.

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Global Business Environment
Symbiosis	MBA	Global Business Environment



Amity University	MBA	International Business Environment
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7th Semester

Department:	School of Management and Commerce		
Course Name: Cross Culture & Global Management	Course Code: MCMC405	L-T-P	Credits
		4-0-0	4
Type of Course:	Major		
Pre-requisite(s), if any:			
Brief Syllabus:			
Determinants of Culture, Facets of culture, Levels of Culture, National Cultural dimensions in the business context, Value orientations and Dimensions, Reconciling cultural dilemmas, Culture and Styles of Management: Management tasks and cultural value, Culture and corporate structures, Culture and Leadership, Culture and Strategy, Cultural change in Organizations, Working with International teams, Global Human Resource Management: Staffing, Training for Global Operations			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction	No. of hours: 15	
Determinants of Culture, Facets of culture, Levels of Culture, National Cultural dimensions in the business context, The influence of National Culture on business culture. Business Cultures: East and West.			
Unit Number: 2	Title: Cultural Dimensions and Dilemmas	No. of hours: 15	



Value orientations and Dimensions, Reconciling cultural dilemmas, Culture and Styles of Management: Management tasks and cultural values. Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase		
Unit Number: 3	Title: Culture and Organization	No. of hours: 15
Culture and corporate structures, Culture and Leadership, Culture and Strategy, Cultural change in Organizations, Culture and marketing, Cultural Diversity, Business communication across cultures, Barriers to intercultural communication, Negotiating Internationally		
Unit Number: 4	Title: Cross Cultural Team Management	No. of hours: 15
Working with International teams, Global Human Resource Management: Staffing, Training for Global Operations, Groups processes during international encounters, Conflicts and cultural difference, Understanding and dealing with conflicts, Developing Intercultural relationships.		
Self-Learning Components: <ul style="list-style-type: none">• Enroll in online courses or Massive Open Online Courses (MOOCs) offered by reputable platforms like Coursera, edX, or Udemy.• Study and analyze real-world case studies that showcase cross cultural management theories and concepts.• Engage in online forums and discussion groups focused on cross cultural and global management topics.• Read business magazines and publications like Harvard Business Review, Forbes, or The Economist.• Explore reputable management-related websites, such as the websites of management associations, business schools, or management consulting firms.		
Reference Books: <p>Cashby Franklin, Revitalize Your Corporate Culture: PHI, Delhi</p> <p>2. Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi</p>		



3. Esenn Drlarry, Rchildress John, The Secret Of A Winning Culture: PHI, Delhi

1.

Define Course Outcomes (CO)

COs	Statements
CO1	To help students understand the cultural differences and similarities that exist in the global business world, and how these impact management practices.
CO2	To equip students with the skills and knowledge necessary to lead diverse, multicultural teams and organizations effectively.
CO3	To provide insights into the dynamics of the global economy, including trade policies, international regulations, and geopolitical factors affecting international business.
CO4	To understand the challenges and best practices in managing a global workforce, including recruitment, retention, and talent development.

COs Mapping with Levels of Bloom’s taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	103. Knowledge 104. Understand 105. Apply 106. Analyze 107. Evaluate 108. Create	86. Receiving 87. Responding 88. Valuing 89. Organizing 90. Characterizing	96. Imitation 97. Manipulation 98. Precision 99. Articulation 100. Improving
CO1	C2	-	-
CO2	C1	-	-
CO3	-	-	-
CO4	C2	-	-



CO-PO Mapping

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

CO-PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4
CO1	3			
CO2				
CO3		3	2	
CO4		1		

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Involves tailoring cross cultural management strategies to suit the local market, collaborating with local stakeholders, and adapting to regional dynamics.
Regional	Focuses on understanding the specific cultural, social, economic, and regulatory factors
National	Significance of cross cultural Management
Global	-
Employability	Fundamental knowledge and exposure to the concepts, theories and practices in the field of cross cultural and global management
Entrepreneurship	Effective cross cultural and global management management skills are essential for entrepreneurs to navigate various challenges, such as business planning, resource allocation, financial management, marketing, and team building.



Skill Development	Observe and evaluate the influence of historical forces on the current practice of cross cultural and global management management
Professional Ethics	Ensures fairness, transparency, and accountability in business practices
Gender	Promoting gender diversity in leadership positions and creating inclusive work environments
Human Values	Prioritize human values foster trust, loyalty, and employee engagement, resulting in increased productivity and organizational success.
Environment & Sustainability	Implementing sustainable practices, minimizing environmental impacts, embracing renewable resources, and adopting environmentally friendly technologies.
Unit II	
Local	Local market conditions, regional regulations, national policies, and global trends to develop effective business plans and organizational as per cross cultural and global management
Regional	Managers must understand the unique cultural, economic, legal, and social factors at each level.
National	Principles of an Organization
Global	Formal and Informal Organization
Employability	Understand the concept of Managerial function in cross cultural and global management
Entrepreneurship	Planning Process; Business Forecasting
Skill Development	-
Professional Ethics	-
Gender	Create inclusive plans and organizational structures that provide equal opportunities for both genders in cross cultural and global management
Human Values	Fostering a work culture that values integrity, respect, fairness, empathy, and collaboration
Environment & Sustainability	-



Unit III	Staffing
Local	Consider the local talent pool, labor market conditions, cultural factors, and legal regulations when recruiting and selecting employees
Regional	Staffing at the regional, national, and global levels involves understanding the diverse talent landscape, labor laws, and market trends to ensure cross cultural and global management
National	-
Global	-
Employability	-
Entrepreneurship	Fostering entrepreneurship within in cross cultural and global management organization.
Skill Development	Evaluate leadership styles and motivation theory to anticipate the consequences of each leadership style in cross cultural and global management.
Professional Ethics	Motivating and Leading, guide decisions related to candidate evaluation, hiring decisions, and the treatment of all individuals involved in the staffing process.
Gender	Gender-inclusive language, diverse interview panels, and training on unconscious bias can contribute to a more equitable and gender-balanced staffing process.
Human Values	Aligning staffing practices with human values
Environment & Sustainability	Integrate environmental considerations into their recruitment strategies by promoting remote work options, green commuting, or adopting eco-friendly practices during the selection process.
Unit IV	
Local	Consider the local market conditions
Regional	Regional regulations
National	-
Global	Global trends to ensure effective performance measurement and evaluation.
Employability	Effective controlling practices provide feedback and development opportunities to enhance employees' skills



Entrepreneurship	Controlling allows entrepreneurs to identify deviations, adjust strategies, and make informed decisions to achieve desired entrepreneurial outcomes in cross cultural and global management.
Skill Development	Apply course concepts and theory in a practical context
Professional Ethics	Involves assessing not only the achievement of financial targets but also the adherence to ethical standards and practices
Gender	Enable organizations to evaluate and reward employees based on merit and competence, regardless of gender.
Human Values	Well-being, job satisfaction, and work-life balance to uphold human values in the cross cultural and global management organization.
Environment & Sustainability	Assessing the organization's compliance with environmental regulations, measuring environmental impacts, and tracking progress towards sustainability goals.
SDG	17
NEP 2020	Aligns with the focus on Cross-Cultural management.
POE/4th IR	Aligns with the demand industries, professionals, and leaders.

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Amrita Vishwa Vidyapeetham	MBA	Cross-Cultural Management
UPES	MBA	Cross Culture Management
Pondicherry University	MBA	Cross Cultural Business Management