



St. Xavier's University, Kolkata
Xavier Business School
Action Area IIB, New Town, Kolkata – 700160

Modular Syllabus for MBA (Semester I)

Academic Year: 2026-27 onwards

SEMESTER I

Code	Titles	Credits	Full Marks
MBR1010T	Quantitative Techniques	4	100
MBR1020T	Financial Accounting and Reporting	4	100
MBR1030T	Marketing Management I	2	50
MBR1040T	Managerial Economics	4	100
MBR1050T	Cost & Management Accounting	2	50
MBR1060T	Computer Application in Business and MIS	4	100
MBR1070T	Organizational Behaviour	4	100
MBR1080T	Business Ethics and Legal Environment	4	100
	Total Credits	28	700

Section 02

MBR1010T: [Quantitative Techniques], [4 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

- ☒ **CO1:** To recall student's ability to deal with numerical and quantitative issues in business.
- ☒ **CO2:** To summarizing the use of statistical, graphical, and algebraic techniques wherever relevant.
- ☒ **CO3:** To apply the quantitative models and statistical tool and techniques to solve business problems.
- ☒ **CO4:** To examine the decision-making process under certainty, uncertainty and risk using quantitative and statistical tools.
- ☒ **CO5:** To develop and employ various quantitative and statistical tools, techniques, and models to make informed decisions within complex systems.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Data and Descriptive Statistics	Types of Data; Grouping and displaying of data using chart, graphs and plots; Measure of Central Tendency, measure of Dispersion; Covariance and Correlation coefficients, Scatter Plot; Descriptive statistics using excel.	Introduction to Statistics	5	5 (CIA written) 2 (End Sem)	0.5	CO1
II	Probability Theory and Probability Distributions	Axioms of probability; Probability Rules, Joint and Conditional probability and Bayes' theorem; Discrete and Continuous Probability Distributions: Binomial, Poisson, Exponential, Normal, and its problems.	Introduction to Probability	7	5(CIA written) 7(End Sem)	0.7	CO2, CO3
III	Inferential Statistics and Hypothesis Testing	Role of inferential statistics in business decision-making; Populations, samples, and sampling distributions; Central Limit theorem;	Introduction to Inferential statistics	10	12 (End Sem)	1	CO3, CO4, CO5

		Null and alternative hypotheses; Type I and Type II errors; Confidence intervals; Chebyshev's Theorem; Test statistics and p-values; One-sample and two-sample hypothesis tests; Chi-square test for testing independence; simple linear regression and its interpretation using excel					
IV	Linear Programming and Game theory	Formulating business problems as mathematical models, Objective functions and constraints; Introduction to linear programming (LP), LP formulation and graphical solution of business problems; Duality, Sensitivity analysis. Introduction to game theory Game theory and strategic decision-making, Nash Equilibrium.	Optimization technique-I	10	12 (End Sem)	1	CO2, CO3, CO4, CO5
V	Optimization in Operations Management	Transportation & Transshipment problem; Assignment problem; Basics of queuing systems; Queuing models: M/M/1, M/M/c, M/M/∞; Introduction to Goal Programming	Optimization technique-II	8	10 (CIA written) 7 (End Sem)	0.8	CO3, CO4, CO5

Suggested Readings:

TEXTBOOKS:

1. Statistics for Management, Levin & Rubin
2. Quantitative Techniques for Managerial Decisions- Vol-I, L. C. Jhamab
3. Quantitative Techniques for Managerial Decisions- Vol-II, L. C. Jhamab

REFERENCE BOOKS:

4. Operation Research, Gupta & Hira.
5. Fundamental of Mathematical Statistics, Gupta & Kapoor.
6. Applied Statistics for Business and Management using Microsoft Excel, Herkenhoff, Fogli and Ohlmann
7. Business Statistics: A First Course, Levine, Szabat, and Stephan.
8. Operations Research: An Introduction, Taha.
9. Introduction to Operations Research, Hillier and Lieberman.

CO-PO mapping

CO/PO	P01 Knowledge of Business	P02 Critical & Problem- Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
CO1	L	L						
CO2	L	L						
CO3	L	M						
CO4	M	H						L
CO5	M	H						L

**** H means High relevance, M means Medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	CO1, CO2
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2, CO3
Individual Assignment or Group Project (tentatively after 20 th session)	Individual /Group	15	CO3, CO4
Case Study Presentation (tentatively after 35 th session)	Group	20	CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO4, CO5

Section 02

MBR1020T: [Financial Accounting and Reporting] [4 credits], [Semester 1], [Nature of the Course: Core Course]

Course Outcomes (CO)

At the end of this course, students will be able to:

CO1: Define, explain, and illustrate fundamental accounting concepts, the accounting equation, and the full accounting process leading to the preparation of basic financial statements.

CO2: Record, compute, and demonstrate the accounting treatment for fixed assets and depreciation using appropriate methods and regulatory guidelines.

CO3: Interpret, apply, and calculate insurance claims related to loss of stock using relevant terminologies and insurance principles.

CO4: Analyze, compare, and evaluate corporate performance using liquidity, profitability, solvency, and efficiency ratios.

CO5: Interpret, apply, and assess financial reporting requirements under key Ind AS standards relating to presentation, inventories, events after reporting period, interim reporting, and fair value measurement.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Basics of Accounting	Concept of Accounting; Accounting Equation; Accounting Concepts and Conventions, Revenue and Capital Transactions, Accounting Process, Journal, Ledger, Trial Balance, Final Accounts.	Accounting Concepts, Processes, and Financial Statements	12	30%	1.2	CO1

II	Accounting for Fixed Assets and Depreciation	Introduction; Accounting Treatment related to Fixed Assets; Depreciation – Concept, Features, Causes, Objectives, Factors; Depreciation Accounting; Methods of Charging Depreciation; Depreciation Accounting in Certain Specific Situations.	Principles and Methods of Depreciating Fixed Assets	4	10%	0.4	CO2
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III	Insurance Claim	Introduction; Important Terminologies; Insurance Coverage for Loss of Stock.	Understanding Insurance Terms and Stock Loss Claims	4	10%	0.4	CO3
IV	Basics of Ratio Analysis	Introduction; Meaning and Purpose of Financial Ratios; Types of Financial Ratios – Profitability, Liquidity, Solvency, Efficiency, and Market; Comprehensive Corporate Performance Evaluation Using Ratios; Limitations of Financial Ratio Analysis.	Evaluating Corporate Performance Through Financial Ratios	10	25%	1.0	CO4
V	Corporate Financial Reporting and Ind AS Compliance	Introduction to Accounting Standards, Ind AS 1- Presentation of Financial Statements, Ind AS 2- Inventories, Ind AS 18- Revenue Recognition; Ind AS 33-Earnings per Share; Ind AS 113-Fair Value Measurement	Overview of Key Financial Reporting and Disclosure Standards	10	25%	1.0	CO5
Total				40	100%	4.0	

Suggested Readings:

1. Financial Accounting: A Managerial Perspective, R. Naranaswamy, PHI Publishing House.
2. Introduction to Financial Accounting: Horngren, Pearson India.
3. Financial Accounting: Hanif and Mukherjee, McgrawHill HigherEd.
4. Financial Accounting for Business Managers: Asish K. Bhattacharyya, PHI Learning
5. An Introduction to Accountancy: S.N. Maheshwari & S.K. Maheshwari, Vikas Publishing House.
6. Financial Accounting: P.C. Tulsian, Pearson Education
7. Double Entry Bookkeeping – Financial Accounting: T.S. Grewal, Sultan Chand & Sons
8. Financial Accounting 1: Mukherjee and Mukherjee, Oxford University Press

CO-PO mapping

CO/PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
C01	H	H	L	M		H		
C02	H	H				H		M
C03	H	M	L			M		M
C04	H	H		M		H	L	H
C05	H	L	M			L		

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CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz 1	Individual	10	C01, C02, C04
Mid Semester Exam	Individual	20	C01, C02, C04
Case study	Group	10	C01, C02, C04, C05
Assignment	Group	20	C01, C02, C03, C04, C05
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	C01, C02, C03, C04, C05

Section 02

MBR1030T: [Marketing Management I], [2 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

CO 1 : Explain key marketing concepts and philosophies and examine the effects of micro and macro environmental factors, industry structure, and ethical considerations on marketing decisions.

CO 2: Analyze consumer buying behaviour (B2C and B2B) and apply basic marketing research techniques to generate customer insights and support demand estimation.

CO 3: Apply STP frameworks to identify target segments, develop value propositions, and interpret perceptual maps.

CO 4: Evaluate the contribution of Product, Price, Place, and Promotion to customer value and marketing objectives in given contexts.

CO 5 : Formulate a basic marketing mix (Product, Price, Place, Promotion) for a given market scenario aligned with target segment and positioning.

Course Content

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	I. Introduction to Marketing and Marketing Environment	Meaning, Nature and Scope of Marketing	Introduction & Basic Concepts	3	15%	0.15	CO1
		Marketing Management Philosophies					
		Customer Value and Satisfaction					
		Marketing Process					
		Marketing Environment—Micro and Macro					
		Industry Structure and Competitive Analysis					
		Emerging Trends in Marketing					
		Ethics and Social Responsibility in Marketing					
2.	II. Understanding Consumers and Market Research	Consumer Buying Behaviour—Models and Stages	Concept, process and application	4	20%	0.20	CO2, CO5
		Factors Influencing Consumer Decisions—Cultural, Social, Personal, and Psychological					
		B2B Buying Behaviour					

		Market Measurement and Demand Estimation					
		Basics of Marketing Research					
		Qualitative and Quantitative Approaches					
		Customer Insights					
3.	III. Segmentation, Targeting and Positioning (STP)	Market Segmentation—Bases and Criteria	Concept, process and application	4	20%	0.20	CO3, CO5
		Targeting Strategies					
		Product Differentiation					
		Positioning Strategies					
		Perceptual Mapping					
		Value Proposition Development					
		Repositioning Strategies					
		Applications of STP in Real Markets					
4.	IV. Marketing Mix—4Ps Framework	Product: Product Levels; Product Mix; Product Life Cycle; Branding, Packaging and Labelling	Concept, process and application	5	25%	0.25	CO4, CO5
		Price: Pricing Objectives; Pricing Methods; Value-Based and Competition-Based Pricing; Psychological Pricing					
		Place: Channel Functions; Channel Design; Retailing and Wholesaling Basics; Omni-channel Overview					
		Promotion: Promotion Mix Tools; Advertising, Sales Promotion, PR, Direct and Digital Promotion; Basics of IMC					

Suggested Readings

Primary Textbook - Kotler, Philip & Keller, Kevin. *Marketing Management*, Pearson.

Additional References

- Armstrong & Kotler. *Principles of Marketing*, Pearson.
- Ramaswamy & Namakumari. *Marketing Management*, McGraw Hill.
- Etzel, Walker & Stanton. *Marketing*, McGraw Hill.
- Selected case studies from Harvard Business Publishing, IIMs.

CO-PO mapping

CO/ PO	PO1 Knowl edge of Busine ss	PO2 Critica l & Probl em Solvin g Skills	PO3 Ethical orientati on	PO4 Global perspective & Communicat ion Skills	PO5 Leadersh ip & Team Building Skills	PO6 Entrepreneur ship Skills	PO7 Sustainab ility Perspecti ve	PO8 Lifelong learning & Researc h Skills
C01	H	M		M		M		M
C02	H	M		M		M		M
C03	H	M		M		M		M
C04	H	M		M		M		M
C05	H	M		M		M	M	M

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CIA PLAN (out of 30 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Activity Based Assignment (tentatively after 6 th session)	Individual	10	C01, C02
Mid Semester Exam	Individual	10	C01, C02, C03
Project Presentation (tentatively between 18 th -20 th session)	Group	10	C04, C05
TOTAL		30	

END SEMESTER EXAMINATION (out of 20 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)

End Semester Exam	Individual	20	C01, C02, C03, C04, C05
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Section 02

MBR1040T: (Managerial Economics) (4 credits) (Semester 1), [Nature of the Course: Core Course]

Course Outcomes (CO)

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

1. **CO1:** Analyse the demand and supply conditions and assess the position of a company
2. **CO2:** Understand Consumer Behaviour
3. **CO3:** Design competition strategies, including costing, pricing, product differentiation, & market environment according to the natures of products and the structures of the markets.
4. **CO4:** Contrast real-world business problems with a systematic theoretical framework.
5. **CO5:** Make optimal business decisions by integrating the concepts of economics, mathematics, and statistics.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
I	Understanding the basic economic concepts	Basic problems of decision making, Factor affecting decision making	Introduction	5	10%	1	CO1, CO5
		Different methodologies used in economics, Concept of PPF, Economic modelling					
	Demand-Supply Analysis	Concept of demand and supply using economic modelling	Models of Demand and supply	5	15%		CO2
Comparative study Using Demand-Supply analysis							
Concept of elasticity							
	Consumer	Concept of Utility	Determinants				

II	Behaviour Analysis	Budget constraint and	of consumer choices	10	25%	1	CO2
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		equilibrium					
		Total Price Effect					
III	The theory of Production & Cost	Understanding concept of Production	Production decision of a firm	10	25%	1	C03, C05
		Stages of Production					
		Production decision in long run					
		Concept of Cost					
		Optimal production decision					
IV	Market & Competitive Analysis	Assumptions and working of a Perfectly Competitive Market	Perfect Competition	5	15%	1	C03, C04, C05
		Marginal Revenue, Marginal Cost & profit maximisation					
		Choosing output in short run & short run supply curve					
		Break Even point and Shut Down point					
		Assumptions and working of a pure monopoly market	Imperfectly competitive market	5	10%		
		Monopolistic Competition					
		Oligopoly					
		Cartel					
Application of Oligopoly in a game theory framework							

CO-PO mapping

CO/PO	P01 Knowledge of Business	P02 Critical & Problem- Solving	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
C01	H			H			L	L
C02	H	H						
C03	H	H	M		M	H		
C04	H	H		H		H		
C05	H	H						M

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Evaluation Plan

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 15 th session)	Individual	10	C01
Mid Semester Exam	Individual	20	C01, C02
Assignment (tentatively after 25 th session)	Individual	10	C02, C03
Project/Case Presentation (tentatively between 35 th -40 th session)	Group	20	C04, C05
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	C01, C02, C03, C04, C05

Section 02

MBR1050T : [Cost and Management Accounting], [2 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

At the end of this course, students will be able to:

CO1: Define, classify, and illustrate the fundamental concepts of cost and management accounting, including cost types, cost units, and cost centres, and construct a comprehensive cost sheet.

CO2: Compute and apply various material control techniques—such as stock levels, EOQ, ABC analysis—and demonstrate proficiency in valuing inventory using FIFO, LIFO, and Weighted Average methods while distinguishing between Bin Card and Stores Ledger.

CO3: Analyze and compare different labour remuneration and incentive plans (time rate, piece rate, Halsey, Rowan, Taylor, Merrick) and calculate labour turnover using standard methods.

CO4: Identify, allocate, and compute direct expenses and overheads, including determining machine hour rates for accurate cost allocation.

CO5: Apply, interpret, and evaluate marginal costing tools—such as contribution, P/V ratio, margin of safety, and CVP analysis—and construct break-even charts to support managerial decision-making.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction	Cost & Management Accounting; Cost Types, Cost Centre, Cost Unit; Elements of Cost; Preparation of Cost Sheet.	Basic Concepts	4	20%	0.4	CO1
II	Material cost	Calculation of Different Stock Levels, Bin Card Vs Stores Ledger, EOQ, Valuation of Stock based on FIFO, LIFO, Weighted Average methods, Valuation of Stock based on FIFO, LIFO, Weighted Average method, Inventory Turnover Ratios, ABC Analysis. Calculation of Different Stock Levels, Bin Card Vs Stores Ledger, EOQ,	Inventory Management	4	20%	0.4	CO2

		Valuation of Stock based on FIFO, LIFO, Weighted Average methods, Valuation of Stock based on FIFO, LIFO, Weighted Average method, Inventory Turnover Ratios, ABC Analysis.					
III	Labour cost	Job card, Time rate system, Piece Rate System, Halsey Premium System, Rowan Premium System, Taylor Differential Piece Rate System, Merrick's Multiple Piece Rate System, Calculation of Labour Turnover rates.	Labour cost	4	20%	0.4	CO3
IV	Direct expenses and overheads	Direct expenses, Overheads, Calculation of Machine Hour Rate	Overheads	4	20%	0.4	CO4
V	Marginal Costing	CVP analysis, Contribution, PVR, Margin of Safety, Break even chart and Break-Even Analysis.	CVP & BEP	4	20%	0.4	CO5
Total				20	100%	2.0	

Suggested Readings

1. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub
2. Cost Accounting: Texts and Problems, M.C. Shukla, T. S. Grewal & Dr M. P. Gupta, S. Chand and Company Private Limited
3. Management and Cost Accounting, Colin Drury, Cengage Learning EMEA 2007.
4. Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.
5. Horngren's Cost Accounting: A Managerial Emphasis, 16th Edition, Datar and Rajan, Pearson.
6. Cost Accounting: Principles and Practice, S.P. Jain and K.L. Narang, Kalyani Publishers
7. Cost Accounting: Theory and Practice, Bhabatosh Banerjee, PHI.
8. Cost and Management Accounting, M Hanif, McGraw Hill Education.
9. Cost and Management Accounting: Theory, Problems and Solutions, M.N. Arora, Himalaya Publishing House.

CO-PO mapping

CO/ PO	P01 Knowle dge of Busines s	P02 Critical & Proble m Solvin g Skills	P03 Ethical orientati on	P04 Global perspective & Communica tion Skills	P05 Leadershi p & Team Building Skills	P06 Entrepreneur ship Skills	P07 Sustainabil ity Perspective	P08 Lifelong learning & Resear ch Skills
C01	H	L	L			L		L
C02	H	H	L			M		M
C03	M	H	M	L	L	M		M
C04	H	M	L			M		L
C05	H	H	M	L	M	H		M

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CIA PLAN (out of 30 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 5 th session)	Individual	5	C01, C02, C05
Mid Semester Exam	Individual	10	C01, C02, C05
Assignment (tentatively after 10 th session)	Individual	5	C01, C02, C03, C05
Case Study Presentation (tentatively between 15 th - 20 th session)	Group	10	C01, C02, C03, C04, C05
TOTAL		30	

END SEMESTER EXAMINATION (out of 20 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	20	C01, C02, C03, C04, C05

Section 02

MBR1060T: [Computer Applications in Business & Management Information System], [4 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

- **CO1:** Recalling the basic hardware and software and Information Technology in business.
- **CO2:** Describe the concept of Data management and data visualization and data control for business applications.
- **CO3:** Use business productivity software to manipulate data and find solutions to business problems in local and network environment
- **CO4:** Analyze different management related problems and categorize them during the process of solving by different dashboards.
- **CO5:** Justify and make gradation of above-mentioned software related tools and determine the right approach to solve multidisciplinary management problems.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Information management	Computers in Business: Types of Information Systems, Managerial Challenges of IT, System Concepts, Components of Information Systems, IS Resources	Technology driven management	4	10%	0.4	CO 1
		Impact IT in Business: Strategic IT, Competitive Forces and Strategies, Building a Customer Focused Business, Strategic Uses of IT, Reengineering Business Processes, Knowledge Management Systems					

II	Data Management System	End User and Server Side, The concept of Data Centers, Cloud computing and services Computing	Introduction to data center and cloud and other systems	4	10%	0.4	CO1
		Types of Computer systems, Peripherals and Input Technologies, RFID. Bar and QR code, Mobility					
		Systems – Definition, scope and boundary, sources and sinks. Data – Types, lifecycle. Processing Data – OLTP vs BI systems, Real time vs Batch systems					
III	Spreadsheet Programs	Electronic Spreadsheet – Structure of spreadsheet and its applications to functions of business – Creating a dynamic / sensitive worksheet – Concept of absolute and relative cell reference – Graphs-Using built in functions	Excel proficiency for business environment	12	30%	1.2	CO2, CO4
		Probability Distribution of a Random Variable, Probability Mass Function for discrete random variables, expected value of a random variable, Mean & Variance of a random variable using Expectation Operator, Joint distribution of two random variables (discrete).					
		Goal seeking and pivot tables- Using graphics and formatting of worksheet- Filtering and Sorting- What-If Analysis-Drawing Trend Lines-LP Formulation					

IV	Data models and Cloud services	<p>Elements of a data model. Dimensional modeling. Facts and Dimensions, Star Schema, how to create a data model.</p> <p>History and trends of Telecommunication and data carrying networks. Putting is all together – devices, cables, network equipment, service providers and the Internet. OTT services. Basic idea of protocols – TCP/IP, Cloud computing infrastructure and services. Use of the Internet-Intranets and extranets-Types of Networks-Telecom Media-Network Topologies, Architectures and Protocols</p>	Hardware and Data modeling	12	30%	1.2	CO2, CO4
V	Data Visualization and DSS	<p>The concept and use of visualization with examples. Types of Visualizations, deciding which visualizations to create. Create visualization using an appropriate tool</p> <p>OSS, Data Staging Area, Data Presentation Area, Data Access Tools</p> <p>Components of time series, Additive and multiplicative models, Determination of trend component (linear, quadratic and exponential trend equations), computation of seasonal indices. Decomposition of time series components; Exponential smoothing models (single, double and triple).</p>	Data visualization and presentation using different software	8	20%	0.8	CO3, CO5

Suggested Readings:

Textbook:

1. Information Systems Management in Practice – Barbara C. McNurlin & Ralph H. Sprague.

Reference books:

2. An Introduction to Information Systems – James O Brien
3. Management Information Systems – Mahadeo Jaiswal & Monika Mital. OUP.
4. Information Technology for Management, Ramesh Behl, McGraw Hill
5. Data Mining: Concepts and Techniques - Jiawei Han, Jian Pei, Micheline Kamber, Elsevier Science
6. Excel 2019 Bible -Michael Alexander, Richard Kusleika, John Walkenbach, Wiley
7. Data Communications and Networking- Behrouz A. Forouzan, Sophia Chung Fegan, McGraw-Hill
8. Cloud Computing - M. N. Rao, Prentice Hall India Pvt., Limited

CO-PO mapping

CO/PO	P01 Knowledge of Business	P02 Critical & Problem- Solving	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
C01								
C02	M	L				M		
C03	M	M				M	M	
C04	L	M					M	
C05		L						L

**** H means High relevance, M means Medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	
Assignment on Excel (tentatively after 15 th session)	Group	10	
Project Presentation (tentatively between 35 th -40 th session)	Group	20	
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	

Section 02

MBR1070T: [Organizational Behaviour], [4 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

- **CO1:** Understand the background and interpret OB as an interdisciplinary subject
- **CO2:** Assess the link between individual, group and organizational behaviour in a global perspective
- **CO3:** Contrast the various ethical dimensions of leadership and their approaches influenced by differing organization cultures
- **CO4:** Evaluate the need and applicability of conflict resolution and negotiation
- **CO5:** Determine the external and internal factors that drives or hinders organizational change and development

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Organizational Behaviour	The Pre-Scientific Era (Pre-1000-1880); The Classical Era (1880-1930)	Introduction	2	5%	0.2	CO1
		The Behavioural Era (1930-1960); The Modern Era 1960 onwards)					
		Models of HRM					
II	Managing Organizational Behaviour	Ethical issues in OB; Developing OB Framework	OB Model	2	5%	0.2	CO1
		Managerial Perspectives of OB					
III	Personality and Individual Differences	Meaning of Personality; Determinants of Personality	Personality: Concept, Factors, Theories	2	5%	0.2	CO2
		Theories of Personality; Personality Development					
IV	Perception	Nature and Importance; Process of Perception	Perception: Concept, Factors, Errors	3	7.5%	0.3	CO2
		Factors influencing Perception					
		Factors influencing Perception					

V	Learning and Reinforcement	Concepts of Learning; Learning about Self	Learning as a tool for Behaviour Management	3	7.5%	0.3	CO2
		Learning Theories					
		Techniques of Reinforcement and Punishment					
VI	Attitudes and Job Satisfaction	Concepts of Attitudes; Values and Beliefs	Workplace Attitude and application	3	7.5%	0.3	CO2
		Cognitive Dissonance Theory					
		Trust; Emotions					
VII	Motivation in Work-Situations	Meaning; Models and Theories of Motivation	Theories and Issues in Motivation	4	10%	0.4	CO2
		Models and Theories of Motivation					
		Applications in Organizations					
		Applications in Organizations					
VIII	Work Stress	Understanding Stress; Potential sources of stress	Sources, Consequences and Management of stress	2	5%	0.2	CO2
		Consequences of Stress; Managing Stress at Work					
IX	Organizational Communication	Meaning; Functions of Communication	Functions, Methods and Barriers to communication	2	5%	0.2	CO1, CO2
		Methods of Communication; Communication Channels; Barriers to Communication					
X	Group Dynamics and Team Building	Distinction between groups and teams; Types of Groups; Types of Teams	Groups vs. Teams, Types, Development and Cohesiveness	2	5%	0.2	CO3
		Group Development; Group Process; Group Cohesiveness					
XI	Approaches to Workplace Leadership	Meaning; Trait Perspectives of Leadership; Behavioural Perspectives of Leadership	Theories, Issues and Approaches of Leadership	3	7.5%	0.3	CO3
		Contingency Perspectives of Leadership					

XII	Organizational Conflicts and Negotiations	Meaning of Conflict; Stages of conflict	Conflict – stages, process, types & Negotiation	3	7.5%	0.3	C04
		Types of Conflict; Sources of Conflict					
		Managing Conflicts in the Workplace; Elements of Negotiation					
XIII	Organizational Culture	Meaning of Culture; Types of Culture	Meaning and Comparison of cultures	2	5%	0.2	C05
		Understanding Organizational Cultures viz.: Western Culture and Oriental Culture					
XIV	Organizational Change and Development	Meaning of Planned Change	Models and Developmental Process	2	5%	0.2	C05
		Models of Planned Change					
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	C02, C05
	Project & presentation		Reflective & Application Learning	3	7.5%	0.3	C02, C05
		Transformational and Transactional Leadership; Charismatic Leadership					

Suggested Readings

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, 18th edition, 2018, Pearson Education

CO-PO mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem- Solving	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
C01	H							
C02	H			H				
C03	H		H	M	H	M		
C04	H	M					M	
C05	H	H				M		

**** H means High relevance, M means Medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 th session)	Individual	5	
Surprise Quiz2 (tentatively after 25 th session)	Individual	5	
Mid Semester Exam	Individual	20	
Assignment (tentatively after 15 th session)	Group	10	
Project Presentation (tentatively between 35 th -40 th session)	Group	20	
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	

Section 02
MBR1080T: [Business Ethics And Legal Environment], [4 Credits], [Semester I],
[Nature of the Course: Core Course]

Course Outcomes (CO)

At the end of this course, Students will be able to

- **CO1:** Understand the concepts of Business Ethics and Legal Environment
- **CO2:** Elaborate the Functions; Approaches of Business Ethics
- **CO3:** Examine the concepts of laws of contracts, sale of Goods Act, Negotiable Instrument Act
- **CO4:** Learn the rules and regulations regarding Companies Act, Consumer Protection Act and Patent Act
- **CO5:** Create Newer Insights and practical applications

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each module	Associated Course Outcome (CO)
I	Business Ethics	Meaning of business ethics	Foundation of Business Ethics	4	10%	0.4	CO 1
		Latest Trends and Challenges in Business Ethics					
II	Theories of Business Ethics	Ethical Foundation and Theories in relation to Business	Different Approach Related to Business Ethics	4	10%	0.4	CO 2
		Normative Theories					
III	Ethical Dilemmas and Decision-Making in Business	Corporate Dilemma & Ethical Decision Making	Ethical Dilemmas and it's resolution process	4	10%	0.4	CO2, CO5
IV	Ethical Aspects in Business and Management	Ethical Challenges in Functional areas	Workplace Ethical Issues	4	10%	0.4	CO2, CO5
		Workplace ethical issues					

v	Indian Contract Act, 1872	Elements of valid contract	Offer and acceptance, Consideration, Capacity to	6	15%	0.6	C03
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		Laws of agency	contracts, Free consent, Legality of object				
VI	Sale of Goods Act, 1930	Conditions & Warranties	Rules and Regulation of Sale of Goods Act	2	5%	0.2	CO3
		Passing of ownership					
		Rights of an unpaid seller					
VII	Negotiable Instruments Act, 1881	Types of negotiable instruments	Law Related to Negotiable Instrument	4	10%	0.4	CO3
		Parties to a negotiable instrument					
		Dishonored of Negotiable Instrument					
VIII	Consumer Protection Act, 1986	Objectives of Consumer Protection Act	Law Related to Consumer Protection	4	10%	0.4	CO4, CO5
		Consumer redressal Forums					
		Procedures for disposal of complaints					
IX	Companies Act, 1956 & 2013	Types of company	Law Related to Companies	6	15%	0.6	CO4
		Memorandum, Articles, Prospectus					
		Capital					
		Winding up of companies					
X	Intellectual Property Right	Patents	Law related to Intellectual Property	2	5%	0.2	CO4, CO5
		Trademarks					
		Copyright					

Suggested Textbooks:

1. Values & Ethics for Organizations, S.K Chakraborty, Oxford University Press
2. Business Ethics: An Indian Perspective; A. C. Fernando, Pearson, New Delhi
3. Sen, A.K & Mitra, J.K Commercial Law: Including Company Law and Industrial Law. World press
4. Abbi,R., Bhushan,B.,Kapoor,R. N.D kapoor's Element of Mercantile Law. Sultan Chand & Sons

CO-PO mapping

CO/PO	P01 Knowledge of Business	P02 Critical & Problem- Solving	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building	P06 Entrepreneurship Skills	P07 Sustainability	P08 Lifelong learning & Research Skills
C01	M		H					
C02			H					
C03	H	M	L					
C04	H		M					
C05	M			L		H		

** H means High relevance, M means Medium relevance, L means Low relevance

CIA PLAN (out of 60 marks)

Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 15 th session)	Individual	10	C01
Mid Semester Exam	Individual	20	C01, C02
Assignment (tentatively after 25 th session)	Individual	10	C02, C03
Project/Case Presentation (tentatively between 35 th -40 th session)	Group	20	C04, C05
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)

Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	C01, C02, C03, C04, C05