



K.R. MANGALAM UNIVERSITY



SCHOOL OF MANAGEMENT AND COMMERCE

Masters of Business Administration

In collaboration with IBM

Post Graduate Course

2023–25



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 Post-Graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its post Graduate programmes. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the postgraduate 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 post-graduate Programmes will prepare the students for both, academia and employability. The programmes also state the attributes that it offers to inculcate at the postgraduation level. The graduate attributes encompass values related to emotional stability, well-being, critical thinking and also skills for employability.

The new curriculum of MBA offer courses in the areas of human resources, international business, marketing, finance, Business Analytics and Gandhian Studies. 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 MBA 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 degree, students would:

- 1) **Develop Business Skills:** One of the primary objectives of an MBA program is to provide students with a broad set of business skills and knowledge. This includes areas such as finance, marketing, operations, strategy, leadership, and entrepreneurship.
- 2) **Foster Critical Thinking and Problem-Solving Abilities:** MBA programs emphasize the development of critical thinking skills and the ability to solve complex business problems.
- 3) **Enhance Leadership and Management Skills:** Another important objective of MBA programs is to cultivate leadership and management skills in students.
- 4) **Build a Professional Network:** MBA programs offer a valuable opportunity for students to build a strong professional network. Through interactions with faculty, guest speakers, alumni, and fellow students, students can establish connections that can be beneficial for their future careers.

Career Avenues

- An MBA degree offers a wide range of career avenues across various industries and sectors. Here are some popular career paths that MBA graduates often pursue:
- **Consulting:** Many 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:** 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:** 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 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:** 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:** 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:** 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:** 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

- 2 Years (Full-Time)

Eligibility Criteria:

Pass at graduation level (Bachelor's Degree) or equivalent with at least 50% marks in aggregate.

**Table of Contents**

S.N.	Content	Page No.
1.	University Vision & Mission	
2	School Vision & Mission	
2.	About School	
3	Program Objectives (PO)	
4	Program Educational Objectives (PEO)	
5	Program Specific Objectives (PSO)	
6	Program Highlights	
7	Scheme of Studies	
8	Course Template	
9	CO Mapping with Bloom's Taxonomy	
10	CO-PO/PSO Mapping	
11	Mapping with components of Global/National/Regional/Local aspects, employability, skill development, SDG, NEP-20 etc	



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

- 1) Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.
- 2) Instil notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.
- 3) Integrate global needs and expectations through collaborative programs with premier universities, research centres, industries and professional bodies.
- 4) Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

School Vision & Mission

SCHOOL 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.

SCHOOL MISSION

SOMC is committed to

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



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

About School

The School of School of Management and 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 endeavours 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. School of Management and Commerce typically provides state-of-the-art facilities, including classrooms, computer labs, libraries, and research centers. These resources support learning, research, and collaboration among students and faculty. The school often establishes partnerships and collaborations with industry organizations, businesses, and corporations. These connections facilitate internships, job placements, and guest lectures by industry professionals, providing students with real-world exposure and networking opportunities.

- Prime Collaborations with IBM, NSE Academy, Safexpress, Imarticus Learning, GCEC Global Foundation, Samatrix, ACCA-UK, and Grant Thornton, for advanced academic support.
- Two-week study program at an International University for MBA students
- Preparations for competitive exams including UPSC, Banking, Insurance, Railways, and SSC.
- Specialized iOS labs for the execution of advanced multimedia projects
- Pragmatic Learning and ICT-Driven Teaching Practices
- K.R. Mangalam Entrepreneurship and Incubation Centre for Entrepreneurial focussed Study, Research, and Practices.

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.



Programme Specific Outcome

An MBA trains students to excel in activities relating to several fields and supports in personal and professional growth. It helps:

- **PSO1: Effective Leadership:** To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- **PSO2: Proactive Thinking:** To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- **PSO3: Entrepreneurial Development:** To develop competent entrepreneurial and management professionals with strong ethical values, capable of performing a pivotal role in various sectors, aligned with the national as well as international priorities

Programme Educational Objectives

PEO 1: Possess in-depth subject knowledge and proficiency in managerial skills for employment and future career development and long life learning.

PEO 2: Develop level of competence along with a holistic approach for designing and implementing innovative solutions to deal with complexities of the modern business world.

PEO 3: Adapt to rapidly changing environment by nurturing the spirit of creativity and entrepreneurship while giving a sense of direction to future business.

PEO 4: Develop skills required for professional management practice while being socially responsible and value-driven citizen committed to sustainable development.

PEO 5: Evaluate and integrate ethical consideration coupled with value-based leadership to create productive leader in the business world.

Course Structure

Semester-I

S.No	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC701	Cyber Law and Governance	3	0	0	3
2	Major	MCMC703	Information Technology in Business	3	0	0	3
3	Major	MCMC705	Statistical Approach to Business Problems	4	0	0	4



4	Major	MCMC707	Economic Analysis for Business	3	0	0	3
5	Major	MCMC709	Accounting for Management	3	1	0	4
6	Major	MCMC711	Innovation and Design Thinking	3	0	0	3
7	Major	MCMC713	People's Behaviour in An Organisation	3	0	0	3
8	Major	MCMC715	Managing Marketing Operations	3	0	0	3
9	AEC	MCMC717	Business Communication Skills I	2	0	0	2
10	SEC	MCMC719	Minor Project I	1	0	2	2
Total				28	1	2	30

Semester-II

S.No	Category	Course Code	Course Title	L	T	P	C
1	Major	MCMC702	Financial Management Using Visualization and Excel	3	1	0	4
2	Major	MCMC704	Research Methodology for Modern Business	3	1	0	4
3	Major	MCMC706	Creating and Retaining Motivated Work force	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	3	0	0	3
9	AEC	MCMC718	Business Communication Skills II	2	0	0	2
10	SEC	MCMC720	Minor Project II	1	0	2	2
Total				27	3	2	31

Semester-III

S.No	Category	Course Code	Course Title	L	T	P	C
1	INT/PRO3	SIMC701	Summer Internship Project Report	0	0	0	6
2	Major	MCMC801	Business Sustainability, Governance and Ethics	3	0	0	3
3	Major		Specialization I Elective I	3	0	0	3



4	Major		Specialization I Elective II	3	0	0	3
5	Major		Specialization I Elective III	3	0	0	3
6	Major		Specialization I Elective IV	3	0	0	3
7	Major		Specialization II Elective I	3	0	0	3
8	Major		Specialization II Elective II	3	0	0	3
9	Major		Specialization II Elective III	3	0	0	3
10	AEC	MCMC803	Business Communication Skills III	2	0	0	2
Total				26	0	0	32

Semester-IV

S.No	Category	Course Code	Course Title	L	T	P	C
1	INT/PROJ	DIMC701	Dissertation	0	0	0	6
2	Major	MCMC802	Contemporary Issues in Strategic Management	3	0	0	3
3			Specialization I Elective V	3	0	0	3
4			Specialization I Elective VI	3	0	0	3
5			Specialization I Elective VII	3	0	0	3
6			Specialization II Elective IV	3	0	0	3
7			Specialization II Elective V	3	0	0	3
8			Specialization II Elective VI	3	0	0	3
9			Specialization II Elective VII	3	0	0	3
Total				24			30



Semester-1



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 , Adminstrating Security & Password Management		No. of hours: 13	
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 Adminstrating Security: Security planning, Risk analysis, Organization and security Policies, Physical Security. Securing the Operating System with Adminnn 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				



Password Management: The Challenges of Password Management, Single Password v/s Multiple Passwords,

Considerations for Using Different Passwords For Different Applications, Good Password Management Policies and User, System Security Features

Unit Number: 3

Title: CYBER FRAUD AND SECURITY MODELS

No. of hours: 10

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.

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.

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	



CO1	C2		
C02			
CO3			
CO4	C3		

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
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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
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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
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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: Web servers, E-mail, FTP, Telnet.

Unit Number: 4	Title: DSS, Security and Ethical Challenges	No. of hours: 10
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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**

- Characteristics of Computers
- Compilers and Interpreters.
- The decision making process
- Ethics for IS professional

Reference Books:

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
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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: Statistical Approach to Business Problems	Course Code: MCMC705	L-T-P	Credits
		4-0-0	4
Type of Course:	Major		
Pre-requisite(s), if any:			
Brief Syllabus: Basic statistical tools & techniques with emphasis on their application in Business decision process and Management. In this course the students will learn the principles and methods of statistical analysis, but will also put them into practice using a range of real-world data sets. The objective is to provide a basic understanding of data analysis using statistics and to use computational tools on problems of applied nature. This course is designed to prepare students to analyse and interpret business problems using Statistical methods. The quantitative evaluation of a problem is imperative to eliminate/minimize the subjectivity associated with the managerial			



decision-making process. This course is intended to help students “in making-sense-of” enormous amount of statistics to which they are exposed in their everyday life.

UNIT WISE DETAILS

Unit Number: 1	Title: Role of statistics	No. of hours: 18
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Content Summary: Application of statistics in managerial decision-making; Descriptive Measures: Measures of central tendency - mean, median, mode and their implications; Measures of Dispersion: range, mean deviation, standard deviation and their significance, Measures of Skewness

Unit Number: 2	Title: Correlation Analysis	No. of hours: 18
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Content Summary: Meaning and uses; Types of correlation, Methods of calculation of coefficients – Karl Pearson and Rank correlation, Analysis and interpretation; Regression Analysis: Introduction, Difference between correlation and regression, Linear regression equation, Standard error of the estimate, Coefficient of determination

Unit Number: 3	Title: Probability	No. of hours: 12
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Content Summary:

Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis and its application; Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit Number: 4	Title: Sampling and Hypothesis Testing	No. of hours: 12
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Content Summary: Sampling theory; Formulation of hypotheses; Application of Z-test, t-test and χ^2 (Chi) square-test in testing of the hypothesis

Self-Learning Components: Regression models, application.

TEXT BOOK:

1. Lenin Rubin- Statistics for Management, Pearson (2000), 7th Ed., New Delhi

REFERENCE BOOKS:

1. Beri- Statistics for Management (Tata McGraw-Hill)
2. Chandran J S- Statistics for Business and Economics (Vikas), 1998.



3. Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K - Business Statistics (Pearson Education)

Define Course Outcomes (CO)

COs	Statements
CO1	Facilitate Objective Solutions in Business Decision Making.
CO2	Enhance Knowledge in Probability Theory.
CO3	Describe Normality and its Distribution Concepts. Apply Time Series Analysis in Market Prediction Rates
CO4	Draw Conclusions over the Hypothetical Situations.
CO5	Measure the trend setting factors for projection of Sales and Demand Curves.

COs Mapping with Levels of Bloom's taxonomy

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



CO1	C2		P1
C02	C3		P2
CO3	C3		P3
CO4	C1		-
CO5	C1		P1

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	-	-	-
CO2	-	-	-
CO3	2	-	-
CO4	-	-	-
CO5	-	2	3

Relevance of the Syllabus to various indicators

Unit I	
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Local	Contribute to informed decision-making, resource optimization, and the effective allocation of resources.
Regional	Facilitates the identification of regional disparities, promotes balanced development, and supports regional integration efforts.
National	Provide a basis for evidence-based policymaking and enable monitoring.
Global	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Employability	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Entrepreneurship	Enables entrepreneurs to conduct market research, analyze consumer behavior, and make data-driven decisions.
Skill Development	Fosters the ability to communicate findings effectively and make evidence-based decisions.
Professional Ethics	Providing reliable and trustworthy information to inform decision-making.
Gender	Enable evidence-based advocacy and policy formulation to promote gender equity.
Human Values	Evaluating the effectiveness of social programs, policies, and interventions aimed at addressing societal challenges.
Environment & Sustainability	Mitigate environmental risks, promote sustainable practices, and monitor progress towards sustainability goals.
Unit II	
Local	Understanding the impact of different factors on local development outcomes.
Regional	Enables policymakers to prioritize development sectors, allocate resources effectively, and design interventions.
National	Assess the impact of regional cooperation initiatives, identify areas for targeted interventions, and promote balanced regional development.
Global	Relevant to global development efforts by examining relationships between variables across countries and regions.
Employability	Enabling them to provide valuable insights to support decision-making processes
Entrepreneurship	Identify relationships between variables, enabling entrepreneurs to make data-driven decision.



Skill Development	Analytical and problem-solving capabilities
Professional Ethics	Leading to improved decision-making and risk management.
Gender	Helps maintain the credibility and trustworthiness of research findings
Human Values	Policymakers and organizations in designing interventions and policies to address gender inequalities and promote gender equity.
Environment & Sustainability	Providing insights into social dynamics, fairness, and justice and guide policymakers and organizations in developing strategies
Unit III	
Local	Supports resource allocation, project prioritization.
Regional	Enables policymakers to make informed decisions regarding fiscal policies, investment strategies,
National	Prioritize development initiatives, allocate resources efficiently, and design effective strategies.
Global	Informs global financial markets, trade policies, and international cooperation initiatives.
Employability	Assess risks, anticipate outcomes, and develop strategies to mitigate uncertainties.
Entrepreneurship	Supports decision-making in areas such as product development, marketing strategies, and investment decisions
Skill Development	Contribute to overall analytical and problem-solving capabilities
Professional Ethics	Assessing the viability of business ideas, and making informed decisions on resource allocation and strategic planning.
Gender	Maintain the credibility and trustworthiness of research findings.
Human Values	Addressing gender-related issues by providing insights into gender disparities, biases, and inequalities
Environment & Sustainability	Guide policymakers and organizations in making decisions that promote human values, fairness, and social justice
Unit IV	
Local	Enable local development projects to be data-driven and evidence-based, leading to more effective and targeted interventions.
Regional	Evaluate the impact of interventions, and make informed decisions based on statistical evidence.



National	Enable the evaluation of regional development programs and initiatives to ensure their effectiveness and address specific regional needs.
Global	Essential for monitoring progress towards global development goals, such as poverty reduction
Employability	Collect, analyze, and interpret data to inform decision-making
Entrepreneurship	Allows entrepreneurs to test assumptions, make evidence-based decisions, and assess the potential success of their business ventures.
Skill Development	Enhances critical thinking, analytical reasoning, and problem-solving abilities.
Professional Ethics	Enable individuals to collect relevant data, analyze it systematically, and draw meaningful conclusions
Gender	Ethical sampling practices contribute to the integrity, validity, and reliability
Human Values	Ensures that research outcomes provide insights into gender-related issues
Environment & Sustainability	Contributes to the trustworthiness and reliability of research outcomes,
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	FINANCIAL ECONOMETRIC ANALYSIS
CHRIST UNIVERSITY	MBA	Numerical & Statistical Computations



Department:		School of Management & Commerce		
Course Name: Economic Analysis for Business		Course Code: MCMC707	L-T-P	Credits
			3-0-0	3
Type of Course:		Major		
Pre-requisite(s), if any: Basic understanding of economics				
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: 12
Content Summary: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.				
Unit Number: 2	Title: Consumer Behavior and Demand Analysis			No. of hours: 12
Content Summary: Cardinal and Ordinal Approaches to Consumer Behavior; Demand Functions; Determinants of Demand; Elasticity of Demand; Derivation of Market Demand; Demand Estimation and Forecasting.				
Unit Number: 3	Title: Theory of Production and Cost			No. of hours: 11



Content Summary: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Run, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

Unit Number: 4	Title: Theory and Behavior of Firm	No. of hours: 10
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Content Summary: Profit Maximization; Alternative Objectives of Business Firms; Price Output Decisions; under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Policies and Methods, Strategic Behavior of Firms; **Game Theory:** Nash Equilibrium, Prisoner's Dilemma Price & Non-Price Competition.

***Self-Learning Components:**

- Provide students with real-world case studies and business simulations that require them to apply economic analysis techniques to solve problems and make strategic decisions.
- Develop a series of online quizzes that cover key concepts and theories in economic analysis.
- Provide students with real-world case studies and business simulations that require them to apply economic analysis techniques to solve problems and make strategic decisions.

Text book [TB]:

1. Salvatore, D. Managerial economics in a global economy. Irwin, McGraw-Hill.

Reference book(s) [RB]:

1. Geetika, Ghosh, P., & Choudhury, P.R. (2nded). Managerial economics. New Delhi: McGraw Hill Education.
2. Dwivedi, D. N. Managerial economics. New Delhi, ND: Vikas Publication House.
3. Christopher, R. Thomas, & S. Charles, Maurice. Managerial economics. New Delhi: Tata McGraw Hill.
4. Dholakia, R.H., & Oza, A.N. Micro economics for management students. New Delhi: Oxford University Press.

Define Course Outcomes (CO)

COs	Statements
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CO1	Develops skills in the students to understand functioning of entire economy on the basis of individual.
CO2	Understand economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.
CO3	Enables studying the causes, effects and solutions of general redundancy.
CO4	Analyze about the market at a large level.



CO-PO Mapping

CO	Cognitive levels©			Affective levels(A)				Psychomotor levels(P)			
	<div>1. Knowledge</div> <div>2. Understand</div> <div>3. Apply</div> <div>4. Analyze</div> <div>5. Evaluate</div> <div>6. Create</div>			<div>1. Receiving</div> <div>2. Responding</div> <div>3. Val33333uing</div> <div>4. Organizing</div> <div>5. Characterizing</div>				<div>1. Imitation</div> <div>2. Manipulation</div> <div>3. Precision</div> <div>4. Articulation</div> <div>5. Improving</div>			
CO1											
CO2	1										
CO3											
CO4	4										
CO5											
PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	
CO1	1	-	-	-	-	-	-	-	-	-	
CO2	-	2	-	-	-	-	-	-	-	-	
CO3	-	-	-	-	-	-	3	-	-	-	
CO4	-	-	-	-	1	2	-	-	-	-	

CO-PSO Mapping

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

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	Contribute to informed decision-making, resource optimization, and the effective allocation of resources.
Regional	Facilitates the identification of regional disparities, promotes balanced development, and supports regional integration efforts.
National	Provide a basis for evidence-based policymaking and enable monitoring.
Global	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Employability	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Entrepreneurship	Enables entrepreneurs to conduct market research, analyze consumer behavior, and make data-driven decisions.
Skill Development	Fosters the ability to communicate findings effectively and make evidence-based decisions.
Professional Ethics	Providing reliable and trustworthy information to inform decision-making.
Gender	Enable evidence-based advocacy and policy formulation to promote gender equity.
Human Values	Evaluating the effectiveness of social programs, policies, and interventions aimed at addressing societal challenges.
Environment & Sustainability	Mitigate environmental risks, promote sustainable practices, and monitor progress towards sustainability goals.
Unit II	
Local	Local businesses can also identify untapped market segments and explore opportunities for growth based on consumer demand analysis.



Regional	promotes regional economic development, stimulates entrepreneurship, and encourages regional trade and cooperation.
National	Understanding the Consumer Behavior and Demand Analysis
Global	To assess the factors Affecting Elasticity of Demand
Employability	apprehend Business Economics jargons which are basically related to various disciplines like Management, Accounting, Economics, Basic Finance, Engineering
Entrepreneurship	
Skill Development	Contributes to the Demand Forecasting
Professional Ethics	Consumer Behavior and Demand Analysis
Gender	
Human Values	Factors Affecting Elasticity of Demand
Environment & Sustainability	
Unit III	
Local	
Regional	
National	Factors of Production
Global	
Employability	use of ISOQUANTS
Entrepreneurship	
Skill Development	
Professional Ethics	Factors of Production
Gender	
Human Values	
Environment & Sustainability	
Unit IV	
Local	
Regional	
National	Private and Social Cost. Pricing Under Perfect Competition, Monopoly, Monopolistic market
Global	
Employability	Cost Analysis & Price Output Decisions
Entrepreneurship	
Skill Development	
Professional Ethics	



Gender	Private and Social Cost. Pricing Under Perfect Competition, Monopoly, Monopolistic market
Human Values	
Environment & Sustainability	
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts Project Management & the risks of Globalization

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	MBA	Managerial Economics
CHRIST UNIVERSITY	MBA	Managerial Economics

Department:		School of Management & Commerce		
Course Name: Accounting For Management	Course Code: MCMC709	L-T-P	Credits	
		3-1-0	4	
Type of Course:		Major		
Pre-requisite(s), if any: Basics of accounts				
Brief Syllabus: This course imparts the basic concepts of data structures and algorithms. It enables them to write algorithms for solving problems with the help of fundamental data structures. The course of data structures help organizing the data in variety of ways to solve the problem efficiently. The course introduces the basic concepts about stacks, queues, lists, trees and graphs. It also discusses about daily problems like searching and sorting techniques.				
UNIT WISE DETAILS				
Unit Number: 1	Title: Nature of Accounting Information		No. of hours: 12	



Content Summary: Scope of Accounting, Accounting concepts, Principles & Standards, Journal, Ledger, Trial Balance, Depreciation Accounting (straight line and diminishing balance methods), Preparation of Final Accounts Trading Account, Profit and Loss Account; Balance Sheet (with adjustments)		
Unit Number: 2	Title: Cost Accounting	No. of hours: 13
Content Summary: Meaning, Objectives Importance, Methods, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level.		
Unit Number: 3	Title: Performance Evaluation Techniques	No. of hours: 10
Content Summary: Introduction to Budgeting and Budgetary Control; Installation of Budgetary Control system; Classification of Budget; Fixed and Flexible Budgeting; Standard Costing and Variance Analysis (Labour and Materials); Balanced Scorecard; Responsibility Accounting		
Unit Number: 4	Title: Decision Making Techniques:	No. of hours: 10
Content Summary: Marginal Costing; Absorption Costing; Contribution; Key factor; Cost-Volume-Profit Analysis; Decision making under decision involving alternative choice; Introduction to Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing		
*Self-Learning Components <ul style="list-style-type: none"> Students can input financial data and generate key financial ratios, interpret them, and make informed managerial decisions based on the analysis. Develop virtual budgeting and forecasting exercises where students can practice creating budgets, making projections, and analyzing variances. Present case studies that focus on managerial accounting practices in different industries and organizational settings. Students can analyze the cases, identify problems or opportunities 		
Text Books <ol style="list-style-type: none"> Maheshwari, S.N. Accounting for Management. Vikas Publishing House. New Delhi: 		
Reference Books/Materials <ol style="list-style-type: none"> Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications Arora, M. N. (2015). Cost Accounting (12th ed). New Delhi: Vikas Publishing House. Khan, M.Y., & Jain, P.K. (2015). Financial Management, Text, Problems & Cases (7th ed). New Delhi: Tata McGraw Hill Company. 		



4. Maheshwari, S.N. Financial and Cost Accounting. New Delhi: Sultan Chand & Sons.

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the basics of accounting and importance of financial statements with reference to different users of accounting information.
CO2	Understand the various types of costs and preparation of cost sheet and its importance in decision making
CO3	Learn the importance and various types of budgets and its role in performance evaluation
CO4	Decision making through life cycle, target, and activity based costing and learn how CVP analysis helps in decision making

COs Mapping with Levels of Bloom's taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	<ol style="list-style-type: none">1. Knowledge2. Understand3. Apply4. Analyze5. Evaluate6. Create	<ol style="list-style-type: none">1. Receiving2. Responding3. Valuing4. Organizing5. Characterizing	<ol style="list-style-type: none">1. Imitation2. Manipulation3. Precision4. Articulation5. Improving
CO1	C2		



C02	C2		
C03	C3		
C04		A1	
C05			

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
C01	1	-	-	-	-	-	-	-	-	-
C02	-	2	-	-	-	-	-	-	-	-
C03	-	-	-	-	-	-	3	-	-	-
C04	-	-	-	-	1	2	-	-	-	-

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
C01	1	-	-
C02	-	-	-
C03	-	2	-
C04	-	-	-

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	
Regional	
National	Scope of Accounting, Accounting concepts, Principles & Standards, Journal, Ledger, Trial Balance, Depreciation Accounting
Global	



Employability	Preparation of Final Accounts Trading Account, Profit and Loss Account; Balance Sheet
Entrepreneurship	
Skill Development	
Professional Ethics	
Gender	
Human Values	
Environment & Sustainability	
Unit II	
Local	
Regional	
National	
Global	
Employability	
Entrepreneurship	
Skill Development	Setting of Reorder Level, Maximum Level, Minimum Level
Professional Ethics	Objectives Importance, Methods, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting
Gender	
Human Values	
Environment & Sustainability	
Unit III	
Local	
Regional	
National	Introduction to Budgeting and Budgetary Control; Installation of Budgetary Control system
Global	
Employability	
Entrepreneurship	
Skill Development	
Professional Ethics	Balanced Scorecard; Responsibility Accounting
Gender	
Human Values	
Environment & Sustainability	
Unit IV	



Local	
Regional	
National	
Global	
Employability	
Entrepreneurship	
Skill Development	Decision making under decision involving alternative choice.
Professional Ethics	Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing
Gender	
Human Values	
Environment & Sustainability	
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina

Name of the University	Program referred for Syllabus contents	Subject referred
AMITY UNIVERSITY	MBA	Accounting for Managers
CHRIST UNIVERSITY	MBA	FINANCIAL ACCOUNTING FOR MANAGERS

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 (13th ed.) 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.



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: People's Behaviour in An Organisation	Course Code: MCMC713	L-T-P	Credits
		3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any:			
Brief Syllabus: The main objective of Organizational Behavior course is to help the students to acquire and develop skill to take rational decisions in the process of O.B. People have always been regarded as important in managing organizations. Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In view of this, organizational behavior has assumed great importance. This course is designed primarily for students who are being exposed to Organizational Behavior for the first time.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Foundation and background of OB	No. of hours: 12	
Content Summary: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.			
Unit Number: 2	Title: Individual behavior and processes	No. of hours: 13	
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
Content Summary: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, 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"> • Case studies that explore real-life scenarios related to organizational behavior. These cases can involve topics such as leadership, motivation, communication, teamwork, and conflict resolution • Assign self-reflection exercises that encourage students to reflect on their own behavior and experiences in organizational settings. • Assign video presentations or role-plays where students can demonstrate their understanding of organizational behavior concepts 		
TEXT BOOKS: <ol style="list-style-type: none"> 1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India. REFERENCE BOOKS <ol style="list-style-type: none"> 1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press. 2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons. 3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House. 		

Define Course Outcomes (CO)

COs	Statements
CO1	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.



CO2	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
CO3	Analyze the complexities associated with management of the group behavior in the organization.
CO4	Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization

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			
CO2			
CO3	C3		
CO4			
CO5			



CO-PO Mapping

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

CO-PSO Mapping

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

Relevance of the Syllabus to various indicators

Unit I	Introduction
Local	-
Regional	-
National	Understanding concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	-
Local	-
Regional	-
National	-



Global	Assessing individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications
Employability	-
Entrepreneurship	-
Skill Development	To understand the Learning and Reinforcement, Stress–symptoms, causes, consequences and management.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	-
Local	-
Regional	-
National	group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams
Global	virtual teams; team building; Empowerment-concept, significance,
Employability	-
Entrepreneurship	Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politic
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	-
Local	--
Regional	-
National	-
Global	organizational structure and design, Work and job design
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	organizational learning; organizational culture; organizational change and development.



Gender	-
Human Values	-
Environment & Sustainability	-
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
AMITY UNIVERSITY	MBA	ORGANIZATIONAL BEHAVIOUR
CHRIST UNIVERSITY	MBA	ORGANIZATIONAL BEHAVIOUR
DELHI UNIVERSITY	MBA	ORGANIZATIONAL BEHAVIOUR

Department:	School of Management & Commerce		
Course Name: Managing Marketing Operations	Course Code: MCMC715	L-T-P	Credits
		3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any: Basic market understanding			
Brief Syllabus: Marketing, in its core is a practice. The theory aspect of the course is derived from the practice itself. One can say that the practice is independent factor however theory contents are based on this independent factor only. The innovative practice only has the capability to enrich the course contents in true sense. Here the basic is to manage the marketing operations in cheapest way for the growth and development of all the stakeholders of the firm. Marketing operations includes analyzing the market, assessing firm's			



feasibility to match the requirement, planning the marketing contents, tracking budget and other key metrics for achieving firm's vision and mission.

UNIT WISE DETAILS

Unit Number: 1	Title: Introduction to Marketing	No. of hours: 12
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Content Summary: Meaning, core concepts, nature and scope of marketing; marketing philosophies; concept of marketing myopia & marketing mix; understanding marketing environment; models of consumer and organizational behaviour, buying decision process; market segmentation, targeting and positioning.

Unit Number: 2	Title: Product & Price	No. of hours: 13
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Content Summary: Product: Product concept; new product development process; product levels; product classifications; introduction of product mix, major product decisions; branding, packaging and labeling; product differentiation; product life cycle.

Price: Concept of price and pricing, applications of pricing; determinants of price; pricing process, important pricing strategies and policies.

Unit Number: 3	Title: Place & Promotion	No. of hours: 10
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Content Summary: Place (distribution): Nature, functions, and types of distribution channels; channel functions and flows; channel levels; channel-design decisions; channel conflict, coordination and competition.

Promotion (communication): Developing effective communications; characteristics of the marketing communications mix; factors in setting the marketing communications mix; elements of promotion mix-advertising, personal selling, publicity and sales promotion.

Unit Number: 4	Title: Marketing organization and control	No. of hours: 10
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Content Summary: Marketing organization and control: Emerging trends and issues in marketing-consumerism, wholesaling and retailing; rural marketing, social marketing; direct and interactive marketing; green marketing.

***Self-Learning Components**

Take advantage of online learning platforms that offer courses specifically focused on managing marketing operations. These courses can cover topics such as marketing planning, campaign management, data analysis, and marketing technology.

Read books and publications that provide insights into marketing operations. Look for titles that discuss best practices, case studies, and strategies for managing marketing operations effectively.

Follow industry-specific blogs and websites that provide valuable information and updates on marketing operations. These platforms often share practical tips, trends, and expert advice to help you stay up to date with the latest developments in the field.

Text Books

Kotler, P., Keller, K., Koshy, L., & Jha, M. (2016). *Marketing management* (16thed.). New Delhi: Pearson.

Reference Books/Materials

1. Kurtz, D. L., & Boone, L. E. (2013), *Principles of contemporary marketing* (16th ed.). New Delhi: Cengage Learning India.
2. Douglas, I. D. & Leonard J. P., *Marketing management: text and cases* (7thed.). U.S.A.: John Wiley and Sons.
3. Pride, W. M. and Ferrel, O. C. (2004), *Marketing: concepts and strategies* (12th ed.). New Delhi: iztantra/Wiley India Pvt. Ltd..

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding the concept of marketing management, its fundamentals in accordance with ethical issues in marketing practices with its application in the life, business & allied disciplines, jobs, leading opportunities in entrepreneurship practices and in higher studies as well.
CO2	Understanding of product and price concept of marketing, as how to plan a new product and to price it in most innovative manner to gain competitive edge over others.
CO3	Understanding of the distribution system and marketing communication elements in detail to place and promote the products profitably.



CO4	Gaining knowledge of few emerging trends such as retailing, wholesaling, green marketing, social marketing, rural marketing and interactive
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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	C1		
CO2	C1		
CO3	C1		
CO4			
CO5			

CO-PO Mapping

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

**CO-PSO Mapping**

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

Relevance of the Syllabus to various indicators

Unit I	
Local	Targeting and serving customers within a specific geographical area. Marketing managers will understand local consumer preferences, behavior, and trends to create effective marketing strategies for the local market.
Regional	Regional marketing focuses on specific regions or areas, usually larger than a local market. Marketing managers analyze regional demographics, competition, and cultural factors to develop marketing plans that cater to the needs and preferences of the target audience in that particular region.
National	National marketing refers to marketing activities that span an entire country. Marketing managers need to consider the diverse cultural, economic, and social factors within the country to design marketing campaigns that resonate with the national audience.
Global	Global marketing involves marketing products and services across international borders. Marketing managers face the challenge of adapting marketing strategies to different countries and cultures while maintaining a consistent brand image and message.
Employability	Employability in marketing management refers to the skills, knowledge, and attributes that make individuals desirable to potential employers in the marketing field. This includes a combination of technical marketing skills, communication abilities, analytical thinking, and a strong understanding of market dynamics.
Entrepreneurship	Entrepreneurship in marketing management refers to the ability to identify market opportunities, develop innovative marketing strategies, and create and manage marketing ventures. Marketing



	managers with an entrepreneurial mindset can drive growth and create competitive advantages for their organizations.
Skill Development	Skill development in marketing management focuses on enhancing the specific skills required for effective marketing practice. This includes areas such as market research, consumer behavior analysis, brand management, digital marketing, advertising, and strategic planning.
Professional Ethics	Professional ethics in marketing management refers to the moral principles and values that guide ethical behavior in marketing practices. Marketing managers need to consider ethical considerations such as truthfulness in advertising, respecting consumer privacy, fair competition, and social responsibility in their decision-making processes.
Gender	Gender plays a significant role in marketing management as marketing strategies and campaigns often target specific gender segments. Understanding gender dynamics and addressing gender-related issues can help marketers create more inclusive and effective marketing campaigns.
Human Values	Human values encompass the principles and ideals that guide human behavior and decision-making. In marketing management, considering human values involves understanding and aligning marketing strategies with the values, beliefs, and aspirations of the target audience to build meaningful connections and relationships.
Environment & Sustainability	Environment and sustainability are crucial considerations in modern marketing management. Marketing managers need to develop strategies that are environmentally responsible, minimize waste and carbon footprint, promote sustainable consumption, and address the growing demand for environmentally-friendly products and services.
Unit II	
Local	Local factors influence product and price decisions. Local market conditions, consumer preferences, and competition play a role in determining the types of products to offer and the appropriate pricing strategies for the local market.
Regional	Regional factors, such as regional preferences, cultural differences, and economic conditions, impact product and price decisions.

	Marketing managers consider these factors to tailor products and pricing strategies to meet the specific needs and demands of different regions.
National	National factors, including national consumer behavior, economic trends, and legal regulations, affect product and price decisions. Marketing managers analyze national market dynamics to develop products that cater to the preferences of the national consumer base and set competitive pricing strategies.
Global	Global factors, such as global market trends, cultural diversity, and exchange rates, influence product and price decisions for international markets. Marketing managers adapt products to suit global markets and consider pricing strategies that account for regional variations in purchasing power and market competitiveness.
Employability	Employability in product and price management refers to the skills and knowledge required to effectively manage and optimize product offerings and pricing strategies. Marketing managers with strong product management and pricing skills are highly sought after by organizations.
Entrepreneurship	Entrepreneurship in product and price management involves identifying market opportunities, developing innovative products, and creating pricing strategies that provide a competitive edge. Entrepreneurs in marketing management often introduce unique products and pricing models to disrupt existing markets.
Skill Development	Skill development in product and price management focuses on enhancing the specific skills required to manage products effectively and set appropriate pricing strategies. This includes skills such as market research, product development, pricing analysis, and competitor analysis.
Professional Ethics	Professional ethics in product and price management involve ensuring fair and transparent practices in product development and pricing. Marketing managers must adhere to ethical guidelines, such as avoiding deceptive product claims and implementing fair pricing practices.
Gender	Gender considerations in product and price management involve understanding the different preferences and needs of various gender



	segments. Marketing managers may tailor product features, packaging, and pricing strategies to appeal to specific gender groups.
Human Values	Human values influence product and price decisions by considering the impact of products and pricing on consumers' well-being and values. Marketing managers may align products with values such as health, safety, and social responsibility. Pricing strategies may reflect fairness and affordability.
Environment & Sustainability	Environment and sustainability considerations in product and price management involve developing environmentally-friendly products and implementing pricing strategies that encourage sustainable consumption. Marketing managers may promote eco-friendly products and use pricing incentives to drive sustainable behavior.
Unit III	
Local	Local considerations in place and promotion involve determining the most effective distribution channels and marketing communication methods within a specific geographical area. Marketing managers analyze local market conditions, customer behavior, and preferences to develop strategies for efficient distribution and targeted promotional activities.
Regional	Regional factors play a role in determining the distribution channels and promotional tactics across a specific region. Marketing managers consider regional market characteristics, competition, and consumer preferences to optimize the placement and promotion strategies within that particular region.
National	National considerations in place and promotion encompass distribution and marketing communication strategies that cover an entire country. Marketing managers analyze national distribution networks, logistics, and infrastructure, as well as develop national marketing campaigns and promotional activities to reach a broader audience.
Global	Global factors in place and promotion involve distribution and marketing communication strategies in international markets.
Employability	Employability in place and promotion management refers to the skills and knowledge required to manage distribution channels effectively and develop successful marketing communication campaigns.



Entrepreneurship	Entrepreneurship in place and promotion management involves identifying innovative distribution channels and developing creative marketing communication strategies to gain a competitive advantage.
Skill Development	skill development in place and promotion management focuses on enhancing skills related to channel management, supply chain optimization, retailing, logistics, and marketing communication.
Professional Ethics	Professional ethics in place and promotion management involve ensuring fair and ethical practices in distribution and marketing communication
Gender	Gender considerations in place and promotion management involve understanding the different preferences and behaviors of various gender segments in distribution channels and marketing communication.
Human Values	Human values influence decisions related to place and promotion by considering the impact of distribution channels and marketing communication on consumers' values and well-being.
Environment & Sustainability	Environment and sustainability considerations in place and promotion management involve implementing environmentally-friendly distribution practices and developing sustainable marketing communication campaigns.
Unit IV	
Local	Local considerations in marketing organization and control involve structuring and managing marketing teams and activities within a specific geographical area.
Regional	Regional factors play a role in structuring marketing organizations and implementing control mechanisms across a specific region.
National	National considerations in marketing organization and control encompass structuring marketing departments and control systems that cover an entire country.
Global	Global factors in marketing organization and control involve managing marketing teams and activities across international markets.
Employability	Employability in marketing organization and control refers to the skills and competencies required to effectively organize marketing teams and implement control systems.



Entrepreneurship	Entrepreneurship in marketing organization and control involves fostering an entrepreneurial culture within the marketing organization.
Skill Development	Skill development in marketing organization and control focuses on enhancing skills related to team management, organizational design, performance measurement, and control mechanisms
Professional Ethics	Professional ethics in marketing organization and control involve promoting ethical behavior and transparency in managing marketing teams and implementing control systems.
Gender	Gender considerations in marketing organization and control involve promoting gender diversity and equality within the marketing organization
Human Values	Human values influence decisions related to marketing organization and control by considering the well-being, growth, and development of employees within the marketing organization
Environment & Sustainability	Environment and sustainability considerations in marketing organization and control involve integrating environmental and social sustainability principles into marketing practices.
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
AMITY UNIVERSITY	MBA	MARKETING MANAGEMENT
CHRIST UNIVERSITY	MBA	MARKETING MANAGEMENT

Department:	School of Management & Commerce
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Course Name: Business Communication Skills I	Course Code: MCMC717	L-T-P:	Credits
		2-0-0	2
Type of Course:	AEC		
Pre-requisite(s), if any: Basic Communication skills			
Brief Syllabus: Business Communication Skills encompasses a wide range of essential topics and skills for effective communication in the business world. It covers areas such as written communication, including crafting professional emails and reports, as well as oral communication skills, such as delivering engaging presentations and actively listening in conversations. Interpersonal communication and teamwork, business etiquette, persuasive communication, and crisis communication are also covered.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction to Communication	No. of hours: 6	
Content Summary: Communication ,Introduction to Communication ,Types of communication Verbal & Nonverbal Communication ,Barriers to Communication ,Body language ,Listening Skills, Activity, Language			
Unit Number: 2	Title: Vocabulary Building & general speaking	No. of hours: 8	
Content Summary: Basic Grammar/Communicative Grammar,Parts of speech ,Nouns ,Pronouns: Noun Pronoun Agreement, Types with special emphasis over relative pronouns ,Verbs: Introduction Principal verbs and auxiliary verbs, subject-verb agreement ,Adjectives: degrees of comparison ,Adverb: Types and its usage in sentences ,Conjunctions: Coordinating and Co-relative conjunctions ,Prepositions ,Articles: Definite and Indefinite articles ,Usage of Tenses ,Subject verb agreement ,Sentence Structure: Simple Complex and Compound sentences ,Clauses .			
Unit Number: 3	Title: Relational Database Design	No. of hours: 8	
Content Summary: Word formation ,Theory and exercise ,Synonyms and antonyms ,One-word substitutes ,Idioms ,Phrasal verbs ,Pair of words ,Homonyms, hyponyms, hypernyms Linking words: sequencing of sentences (to form a coherent paragraph),Paragraph writing Supplying a suitable beginning/ending/middle sentence to make the paragraph coherent Idiomatic language (with emphasis on business communication), Punctuation depending on the meaning of the sentence, run on errors, sentence fragments, coma splices			



Unit Number: 4	Title: Query Languages	No. of hours: 8
Content Summary: General Essay writing, Writing Issues and Arguments (with emphasis on creativity and analysis of a topic) ,Story writing ,Business letter writing: Guidance in framing a ‘Statement of purpose’, Letters of Recommendation ,Email writing, email and business letter writing etiquette, Letters of complaints/responses to complaints		
*Self-Learning Components <ol style="list-style-type: none">1. Enroll in online courses that focus on business communication skills. Look for courses that cover topics such as professional writing, presentation skills, interpersonal communication, and effective business correspondence.2. Read books and publications that provide insights and guidance on business communication. Look for titles that offer practical tips, strategies, and examples to improve your written and verbal communication skills in a business context.3. Follow industry-specific blogs and websites that offer articles and resources on business communication. These platforms often provide tips, trends, and best practices for effective communication in the business world.		
Reference Books: <ol style="list-style-type: none">1. "Effective Business Communication" by Herta A. Murphy and Herbert W. Hildebrandt2. "Business Communication: Process and Product" by Mary Ellen Guffey and Dana Loewy3. "The Essentials of Business Communication" by Mary Ellen Guffey and Dana Loewy4. "Business Communication Today" by Courtland L. Bovee and John V. Thill5. "Communicating for Results: A Guide for Business and the Professions" by Cheryl Hamilton		

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the basics of Grammar to improve written and oral communication skills
CO2	Understand the correct form of English with proficiency
CO3	Improve student’s personality and enhance their self-confidence Enhance academic writing skills



CO4	Improve professional communication.

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	C2		
CO3			P5
CO4			P5

CO-PO Mapping

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

CO-PSO Mapping



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

Relevance of the Syllabus to various indicators

Unit I	
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.



Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit II	
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.



Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit III	
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.



Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit IV	
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.



Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
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
AMITY UNIVERSITY	MBA	COMMUNICATION
CHRIST UNIVERSITY	MBA	COMMUNICATION

Department:	School of Management & Commerce		
Course Name: Minor Project	Course Code: MCMC719	L-T-P	Credits
		1-0-2	2
Type of Course:	SEC		
Pre-requisite(s), if any:			
Brief Syllabus: A minor project in an MBA degree offers invaluable benefits by providing practical exposure to real-world business scenarios. It allows students to apply theoretical knowledge to solve practical problems, enhancing their research, analytical, and presentation skills. This hands-on experience cultivates adaptability, critical thinking, and project management capabilities, preparing students for the dynamic business landscape while complementing their academic learning with practical insights and experience. The students would have flexibility to choose any from the 4 types of projects, namely Industrial Live project, Capstone Project, Research Project, Startup Idea Generation			



PROJECT TYPE WISE DETAILS

Project type: 1	Industrial Live Project	
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An industrial live project in an MBA program offers firsthand industry exposure, bridging the gap between academia and the corporate world. It enhances practical knowledge, fosters professional networks, and develops problem-solving abilities, equipping students with real-world insights, experience, and skills crucial for future career endeavors.

Project type: 2	Capstone Project	
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A capstone project in an MBA program integrates multifaceted learning, consolidating knowledge across disciplines. It hones strategic thinking, research skills, and leadership abilities. By addressing complex business challenges, it prepares students for managerial roles, encouraging innovative solutions and fostering a comprehensive understanding of business dynamics.

Project Type: 3	Research Project	
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A research-based project in an MBA program sharpens analytical skills, encourages in-depth investigation, and cultivates expertise in a specialized field. It promotes critical thinking, strengthens decision-making capabilities, and enhances students' ability to contribute valuable insights to the academic and business spheres through empirical research and data-driven conclusions.

Project Type: 4	Title: Identifying opportunity areas & Idea generation	
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A startup idea generation project in an MBA program stimulates entrepreneurial mindset by fostering creativity and innovation. It enables students to conceptualize, refine, and present viable business ideas. This practical experience aids in understanding market dynamics, crafting business models, and honing pitch presentation skills. Through mentorship and feedback, students learn to develop and evaluate entrepreneurial concepts, preparing them for the dynamic world of startups and innovation-driven business environments.

***Self-Learning Components:**

Minor Project MBA first semester give students the exposure to independent research, data collection, and analysis. It includes setting project objectives, conducting literature reviews, utilizing online resources, and developing analytical skills. Self-directed learning in project planning, execution, and documentation fosters autonomy, critical thinking, and problem-solving abilities in students.

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding project planning and execution, showcasing adept conceptual understanding and honed practical skill
CO2	Enhanced decision making through innovative thinking – a vital skill cultivated during the project



CO3	Strengthened team building proficiency crucial for successful collaboration in project environment
CO4	Acquire and apply multidisciplinary knowledge enriching the project with comprehensive perspectives

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	C2, C4, C3		
CO3		C3	
CO4	C1		

CO-PO Mapping

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

CO-PSO Mapping

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

Relevance of the Syllabus to various indicators

Project	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.

Benchmarking Universities

Name of the University	Program referred for Syllabus contents	Subject referred
CHRIST University	MBA	Minor Project



Semester- 2



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
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
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
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© 1Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create	Affective levels(A) 1Receiving 2Responding 3. Valuing 4. Organizing 5. Characterizing	Psychomotor levels(P) 1Imitation 2Manipulation 3Precision 4Articulation 5Improving
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: Research Methodology for Modern Business	Course Code : MCMC704	L-T-P	Credits
		3-1-0	4
Type of Course	Major		
Pre-requisite(s): Basic understanding about research			

**Brief Syllabus:**

This course intends to acquaint the learners to the concept of Business Research and knowledge of proper modern techniques, methods and methodologies to be used in gaining satisfactory solution of the given research problem. Here the purpose is to serve the economic activities, life and humanity as a whole in most sustainable way. The purpose of this course is to enhance students' abilities to critically analyse the given situation proactively for strategic performance and gain strategic advantage over others. The business research concept is very essential for the sustainability of any organization and proper use of the business research methods may lead to enhance the organizational strength in tackling the challenges of the business environment and to grab the most prominent opportunities in cost effective way. It also pave the way for career opportunities in many entities including NGOs, Government sector, private sector entrepreneurship and even in daily life.

UNIT WISE DETAILS

Unit Number: 1	Introduction to Business Research	No. of hours:15
Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.		
Unit Number:2	Types of Research Design	No. of hours:15
Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.		
Unit Number:3	Sample Design	No. of hours:15
Sample Design: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors		
Unit Number:4	Data Analysis, Interpretation and Report Preparation	No. of hours:15



Data Analysis, Interpretation and Report Preparation: Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation.

Content Summary:

Introduction to Business Research, Research Design and Data Collection, Sample Design, Data Analysis, Interpretation and Report Preparation

***Self-Learning Components:**

1. Exploring probability and non-probability sampling techniques
2. Evaluating the appropriateness of different sampling techniques based on research objectives and constraints.
3. Exploring data visualization techniques for presenting research findings
4. Interpreting research results and drawing meaningful conclusions

Reference Books:

1. Business Research Methods – Zikmund- Thomson
2. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding the conceptual framework of Business Research Methods and ethics in research.
CO2	Understand the elements of data collection and data collection techniques.
CO3	Gaining the clarity about sampling techniques and sampling design
CO4	Understanding of proper modern analytical tool to be used in different situations and to write suitable report.

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			
CO4	C2		

CO-PO Mapping

CO	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	2	3	3
CO3	1	3	2
CO4	2	3	3


Relevance of the Syllabus to various indicators

Unit I- Introduction to Business Research	
Local	Understanding the fundamentals of business research in the local context, considering local industries, market dynamics, and regulations.
Regional	Exploring business research practices within a specific region, considering regional economic factors and trends.
National	Understanding the national landscape of business research, including national-level data, policies, and industry practices.
Global	Exploring the global dimensions of business research, considering international markets, cross-border collaborations, and global business trends.
Employability	Marketing Research
Entrepreneurship	
Skill Development	
Professional Ethics	Ethical issues in Research
Gender	
Human Values	
Environment & Sustainability	
SDG	
NEP	
POE/4th IR	
Unit II- Types of Research Design	
Local	Understanding sample design techniques and considerations specific to the local business context.
Regional	Exploring sample design methodologies suitable for regional research, considering regional demographics and characteristics.
National	Analyzing sample design approaches commonly used in national-level research studies.
Global	Exploring global research design frameworks, methodologies, and best practices applicable to global business research.



Employability	
Entrepreneurship	Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.
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- Sample Design	
Local	
Regional	
National	Analyzing sample design approaches commonly used in national-level research studies.
Global	Exploring sample design considerations in global research studies, considering diverse cultural, social, and economic factors.
Employability	
Entrepreneurship	Data Collection and Survey Errors.
Skill Development	Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.
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- Data Analysis, Interpretation and Report Preparation	
Local	Analyzing and interpreting data collected from local business research studies, with a focus on local business practices and requirements.
Regional	Applying data analysis and interpretation techniques to regional research studies, considering regional market dynamics and trends.
National	Utilizing data analysis tools and methods to analyze national-level research data and present meaningful insights.
Global	
Employability	
Entrepreneurship	Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques
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

Benchmarking Universities:



Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	Research Methodology
Symbiosis University	MBA	Research Methodology
Amity University	MBA	Business Research Methods

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

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			
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

Department:	School of Management & Commerce		
Course Name: Enhancing Productivity through Operations Management	Course Code : MCMC708	L-T-P	Credits
		3-0-0	3
Type of Course	Major		
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	
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	
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
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
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: <ol style="list-style-type: none"> 1. Process Optimization 2. Strategies for identifying and eliminating bottlenecks, 3. streamlining workflows, and Improving efficiency in operations.		
Reference Books: <ol style="list-style-type: none"> 1. Jex, Steve M. (2006). <i>Organisational Psychology – A Scientist Practitioner Approach</i>, 1/e; New Delhi: Wiley India 2. McKenna, Eugene F. (2000). <i>Business Psychology and Organisational Behaviour</i>, 3/e; New Delhi: Vikas Publishing 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
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© 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	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)

**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: 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, 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
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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:

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**
4. **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
3. 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	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 Name: Decision Science Applications in Business	Course Code : MCMC712	L-T-P	Credits
		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 .		
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 Studies 2. Gamified Learning Modules 3. Virtual Experiments 4. Adaptive Learning Algorithms 		
Reference Books: <ol style="list-style-type: none"> Ackoff R L and Sasieni M W- Fundamentals of Operations Research (Wiley, 1968) Budnick F S et al – Principles of Operations Research for Management (Irwin, 1977) Churchman C W et al – Introduction to Operations Research (Wiley, 1957) Hillier F S – Introduction to Operations Research (Holden-Day, 1987) Mitchell G H – Operations Research Techniques and Examples (The English University Press, 1972) 		



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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 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		
CO3	C3		



CO4	C6		
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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	-	-

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:			
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
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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
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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
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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		1. Imitation
2. Understand	a. Receiving	2. Manipulation
3. Apply	b. Responding	3. Precision
4. Analyze	c. Valuing	4. Articulation



	5. Evaluate 6. Create	d. Organizing e. Characterizing	5. Improving
CO	C2		
C02	C4		
CO			
CO	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
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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
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Reference Books:

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CO			
CO	C2		



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CO4	-	-	-	3	-	-	-	3	-	-

CO-PSO Mapping

PSO	PSO1	PSO2	PSO3
CO1	-	-	1
CO2	2	1	2
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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: Business Communication Skills II	Course Code: MCMC718	L-T-P	Credits
		2-0-0	2
Type of Course	Major		
Pre-requisite(s): Basic communication skills			
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	Basics of Communication	No. of hours:8	
<ul style="list-style-type: none">• General speaking -Just a minute session,• Reading news clippings in the class,• Extempore speech, expressing opinions,• Making requests/suggestions/complaints, telephone etiquette.• Professional Speaking• Elocutions• Debate			
Unit Number:2	Types of communication	No. of hours:7	
<ul style="list-style-type: none">• Describing incidents and developing positive nonverbal communication. Analogies, YES-NO statements (sticking to a particular line of reasoning)• Group discussion,			



<ul style="list-style-type: none">• Intricacies of a group discussion, topics for GD (with special focus on controversial topics),• Structure of participation in a group discussion,• Words often mis-used, words often mis-spelt,• Multiple meanings of the same word (differentiating between meanings with the help of the given context),• Business idioms and expressions foreign phrases, Enhanced difficulty level in spotting errors will be taken up with reference to competitive test based exercises..		
Unit Number:3	Activities related to communication	No. of hours:8
<ul style="list-style-type: none">• Group discussion Advance• Role Plays• Video Showcasing• Just a minute rounds• Extempore• Presentations – Team and Individual• Team Lead activities• Debates• Free speech sessions		
Unit Number:4	Inter-personal communication	No. of hours:7
<ul style="list-style-type: none">• Professional grooming• Inter personal skills,• brushing up on general awareness,• latest trends in their respective branches,• resume preparation,• Different types of interviews (with emphasis on personal interview), preparation for an interview,• Areas of questioning,• Answering questions on general traits like strengths/weaknesses/ hobbies/extracurricular activities,• Importance of non verbal communication while participating in interviews, tips to reduce nervousness during personal interviews		


Content Summary:

Basics of Communication, Types of communication, Activities related to communication,, Inter-personal communication

***Self-Learning Components:**

- 1. Case Studies and Real-World Examples**
- 2. Interactive Online Simulations**
- 3. Virtual Networking Opportunities**
- 4. Reflective Journaling**

Reference Books:

1. Business Communication: Building Critical Skills" by Kitty O. Locker and Stephen Kyo Kaczmarek
2. Business Communication Today" by Courtland L. Bovee and John V. Thill
3. Effective Business Communication" by Herta A. Murphy, Herbert W. Hildebrandt, and Jane P. Thomas

Define Course Outcomes (CO)

COs	Statements
CO1	Understand the basics of Grammar to improve written and oral communication skills
CO2	Understand the correct form of English with proficiency
CO3	Improve student's personality and enhance their self-confidence Enhance academic writing skills
CO4	Improve professional communication

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



CO2			3						3	
CO3			3	3			3			
CO4			3							

CO-PSO Mapping

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

COs Mapping with Levels of Bloom's taxonomy

	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
CO	C2		
C02	C2		
CO			P5
CO			P5

Relevance of the Syllabus to various indicators

Unit I- Basics of Communication	
Local	Local Communication: Local communication focuses on interactions within a specific community or locality. It involves effective communication with individuals or groups in a particular area, considering their cultural, social, and linguistic aspects.
Regional	Regional Communication: Regional communication refers to the exchange of information and ideas within a specific geographic region. It involves understanding the unique characteristics and challenges of the region and tailoring communication strategies accordingly.
National	National Communication: National communication deals with communication processes that occur at a countrywide level. It encompasses various aspects of communication, including intercultural communication, mass media, public relations, and government communication.
Global	Global Communication: Global communication explores communication in a globalized world, where individuals and organizations interact across borders. It involves understanding cultural diversity, language barriers, intercultural communication competence, and the use of technology in global communication.
Employability	Employability: Employability refers to the skills, knowledge, and personal attributes that make an individual suitable for employment. Communication skills play a crucial role in employability, as they enable effective interaction, teamwork, and conveying ideas and information in the workplace.
Entrepreneurship	Entrepreneurship: Entrepreneurship involves the process of creating and managing a business or startup. Communication skills are essential for entrepreneurs as they need to pitch their ideas, negotiate partnerships, attract investors, and market their products or services effectively.
Skill Development	Skill Development: Skill development encompasses acquiring new abilities and enhancing existing skills. Communication skills are fundamental in



	various domains, including public speaking, presentation skills, active listening, written communication, and interpersonal communication.
Professional Ethics	Professional Ethics: Professional ethics refers to the moral principles and conduct expected in a specific profession or workplace. Communication ethics involves understanding and practicing honesty, respect, confidentiality, and integrity in all forms of communication, both internally and externally.
Gender	Gender: Gender plays a significant role in communication dynamics. Understanding gender differences in communication styles, cultural norms, and power dynamics can help foster inclusive and effective communication practices.
Human Values	Human Values: Human values refer to the principles and beliefs that guide human behavior and interaction. Communication based on values such as empathy, respect, fairness, and compassion can contribute to meaningful and ethical interactions
Environment & Sustainability	Environment & Sustainability: Communication plays a vital role in raising awareness about environmental issues, promoting sustainable practices, and mobilizing collective action. Effective communication strategies can help convey the importance of environmental conservation and inspire behavior change.
SDG	The Sustainable Development Goals are a set of 17 global goals established by the United Nations to address various social, economic, and environmental challenges. Communication is crucial for spreading awareness, mobilizing action, and facilitating collaboration towards achieving these goals.
NEP	Communication skills are essential for effective implementation of the NEP, including teacher-student communication, parent engagement, and communication of policy objectives.



POE/4th IR	The Fourth Industrial Revolution represents the current era of technological advancements, where emerging technologies like artificial intelligence, automation, and robotics impact various industries.
Unit II- Types of communication	
Local	Interpersonal communication within a local community or neighborhood.
Regional	Communication between different cities or regions within a country.
National	Communication that occurs within a country on a broader scale. Government announcements and public addresses to the entire nation. National media coverage and broadcasting.
Global	International communication involving individuals, organizations, or governments from different countries. Global conferences, international diplomacy, and negotiations. Global media platforms and social networks connecting people worldwide.
Employability	Communication skills necessary for job interviews, resumes, and cover letters. Workplace communication, including written emails, reports, and presentations. Networking and professional communication within a specific industry.
Entrepreneurship	Pitching ideas and business plans to potential investors or partners. Marketing and promotional communication to attract customers. Negotiation and communication skills for partnerships and collaborations.
Skill Development	Communication in educational settings, including classrooms and workshops. Training sessions and workshops aimed at improving specific skills. Online courses and tutorials that facilitate learning and skill development.



Professional Ethics	<p>Ethical guidelines and codes of conduct communicated within professional communities.</p> <p>Discussions and debates on ethical issues within a specific industry.</p> <p>Communication of ethical practices and standards within organizations.</p>
Gender	<p>Communication regarding gender-related issues, equality, and inclusivity.</p> <p>Dialogue on gender stereotypes, gender roles, and gender-based discrimination.</p> <p>Communication campaigns promoting gender equality and women empowerment.</p>
Human Values	<p>Communication related to promoting universal values such as empathy, compassion, and integrity.</p> <p>Ethical dilemmas and moral discussions within society.</p> <p>Communication initiatives aimed at instilling human values in education and social systems</p>
Environment & Sustainability	<p>Communication related to environmental issues, conservation, and sustainable practices.</p> <p>Awareness campaigns about climate change, pollution, and natural resource management.</p> <p>Communication of sustainable business practices and corporate social responsibility.</p>
SDG	<p>Communication efforts aimed at achieving the UN's Sustainable Development Goals.</p> <p>Awareness campaigns on poverty eradication, quality education, clean energy, etc.</p> <p>Reporting and communication of progress made towards achieving the SDGs.</p>
NEP	<p>Communication related to the implementation and understanding of national education policies.</p>



	<p>Dialogue on educational reforms, curriculum changes, and skill development.</p> <p>Communication between policymakers, educators, and students regarding the NEP.</p>
POE/4th IR	<p>Communication on the impact and implications of the Fourth Industrial Revolution.</p> <p>Discussions on emerging technologies like artificial intelligence, automation, and robotics.</p> <p>Communication about the ethical and social considerations of the Fourth Industrial Revolution.</p>
Unit III- Activities related to communication	
Local	Conduct workshops or seminars on effective communication skills for individuals in the local community.
Regional	Arrange conferences or forums on regional communication strategies, emphasizing collaboration and knowledge sharing among neighboring communities.
National	Organize national-level communication conferences or symposiums to discuss challenges and innovations in the field.
Global	Facilitate cross-cultural communication workshops to foster understanding and respect among individuals from different countries and backgrounds.
Employability	Offer training programs or workshops focusing on communication skills sought by employers, such as effective presentations, negotiation, and interpersonal communication.
Entrepreneurship	Organize communication-focused workshops for aspiring entrepreneurs, covering topics like pitching ideas, persuasive communication, and building professional networks.
Skill Development	Provide communication skill-building sessions for individuals seeking to enhance their overall communication proficiency, including areas such as active listening, non-verbal communication, and conflict resolution.
Professional Ethics	Conduct workshops or seminars that emphasize the importance of ethical communication practices, such as maintaining confidentiality, respecting diversity, and adhering to professional standards.



Gender	Organize awareness campaigns or panel discussions to address gender-related communication barriers and promote inclusive communication practices..
Human Values	Incorporate discussions and activities centered around empathy, respect, and compassion into communication workshops, fostering a human-centered approach to interaction.
Environment & Sustainability	Promote effective communication strategies to raise awareness about environmental issues, encourage sustainable behaviors, and advocate for environmental conservation.
SDG	Align communication activities with specific SDGs, creating campaigns, workshops, or projects that address the goals and encourage action within communities.
NEP	Develop communication-related programs or initiatives that support the goals and principles outlined in the national education policy, focusing on effective communication in educational settings..
POE/4th IR	Organize communication-focused conferences or seminars that explore the impact of the post-oil economy or the fourth industrial revolution, and how communication can drive progress and adaptation
Unit IV- Inter-personal communication	
Local	Conduct workshops or seminars on effective communication skills for individuals in the local community.
Regional	Arrange conferences or forums on regional communication strategies, emphasizing collaboration and knowledge sharing among neighboring communities.
National	Organize national-level communication conferences or symposiums to discuss challenges and innovations in the field.
Global	Facilitate cross-cultural communication workshops to foster understanding and respect among individuals from different countries and backgrounds.
Employability	Employability: Evaluating the local labor market's employability prospects, including the availability of skilled workforce, talent pool, education system,



	<p>vocational training programs, and government initiatives for human capital development, can influence investment decisions, particularly in sectors that rely on skilled labor.</p>
Entrepreneurship	<p>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.</p>
Skill Development	<p>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.</p>
Professional Ethics	<p>Interpersonal communication should be guided by ethical principles such as honesty, integrity, and respect for others' privacy and boundaries.</p> <p>Ethical communication promotes trust, credibility, and positive relationships in professional settings.</p>
Gender	<p>Interpersonal communication can be influenced by gender dynamics, stereotypes, and biases.</p> <p>Recognizing and addressing gender-related communication challenges promotes equality, inclusivity, and effective collaboration..</p>
Human Values	<p>Effective interpersonal communication reflects human values such as empathy, compassion, and mutual respect.</p> <p>Aligning communication practices with human values enhances understanding, trust, and cooperation in personal and professional relationships.</p>
Environment & Sustainability	<p>Interpersonal communication plays a role in raising awareness and fostering collective action on environmental and sustainability issues.</p>



	Communicating about eco-friendly practices, conservation efforts, and sustainable development goals can inspire positive change.
SDG	Interpersonal communication can contribute to achieving the SDGs by disseminating information, mobilizing resources, and fostering collaboration on issues such as poverty, education, health, and climate action
NEP	<p>The NEP emphasizes the development of communication skills as a foundational aspect of education.</p> <p>Interpersonal communication is crucial for effective teaching and learning, collaborative projects, and student engagement.</p>
POE/4th IR	<p>The Fourth Industrial Revolution, characterized by digital transformation and technological advancements, has transformed interpersonal communication.</p> <p>Skills such as digital literacy, virtual collaboration, and adaptability to new communication platforms are increasingly important..</p>

Benchmarking Universities:

Name of the University	Program referred for Syllabus contents	Subject referred
Amity University	MBA	Communication

Department:		School of Management & Commerce		
Course Name: Minor ProjectII	Course Code: MCMC720		L-T-P	Credits
			1-0-2	2
Type of Course:	SEC			
Pre-requisite(s), if any:				



Brief Syllabus: A minor project in an MBA second sem. offers invaluable benefits by providing practical exposure to real-world business scenarios at more advance level. It allows students to apply theoretical knowledge to solve practical problems, enhancing their research, analytical, and presentation skills. This hands-on experience cultivates adaptability, critical thinking, and project management capabilities, preparing students for the dynamic business landscape while complementing their academic learning with practical insights and experience.

The students would have flexibility to choose any from the 4 types of projects, namely Industrial Live project, Capstone Project, Research Project, Startup Idea Generation

PROJECT TYPE WISE DETAILS

Project type: 1

Industrial Live Project

An industrial live project in an MBA program offers firsthand industry exposure, bridging the gap between academia and the corporate world. It enhances practical knowledge, fosters professional networks, and develops problem-solving abilities, equipping students with real-world insights, experience, and skills crucial for future career endeavors.

Project type: 2

Capstone Project

A capstone project in an MBA program integrates multifaceted learning, consolidating knowledge across disciplines. It hones strategic thinking, research skills, and leadership abilities. By addressing complex business challenges, it prepares students for managerial roles, encouraging innovative solutions and fostering a comprehensive understanding of business dynamics.

Project Type: 3

Research Project

A research-based project in an MBA program sharpens analytical skills, encourages in-depth investigation, and cultivates expertise in a specialized field. It promotes critical thinking, strengthens decision-making capabilities, and enhances students' ability to contribute valuable insights to the academic and business spheres through empirical research and data-driven conclusions.

Project Type: 4

Title: Identifying opportunity areas & Idea generation

A startup idea generation project in an MBA program stimulates entrepreneurial mindset by fostering creativity and innovation. It enables students to conceptualize, refine, and present viable business ideas. This practical experience aids in understanding market dynamics, crafting business models, and honing pitch presentation skills. Through mentorship and feedback, students learn to develop and evaluate entrepreneurial concepts, preparing them for the dynamic world of startups and innovation-driven business environments.

*Self-Learning Components:

Minor Project MBA first semester give students the exposure to independent research, data collection, and analysis. It includes setting project objectives, conducting literature reviews, utilizing online resources, and developing analytical skills. Self-directed learning in project planning, execution, and documentation fosters autonomy, critical thinking, and problem-solving abilities in students.

Define Course Outcomes (CO)



COs	Statements
CO1	Understanding project planning and execution, showcasing adept conceptual understanding and honed practical skill
CO2	Enhanced decision making through innovative thinking – a vital skill cultivated during the project
CO3	Strengthened team building proficiency crucial for successful collaboration in project environment
CO4	Acquire and apply multidisciplinary knowledge enriching the project with comprehensive perspectives

COs Mapping with Levels of Bloom's taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	7. Knowledge 8. Understand 9. Apply 10. Analyze 11. Evaluate 12. Create	6. Receiving 7. Responding 8. Valuing 9. Organizing 10. Characterizing	6. Imitation 7. Manipulation 8. Precision 9. Articulation 10. Improving
CO1		C4	
CO2	C2, C4, C3		
CO3		C3	
CO4	C1		

□

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

CO-PSO Mapping

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

Relevance of the Syllabus to various indicators

Project	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.

Benchmarking Universities

Name of the University	Program referred for Syllabus contents	Subject referred
CHRIST University	MBA	Minor Project



Semester -3

SNo	Category	Course Code	Course Title	L	T	P	C
1	INT/PROJ	SIMC701	Summer Internship Project Report	0	0	0	6
2	Major	MCMC801	Business Sustainability, Governance and Ethics	3	0	0	3
3	Major		Specialization I Elective I	3	0	0	3
4	Major		Specialization I Elective II	3	0	0	3
5	Major		Specialization I Elective III	3	0	0	3
6	Major		Specialization I Elective IV	3	0	0	3
7	Major		Specialization II Elective I	3	0	0	3
8	Major		Specialization II Elective II	3	0	0	3
9	Major		Specialization II Elective III	3	0	0	3
10	AEC	MCMC803	Business Communication Skills III	2	0	0	2
TOTAL				26	0	0	32



Department:	School of Management & Commerce		
Course Name: Business Sustainability, Governance and Ethics.	Course Code: MCMC801	L-T-P	Credits
		3-0-0	3
Type of Course:	Major		
Pre-requisite(s), if any: Basic understanding about business and environment			
Brief Syllabus: The course on Business Sustainability, Governance, and Ethics aims to provide students with a comprehensive understanding of the principles, challenges, and practices related to sustainable business operations, corporate governance, and ethical decision-making. Students will explore the interconnections between business, society, and the environment, and develop skills to navigate complex ethical dilemmas in the corporate world. The course will emphasize the importance of responsible and sustainable business practices, and the role of effective governance in fostering long-term success and stakeholder value. Through a combination of theoretical concepts, case studies, and interactive discussions, students will gain the knowledge and competencies required to promote sustainable and ethically responsible business practices. The purpose of the course is to instill a sustainability, good governance and ethical-oriented mindset and aspiration among students, at the broad level. To inspire them to apply it further in their respective streams, career and lives, so as to contribute to the society and the planet as holistic, responsible individuals and ethical business leaders.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Introduction to Sustainable Business Management Strategies		No. of hours: 12
Content Summary: Introduction to sustainability and sustainable business management, guiding principles of business sustainability; Social, Ecological and Economic indicators of sustainability.			



Enablers, risks, opportunities and challenges of sustainable businesses. Business opportunities for integrating sustainability issues within the core Business Strategy.		
Unit Number: 2	Title: Managing Sustainable Businesses & Transforming to sustainable businesses	No. of hours: 13
Content Summary: Sustainable supply chains: Designing sustainable products and services, Re-features in Supply Chain Design (Re use, Recycle, Re-manufacture), Cradle to Cradle protocol. Life Cycle Analysis (LCA). Stakeholder engagement models. Sustainable business models – Product service system (PSS). Tools for transformation such as Innovation, Collaboration, Technology, Process improvement, bio-mimicry and performance measurement systems. Measuring and reporting sustainability.		
Unit Number: 3	Title: Transforming to sustainable businesses	No. of hours: 10
Content Summary: Sustainable business models – Product service system (PSS). Tools for transformation such as Innovation, Collaboration, Technology, Process improvement, bio-mimicry and performance measurement systems. Measuring and reporting sustainability.		
Unit Number: 4	Title: Understanding Corporate Governance and Roles and Responsibilities in Corporate Governance	No. of hours: 10
Content Summary: Understanding Corporate Governance and Roles and Responsibilities in Corporate Governance, Understanding Corporate Governance and Roles and Responsibilities in Corporate Governance, Understanding Corporate Governance and Roles and Responsibilities in Corporate Governance		
*Self-Learning Components 1. Case Studies: Dive into real-life case studies that explore the application of sustainability, governance, and ethics principles in various business scenarios. Ethical Dilemma Exercises: Engage in ethical dilemma exercises where you are presented with challenging situations that require you to make ethical decisions.		
Reference Books: 1. Business Ethics: Concepts and Cases" by Manuel G. Velasquez 2. "Corporate Governance: Principles, Policies and Practices" by A. C. Fernando 3. "Sustainability in Contemporary India: Economy, Politics and Governance" by Shreekant Gupta and Debashish Bhattacharjee		



4. "Business Ethics and Corporate Governance" by C. B. Gupta
5. "Sustainable Development and Corporate Governance: A Comparative Study" by Anil K. Sain

Define Course Outcomes (CO)

Cos	Statements
CO1	Understand about business sustainability as a strategy imperative.
CO2	Demonstrate ability to transform and nurture environment friendly, socially responsive and ethically governed business entities.
CO3	Interpret the impact of relevant governance models
CO4	Evaluate the reasons for the success or/and failure of various business entities not following ESG theme as their strategies

COs Mapping with Levels of Bloom's taxonomy

CO	Cognitive levels©	Affective levels(A)	Psychomotor levels(P)
	<ol style="list-style-type: none"> 1. Knowledge 2. Understand 3. Apply 4. Analyze 5. Evaluate 6. Create 	<ol style="list-style-type: none"> 1. Receiving 2. Responding 3. Valuing 4. Organizing 5. Characterizing 	<ol style="list-style-type: none"> 1. Imitation 2. Manipulation 3. Precision 4. Articulation 5. Improving
	C2		



CO1			
CO2			
CO3			
CO4	C5		

CO-PO Mapping

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

CO-PSO Mapping

PO	PSO1	PSO2	PSO3
CO1	-	-	1
CO2	1	2	-
CO3	-	-	-
CO4	1	-	-
CO5	-	-	-

Relevance of the Syllabus to various indicators

Unit I	
Local	Understanding the local environmental and social challenges that businesses face.
Regional	Understanding the impact of regional factors on sustainable business management.
National	Analyzing the role of national policies and regulations in promoting sustainable business practices.
Global	Exploring best practices and case studies of global companies implementing sustainable business strategies.



Employability	Enhancing employability through knowledge of sustainable business strategies and practices.
Entrepreneurship	Identifying sustainable business opportunities and business models.
Skill Development	Building analytical and problem-solving skills for sustainable business management.
Professional Ethics	Understanding the ethical considerations and responsibilities of sustainable business management.
Gender	Recognizing the gender dimensions of sustainable business management.
Human Values	Fostering a culture of social responsibility and ethical conduct.
Environment & Sustainability	Developing strategies for reducing environmental impact and promoting resource efficiency.
Unit II	
Local	Understanding the local context and sustainability challenges faced by businesses.
Regional	Examining regional sustainability trends and initiatives.
National	Assessing the national-level support systems and resources available for sustainable businesses.
Global	Assessing the global market opportunities and risks associated with sustainable business practices.
Employability	Enhancing employability through knowledge and practical application of sustainable business strategies.
Entrepreneurship	Developing sustainable business models and strategies for long-term success.
Skill Development	Enhancing skills in sustainable supply chain management and resource optimization.
Professional Ethics	Addressing ethical challenges and conflicts that arise during the transformation process.
Gender	Promoting gender equality and diversity in sustainable business practices and leadership roles.
Human Values	Incorporating human-centric approaches in the design and implementation of sustainable business strategies.
Environment & Sustainability	Embracing sustainable practices, such as renewable energy adoption and waste reduction.
Unit III	



Local	Understanding the local environmental and social challenges that businesses face.
Regional	Understanding the impact of regional factors on sustainable business management.
National	Analyzing the role of national policies and regulations in promoting sustainable business practices.
Global	Exploring best practices and case studies of global companies implementing sustainable business strategies.
Employability	Enhancing employability through knowledge of sustainable business strategies and practices.
Entrepreneurship	Identifying sustainable business opportunities and business models.
Skill Development	Building analytical and problem-solving skills for sustainable business management.
Professional Ethics	Understanding the ethical considerations and responsibilities of sustainable business management.
Gender	Recognizing the gender dimensions of sustainable business management.
Human Values	Fostering a culture of social responsibility and ethical conduct.
Environment & Sustainability	Developing strategies for reducing environmental impact and promoting resource efficiency.
Unit IV	
Local	Understanding the local context and sustainability challenges faced by businesses.
Regional	Examining regional sustainability trends and initiatives.
National	Assessing the national-level support systems and resources available for sustainable businesses.
Global	Assessing the global market opportunities and risks associated with sustainable business practices.
Employability	Enhancing employability through knowledge and practical application of sustainable business strategies.
Entrepreneurship	Developing sustainable business models and strategies for long-term success.
Skill Development	Enhancing skills in sustainable supply chain management and resource optimization.
Professional Ethics	Addressing ethical challenges and conflicts that arise during the transformation process.



Gender	Promoting gender equality and diversity in sustainable business practices and leadership roles.
Human Values	Incorporating human-centric approaches in the design and implementation of sustainable business strategies.
Environment & Sustainability	Embracing sustainable practices, such as renewable energy adoption and waste reduction.
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina

Department:	School of Management & Commerce		
Course Name: Business Communication Skills III	Course Code: MCMC803	L-T-P	Credits
		2-0-0	2
Type of Course:	AEC		
Pre-requisite(s), if any: Basic Communication skills			
Brief Syllabus: Business Communication Skills encompasses a wide range of essential topics and skills for effective communication in the business world. It covers areas such as written communication, including crafting professional emails and reports, as well as oral communication skills, such as delivering engaging presentations and actively listening in conversations. Interpersonal communication and teamwork, business etiquette, persuasive communication, and crisis communication are also covered.			
UNIT WISE DETAILS			
Unit Number: 1	Title: Types of interviews	No. of hours: 6	
Content Summary: Different types of interviews (with emphasis on personal interview), preparation for an interview, areas of questioning, Answering questions on general traits like strengths/weaknesses/ hobbies/extracurricular activities, importance of non verbal communication while participating in interviews, tips to reduce nervousness during personal interviews, handling stress, Suggestions for responding to tough/unknown questions, preparation on self and personality development.			



Unit Number: 2	Title: Profile Building	No. of hours: 8
Content Summary: Profile Building On LinkedIn ,Resume Building ,Video CV building,Professional Grooming ,E mail Writing		
Unit Number: 3	Title: Team Building & Self-analysis	No. of hours: 8
Content Summary: Interview Role Plays ,Individual Intro Video making ,Team Building sessions ,Self-analysis , Telephone etiquettes		
Unit Number: 4	Title: Query Languages	No. of hours: 8
Content Summary: Industry readiness (Resume writing, grooming, GDPI etc.,Grooming Mock sessions ,FAQs discussions ,Multiple Test series ,Brush-up on GDPI and Industry readiness		
*Self-Learning Components <ol style="list-style-type: none"> 1. Enroll in online courses that focus on business communication skills. Look for courses that cover topics such as professional writing, presentation skills, interpersonal communication, and effective business correspondence. 2. Read books and publications that provide insights and guidance on business communication. Look for titles that offer practical tips, strategies, and examples to improve your written and verbal communication skills in a business context. 3. Follow industry-specific blogs and websites that offer articles and resources on business communication. These platforms often provide tips, trends, and best practices for effective communication in the business world. 		
Reference Books: <ol style="list-style-type: none"> 6. "Effective Business Communication" by Herta A. Murphy and Herbert W. Hildebrandt 7. "Business Communication: Process and Product" by Mary Ellen Guffey and Dana Loewy 8. "The Essentials of Business Communication" by Mary Ellen Guffey and Dana Loewy 9. "Business Communication Today" by Courtland L. Bovee and John V. Thill 10. "Communicating for Results: A Guide for Business and the Professions" by Cheryl Hamilton 		

Define Course Outcomes (CO)



COs	Statements
CO1	Understand the basics of Grammar to improve written and oral communication skills
CO2	Understand the correct form of English with proficiency
CO3	Improve student's personality and enhance their self-confidence Enhance academic writing skills
CO4	Improve professional communication.

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	C2		



CO3			
CO4			

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

CO-PSO Mapping

PO	PO1	PO2	PO3
CO1	-	-	1
CO2	-	1	-
CO3	-	-	-
CO4	1	-	-

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 culture and customs specific to the region where English is spoken
National	Acquiring a comprehensive understanding of the english language, including grammar, vocabulary, and sentence structures
Global	Recognizing English as an international language and its significance in global communication
Employability	Acquiring English language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging English language skills to explore business opportunities in English-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 English language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using English language
Human Values	Promoting values such as empathy, respect, and understanding through English language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into English language learning materials and curriculum
Unit II	
Local	Learning basic greetings, expressions, and vocabulary in French for everyday local interactions
Regional	Learning about the culture and customs specific to the region where English is spoken
National	Acquiring a comprehensive understanding of the english language, including grammar, vocabulary, and sentence structures
Global	Recognizing English as an international language and its significance in global communication
Employability	Acquiring English language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging English language skills to explore business opportunities in English-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 English language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using English language
Human Values	Promoting values such as empathy, respect, and understanding through English language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into English language learning materials and curriculum
Unit III	



Local	Learning basic greetings, expressions, and vocabulary in French for everyday local interactions
Regional	Learning about the culture and customs specific to the region where English is spoken
National	Acquiring a comprehensive understanding of the english language, including grammar, vocabulary, and sentence structures
Global	Recognizing English as an international language and its significance in global communication
Employability	Acquiring English language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching
Entrepreneurship	Leveraging English language skills to explore business opportunities in English-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 English language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using English language
Human Values	Promoting values such as empathy, respect, and understanding through English language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into English language learning materials and curriculum
Unit IV	
Local	Learning basic greetings, expressions, and vocabulary in French for everyday local interactions
Regional	Learning about the culture and customs specific to the region where English is spoken
National	Acquiring a comprehensive understanding of the english language, including grammar, vocabulary, and sentence structures
Global	Recognizing English as an international language and its significance in global communication
Employability	Acquiring English language proficiency as an additional skill to enhance employability in various industries, such as tourism, international relations, translation, and language teaching



Entrepreneurship	Leveraging English language skills to explore business opportunities in English-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 English language in professional settings
Gender	Promoting gender-inclusive language practices and avoiding gender stereotypes when using English language
Human Values	Promoting values such as empathy, respect, and understanding through English language communication
Environment & Sustainability	Incorporating environmental topics and sustainability concepts into English language learning materials and curriculum
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
Amity University	MBA	Communication
Delhi University	MBA	Business Communication



Semester IV

SNo	Category	Course Code	Course Title	L	T	P	C
1	INT/PROJ	DIMC701	Dissertation	0	0	0	6
2	Major	MCMC802	Contemporary Issues in Strategic Management	3	0	0	3
3	Major		Specialization I Elective V	3	0	0	3
4	Major		Specialization I Elective VI	3	0	0	3
5	Major		Specialization I Elective VII	3	0	0	3
6	Major		Specialization II Elective IV	3	0	0	3
7	Major		Specialization II Elective V	3	0	0	3
8	Major		Specialization II Elective VI	3	0	0	3
9	Major		Specialization II Elective VII	3	0	0	3
TOTAL				24	0	0	30



Department:		School of School of Management & Commerce		
Course Name: Contemporary Issues in Strategic Management		Course Code:	L-T-P	Credits
		MCMC802	3-0-0	3
Type of Course:		Core		
Pre-requisite(s), if any:				
Brief Syllabus: This course intends to acquaint the learners to the concept of Strategic Management and how it can be used as a significant course of action to gain competitive advantage. The purpose of this course is to enhance students’ abilities to do the job of higher level which makes them responsible for strategic performance. There is numerous benefit of strategic management like; it allows managers to be proactive rather than reactive, it sets up a sense of direction, it increases operational efficiency, it helps to increase market share and profitability, and it can make a business more durable etc. 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. The learners would be able to explain the meaning of business environment; identify the features of business environment; describe the importance and types of business environment; describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business; state the social responsibility of business towards different interest groups; and explain the concept of business ethics. The business environment consists of factors that influence the individual’s business organization historical factors, psychological factors, government attitude and regard to foreign good, international factors and marketing approaches. The relationship between business and its environment is mutual, that is, the environment exerts pressure on business, while business, in turn influences various aspects of its environment.				
UNIT WISE DETAILS				
Unit Number: 1	Introduction to strategic management and Formulation			No. of hours: 12
Content Summary: Introduction to strategic management and Formulation: Defining strategy, basic concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Introduction to Strategy Formulation, Process of Strategy Formulation				
Unit Number: 2	Strategy implementation and Strategic evaluation and control			No. of hours: 11



Content Summary: Strategy implementation and Strategic evaluation and control: an overview of strategic implementation and evaluation and control, process of strategy implementation, techniques of strategic evaluation and control		
Unit Number: 3	Basics & Strategic Aspects of Economic Reforms in Business Environment	No. of hours: 12
Content Summary: Nature and structure of business environment; assessing risk & emerging sectors of Indian economy. Macro Economics Policies: interest rate structure and monetary policy; fiscal policy and legislation for anti-competitive and unfair trade practices;		
Unit Number: 4	Current Industrial & Globalization Trends	No. of hours: 11
Content Summary: environment for the SME sector; public-private partnership; banking reforms and challenges; WTO and its Agreements with Indian Economy; exchange rate movements .		
*Self-Learning Components <ol style="list-style-type: none"> 1. Current Events Analysis 2. Disruptive Business Models 3. Strategic Risk Management 4. Thought Leadership 		
Text Book <ol style="list-style-type: none"> 1. Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi 2. Cherunilam, Francis. Business environment. (3rd e d.). New Delhi: Himalaya Publishing House. 		

Define Course Outcomes (CO)

COs	Statements
CO1	Understanding of the principles of strategic management, its process and the concept that decisions made today have implications on results in the future. 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.
CO2	Develop the ability to identify various issues related to strategic implementation and design appropriate behavioral courses of action. Provide a basic understanding of the nature and dynamics



	of the functional strategy implementation as they occur in complex organizations. Develop and prepare organizational strategic evaluation and control techniques that will be effective for the current business environment.
CO3	Analyze the basic concept of business environment, assessing risk, design & structure of business environment.
CO4	Students will gain the clarity about current industrialization trends and industrial policy; also they will develop an understanding for Globalization Trends and Challenges.

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	C2		
CO3	C4		
CO4	C4		

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										



CO4												
CO5	3	3		3								

CO-PSO Mapping

PO	PO1	PO2	PO3
CO1	-	-	1
CO2	-	1	-
CO3	-	2	-
CO4	1	-	-
CO5	-	-	-

Relevance of the Syllabus to various indicators

Unit I	Introduction to strategic management and Formulation
Local	At the local level, strategic management focuses on the specific environment of a particular location or community. This includes understanding the local market, consumer preferences, competitive landscape, and regulatory framework. Organizations assess the opportunities and challenges within the local market and develop strategies to address them effectively.
Regional	Moving beyond the local level, regional strategic management considers a broader geographical area such as a city, state, or province. It involves analyzing the economic, cultural, and political factors that influence business operations within that region. Companies formulate strategies that align with regional characteristics, market dynamics, and competitive forces to capitalize on regional opportunities and achieve growth
National	At the national level, strategic management encompasses an entire country or a specific national market. It involves understanding the macroeconomic factors, industry trends, governmental policies, and socio-cultural aspects that shape the business environment. Organizations develop strategies to gain a competitive advantage

	within the national market, expand their market share, and address country-specific challenges.
Global	The global level of strategic management deals with the international arena. It involves analyzing and formulating strategies to operate in multiple countries, considering factors such as cultural differences, market variations, legal frameworks, and global economic trends. Organizations develop global strategies to expand their presence in foreign markets, establish international partnerships, leverage economies of scale, and manage global competition.
Employability	Employability: Strategic management includes aligning organizational goals with human resources. Understanding employability factors helps in developing strategies to attract, recruit, develop, and retain talented individuals to achieve a competitive advantage.
Entrepreneurship	Entrepreneurship: Entrepreneurship plays a vital role in strategic management as it involves the identification and pursuit of new opportunities. Strategic management frameworks help entrepreneurs formulate business strategies, evaluate risks, and create sustainable business models.
Skill Development	Skill Development: Strategic management involves assessing the skills required to achieve organizational objectives. Skill development initiatives and training programs are designed to enhance the capabilities of employees and align their skills with the strategic direction of the organization.
Professional Ethics	Professional Ethics: Strategic management encompasses making ethical decisions and fostering an ethical organizational culture. It involves considering values, morals, and ethical frameworks to guide decision-making processes and ensure responsible business practices.
Gender	Gender: Strategic management should address gender equality and diversity within an organization. It involves creating an inclusive



	work environment, promoting equal opportunities, and considering gender perspectives in strategy formulation and implementation.
Human Values	
Environment & Sustainability	
Unit II	Strategy implementation and Strategic evaluation and control
Local	Local: Strategic management at the local level involves understanding the unique challenges and opportunities within a specific geographic area. It includes analyzing local market conditions, consumer preferences, and competition to develop effective strategies tailored to the local context.
Regional	Regional: Regional strategic management focuses on analyzing and leveraging opportunities and challenges within a specific region. It involves considering factors such as cultural differences, economic conditions, regulatory frameworks, and market dynamics to develop strategies that address regional market demands.
National	National: National strategic management involves formulating strategies that take into account the broader national context. This includes understanding national economic policies, political factors, legal frameworks, and societal trends to develop strategies that align with the country's goals and aspirations.
Global	Global: Global strategic management examines the complexities of operating in a global marketplace. It explores strategies for expanding into international markets, managing global competition, understanding cultural diversity, and leveraging global trends and opportunities.
Employability	Employability: Strategic management plays a crucial role in enhancing employability. This aspect of the course focuses on developing strategic thinking, problem-solving skills, and decision-making abilities that are highly valued by employers. It also emphasizes the importance of aligning personal career goals with organizational objectives.



Entrepreneurship	Entrepreneurship: This area explores the role of strategic management in the entrepreneurial context. It covers topics such as opportunity identification, innovation, resource allocation, and growth strategies for startups and small businesses.
Skill Development	Strategic management involves a range of skills, including analytical thinking, strategic planning, communication, leadership, and adaptability. This course emphasizes the development of these skills to enhance students' strategic management capabilities.
Professional Ethics	The course highlights the significance of ethical considerations in strategic management. It explores ethical dilemmas that arise in decision-making processes and emphasizes the importance of responsible and sustainable business practices.
Gender	This aspect of the course examines the role of gender in strategic management and formulation. It explores issues related to gender diversity, inclusivity, and the impact of gender dynamics on organizational strategies and performance.
Human Values	Strategic management is not solely focused on financial success; it also considers broader human values. This area explores the integration of human values, such as social responsibility, fairness, and integrity, into strategic decision-making processes.
Environment & Sustainability	Strategic management plays a crucial role in addressing environmental challenges and promoting sustainability. This aspect of the course examines strategies for sustainable business practices, environmental stewardship, and the incorporation of environmental considerations into organizational strategies
Unit III	Basics & Strategic Aspects of Economic Reforms in Business Environment
Local	Economic reforms in the business environment should consider the impact at the local level. This involves creating policies and initiatives that support local businesses, encourage local employment, and promote economic growth within specific regions or communities.



Regional	Economic reforms should also focus on regional development. This includes fostering collaboration and cooperation among neighboring areas, promoting investment and trade within a region, and developing infrastructure and resources that benefit the entire region.
National	Economic reforms at the national level aim to improve the overall economic conditions of a country. This involves implementing policies and regulations that support business growth, attract foreign investment, enhance competitiveness, and address macroeconomic issues such as inflation, unemployment, and fiscal deficits.
Global	Economic reforms need to take into account the global context. In an interconnected world, reforms should consider international trade agreements, market access, and global competitiveness. Policies should encourage participation in the global economy while safeguarding national interests.
Employability	Economic reforms should focus on enhancing employability by promoting education and skill development. This involves aligning educational curricula with industry requirements, providing vocational training programs, and encouraging lifelong learning to adapt to changing job market demands.
Entrepreneurship	: Economic reforms should foster entrepreneurship and innovation. This includes creating an enabling environment for startups and small businesses, offering financial support and incentives, improving access to capital, simplifying regulatory procedures, and nurturing a culture of entrepreneurship.
Skill Development	Economic reforms should prioritize skill development to meet the demands of the evolving business environment. This involves investing in training programs, establishing vocational institutes, and encouraging industry-academia collaborations to bridge the skills gap and enhance the workforce's capabilities.
Professional Ethics	Economic reforms should emphasize the importance of professional ethics in business practices. This includes promoting transparency, integrity, and accountability, and establishing regulatory

	frameworks that ensure fair competition, protect consumer rights, and prevent unethical behavior.
Gender	Economic reforms should address gender disparities and promote gender equality in the business environment. This involves implementing policies that eliminate gender-based discrimination, providing equal opportunities for women in entrepreneurship and employment, and ensuring fair and inclusive work environments.
Human Values	Economic reforms should uphold human values and social responsibility. This includes promoting ethical business conduct, respecting human rights, ensuring fair labor practices, and considering social and cultural aspects when formulating policies.
Environment & Sustainability	Economic reforms should integrate environmental considerations and sustainability principles into business practices. This involves adopting green technologies, promoting renewable energy, reducing carbon emissions, implementing sustainable resource management, and encouraging corporate social responsibility toward the environment.
Unit IV	Current Industrial & Globalization Trends
Local	Local: The trend of supporting local businesses and products has gained momentum in recent years. Consumers are increasingly valuing locally produced goods and services, which has led to the growth of local economies and the revitalization of small-scale industries.
Regional	Regional: Regional integration and cooperation are important trends in today's globalized world. Regional trade agreements and blocs, such as the European Union and ASEAN, have facilitated economic growth and development by promoting trade and collaboration among neighboring countries.
National	National: National economies continue to play a significant role in the global landscape. Governments focus on policies and initiatives to boost domestic industries, attract foreign investments, and create

	employment opportunities. National economic stability and growth are crucial for overall global economic progress.
Global	Global: The world is witnessing increased interconnectedness and interdependence among nations, resulting in a globalized economy. Globalization has enabled the free flow of goods, services, capital, and information across borders, leading to opportunities for multinational corporations, global supply chains, and international collaboration.
Employability	Employability: With the rapid pace of technological advancements and automation, employability has become a significant concern. Individuals need to develop relevant skills and adapt to changing job market requirements. Lifelong learning, upskilling, and reskilling have become essential for professional growth and employability.
Entrepreneurship	Entrepreneurship: Entrepreneurship is thriving in the current industrial and globalization trends. Startups and small businesses are driving innovation, disrupting traditional industries, and creating new job opportunities. Entrepreneurial skills, creativity, and adaptability are highly valued in today's dynamic business environment.
Skill Development	Skill Development: The demand for specialized skills is increasing due to technological advancements and evolving job roles. Skill development programs, both formal and informal, are crucial for individuals to remain competitive in the job market. Skills like digital literacy, data analysis, coding, and critical thinking are in high demand.
Professional Ethics	Professional Ethics: In an interconnected world, professional ethics have gained importance. Individuals and organizations are expected to uphold ethical standards and principles in their business practices. Transparency, integrity, social responsibility, and respect for diversity and inclusion are essential for sustainable growth and maintaining public trust.
Gender	Gender: Gender equality and diversity are prominent topics in the industrial and globalization landscape. There is a growing



	recognition of the importance of empowering women and ensuring equal opportunities in the workforce. Gender balance and inclusivity lead to enhanced innovation, productivity, and social development.
Human Values	Human Values: Ethical values, empathy, and social consciousness are becoming more integral to business practices. Organizations are incorporating human values such as compassion, fairness, and sustainability into their strategies. Balancing economic objectives with social and environmental considerations is essential for long-term success.
Environment & Sustainability	Environment & Sustainability: Sustainable development and environmental protection are critical concerns for current industrial and globalization trends. Businesses are adopting eco-friendly practices, renewable energy sources, and sustainable supply chain management. Environmental consciousness is becoming a key driver of innovation and market competitiveness.
SDG	SDG (Sustainable Development Goals): The United Nations' SDGs provide a framework for addressing global challenges and promoting sustainable development. The SDGs encompass various aspects, including poverty alleviation, education, healthcare, gender equality, climate action, and responsible consumption. Governments, organizations, and individuals are working towards achieving these goals.
NEP	NEP (National Education Policy): The National Education Policy focuses on transforming the education system to meet the needs of the 21st century. It emphasizes holistic and multidisciplinary education, skill development, and promoting entrepreneurship and innovation. The NEP aims to prepare individuals for the challenges of the current industrial and globalization trends.
POE/4th IR	POE/4th IR (Power of Entrepreneurship/4th Industrial Revolution): The 4th Industrial Revolution, characterized by advancements in artificial intelligence, automation

**Benchmarking Universities:**

Name of the University	Program referred for Syllabus contents	Subject referred
Christ University	MBA	STRATEGIC MANAGEMENT
Symbiosis	MBA	Business Communication
Amity University	MBA	Networking & Communication