St. Xavier's University, Kolkata

Xavier Business School

Action Area IIIB, New Town, Kolkata – 70016

Modular Syllabus for MBA (Semester II)

Academic Year: 2026-27 onwards

SEMESTER II

Code	Titles	Credits	Full Marks
MBR2010T	Macroeconomics and Global Business Environment	4	100
MBR2020T	Financial Management	4	100
MBR2030T	Marketing Management II	4	100
MBR2040T	Human Resource Management	4	100
MBR2050T	Production & Operations Management	4	100
MBR2060T	Research Methodology	2	50
MBR2070T	Business Analytics	4	100
MBR2090T	Design Thinking & Innovation	2	50
MBR2080V	Comprehensive Viva	2	50
	Total Credits	**30**	**750**

Section 02

MBR2010T: [Macroeconomics and Global Business Environment], [4 credits, 100 marks], [Semester II]

Course Outcomes (CO):

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

CO1: Understand key macroeconomic concepts (GDP, inflation, unemployment, interest rates, exchange rates), assess their implications for businesses, and their relevance to the global business environment.

CO2: Analyze the role of fiscal and monetary policies and evaluate their impact on economic growth, business cycles, and investment decisions.

CO3: Examine how globalization, trade-growth dynamics, and international financial markets shape the global business environment.

CO4: Apply macroeconomic frameworks to real-world business scenarios and develop strategic insights for managerial decision-making.

Course Content:

Module No.	Module Name	Topic(s)	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**National Income Accounting**	Introduction to National Income Accounting – basic concepts of aggregates; methods of measuring National Income; Savings-Investment identities (in case of both closed and open economies), GDP deflator; inflation and unemployment;	4	10%	0.4	CO1
II	**IS-LM framework**	IS-LM Model; Monetary policy and the role of the central bank - financial markets and interest rate determination; Fiscal policy - macroeconomic stabilization; Impact of fiscal and monetary policies on the macro economy; global financial systems and global financial crises; Applications of fiscal-monetary policy mix worldwide.	12	30%	1.2	CO2, CO4
III	**Open Economy Macroeconomics**	Balance of Payments - current and capital account dynamics; exchange rate regimes and currency risk; trade balances, competitiveness, and business strategy; India's experience with exchange rate.	8	20%	0.8	CO3, CO4

IV	**Global Business Environment**	Aspects of the global business environment; international business operations; global strategy and implementation - protectionism and strategic trade policy; WTO – bilateral, regional and multilateral integration;	8	20%	0.8	CO3, CO4
V	**Understanding Growth in a Global Business Environment**	Economics of Growth in a global business environment: Exogenous vs. Endogenous Growth models (Productivity, technology, and human capital) - Solow Model, AK Model, Romer Model, and Lucas Model (only the basic concept to be discussed for Romer's Model and Lucas' Model);	8	20%	0.8	CO1, CO3, CO4

Suggested Readings

1. Paul Krugman, Maurice Obstfeld and Marc Melitz – International Economics: Theory and Policy, Pearson, 10th Edition.
2. Olivier Blanchard – Macroeconomics, Pearson, 6th Edition.
3. Philippe Aghion and Peter Howitt – The Economics of Growth, MIT Press. [For Module V]
4. Ramesh Das and Sovik Mukherjee – Managerial Economics: Theory and Application for Decision Makers, Routledge, 1st Edition.
5. David Miles, Andrew Scott, and Francis Breedon – Macroeconomics: Understanding the Global Economy, Wiley, 3rd Edition

CO-PO Mapping :

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	M	L					L	H
CO2	M	M					L	
CO3	M	L		M			L	L
CO4	H	L				M	M	L

** H means high relevance M means medium relevance L means low relevance

Plan of Evaluation

CIA Plan

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	CO1, CO2, CO4
Other Components (Assignment, Presentation, Case Study, etc.)	Individual	40	40%	CO1, CO2, CO3, CO4
Total				**60**

END-SEMESTER EXAMINATION

Evaluation Components	Mode	Full Marks	% Weightage	PO (Rubrics)
End Semester	Individual	40	40%	CO1, CO2, CO3, CO4

Section 02

- **MBR2020T: [Financial Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Demonstrate the applicability of the concept of Financial Management, money value to understand the managerial Decisions and Corporate Capital Structure

CO2: Apply the Leverage and EBIT-EPS Analysis associate with Financial Data in the corporate

CO3: Analyze the complexities associated with management of cost of funds in the capital Structure

CO4: Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems pertaining to corporate Sector.

CO5: Foster the knowledge of working capital and its utility and implications & risk associated

- **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 to Finance	Role of Finance Function Principles of Financial Management	Introduction	2	5%	0.2	CO 1

		Scope					
		Rationale & Techniques					
II	Time Value of Money	Meaning	Value of money	4	10%	0.4	CO1
		Practical Applications of Compounding and Present Value Techniques					
		Annuity & Due					
		Perpetuity					
III	Cost of Capital	Concept, Explicit and Implicit Costs,	Cost of fund estimation	6	15%	0.6	CO3
		Cost of Debt – Redeemable and Perpetual,					
		Cost of Preference Shares – Redeemable and non-redeemable, Cost of Retained Earnings & Equity					
		Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)					
IV	Capital Budgeting	Major Capital Budgeting Decisions – Concepts of Cash Flows and Cash Flow Patterns	Major CAPEX Decision making process	8	20%	0.8	CO 4
		Capital Budgeting Techniques & Limitations					
		Traditional (ARR, Payback Period) and modern (NPV IRR, DPB and Profitability Index, NBCR, Real Option, APV, MIRR					
		NPV Vs PI & NPV vs IRR Comparison					
V	Financing Decision	Operating, Financial and combined Leverage – Algebraic and Graphic Approach, EBIT – EPS theories of relevance and irrelevance	Capital Structure & Funding Process	8	20%	0.8	CO2, CO 4
		(Indifference Curve) Analysis, Capital Structure – Concept,					
		Net Income/Net Operating Income Approach, Modigliani – Millar Hypothesis, Traditional Approach					
		Optimum Capital Structure – factors and determinants					
VI	Management of Profits	Concept, Forms & Determinants of Dividend	Dividend Decision	4	10%	0.4	CO 4
		Dividend policy Theories, Relevance & Limitations					
		Walter & Gordon Model					
		Miller-Modigliani Theory					
VII	Introduction to Working	Concept, Need, Types, determinants	Working Capital &	8	20%	0.8	CO 5

	Capital and Domain Industry Finance	Estimation	Its Finance				
		Operating cycle					
		Financing					

Suggested Readings:

Textbook:

1. Pandey, I.M, (2015), "Financial Management", 11th Edition, Vikas Publication, New Delhi.

Reference Books:

1. Chandra, Prasanna, (2011)," Financial Management Theory and Practice," 8th Edition, TMH, New Delhi.
2. Vanhorne, J, (2015)," Financial Management & Policy", 13th Edition, Pearson Education, Delhi.
3. Brealey and Myers, (2017)," Principles of Corporate Finance", 10th Edition, McGraw Hill, India.

Section - 03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H							
CO2		M					H	
CO3		H					L	L
CO4		H				H	H	H
CO5		M				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 10th session)	Individual	5	CO1, CO2
Surprise Quiz2 (tentatively after 10th session)	Individual	5	CO1, CO2, CO4
Mid Semester Exam	Individual	20	CO1, CO2, CO4
Assignment (tentatively after 25th session)	Individual	10	CO3, CO4, CO5
Project/Case Presentation (tentatively between 35th-40th session)	Group	20	CO1, CO2, CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2030T: [Marketing Management II], [4 credits], [Semester II], [Nature of the Course: Marketing Specialization]**

- **Course Outcomes (CO)**

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

CO 1: Apply product, branding, and pricing frameworks to develop effective marketing mix decisions across diverse market contexts.

CO 2: Analyze distribution systems, retail formats, omni-channel structures, and channel performance metrics to evaluate the effectiveness of channel strategies.

CO 3: Evaluate integrated marketing communication (IMC) tools, media strategies, and communication platforms to design coherent and impactful promotional campaigns.

CO 4: Assess the impact of emerging technologies, digital tools, and contemporary marketing trends—including AI, automation, AR/VR, and social commerce—on consumer engagement and organizational competitiveness.

CO 5: Create a comprehensive strategic marketing plan integrating product, price, place, promotion, and recent marketing innovations to address real-world business challenges.

- **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	I. Product and Brand Management	Product Mix and Line Strategies	Introduction, Concepts, application	10	25%	0.25	CO1
		New Product Development					
		Product Life Cycle					
		Branding Concepts					
		Brand Equity and Valuation					
		Brand Architecture and Positioning					
		Packaging Decisions					
		Brand Extensions and Repositioning					
		Product Strategy Cases					
2.	II. Pricing Decisions and Applications	Pricing Objectives	Concept, process and types	8	20%	0.20	CO2, CO5
		Cost-Based, Value-Based, and Competition-Based Pricing Approaches					
		Price Discrimination					
		Yield Management					
		Dynamic Pricing					
		Psychological Pricing					
		Pricing for New Products					
		Break-even and Margin Calculations					
		Pricing Analytics					
3.	III. Distribution, Retailing and Channel Management	Channel Functions and Flows	Concept, process and application	8	20%	0.20	CO3, CO5
		Channel Power, Conflict and Cooperation					
		Retailing Formats and Trends					
		Wholesaling and Franchising					
		Logistics and Supply Chain Basics					
		Omni-channel Distribution					
		E-commerce and D2C Business Models					
		Channel Performance Metrics					
4.	IV. Integrated Marketing Communication (IMC)	Advertising Strategy and Budgeting	Concept, process and methods	8	20%	0.20	CO3, CO4, CO5
		Creative Execution					
		Media Planning					
		Sales Promotion					

		Public Relations					
		Personal Selling					
		Direct and Digital Marketing Communication					
		Content Marketing					
		Rural and Social Marketing Communication					
		IMC Campaign Planning					
5.	V. Recent Trends in Marketing	Artificial Intelligence (AI) and Machine Learning (ML) Applications in Marketing	Concept, methods and overview	6	15%	0.15	CO4, CO5
		Predictive Analytics for Customer Insights					
		Marketing Automation Tools and Hyper-Personalization Techniques					
		Data Privacy Regulations, GDPR, and Ethical Marketing Practices					
		Voice Search Optimization					
		Use of AR/VR and Immersive Technologies in Branding					
		Community-Based Marketing and the Rise of the Creator Economy					
		Sustainability, Green Marketing, and ESG-Driven Brand Strategies					
		Economy and Emerging Platform Business Models					
		Phygital (Physical + Digital) Customer Experiences					
		Growth of Social Commerce and Quick Commerce Models					
		Customer Data Platforms (CDPs)					

Suggested Readings

Primary Textbook

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

Additional References

- Aaker, David. *Managing Brand Equity*.
- Lamb, Hair & McDaniel. *Marketing*.
- Zeithaml, Bitner & Gremler. *Services Marketing*, McGraw Hill.
- Ramaswamy & Namakumari. *Marketing Management*.
- Industry reports (McKinsey, BCG, Deloitte, KPMG, Gartner).
- Harvard Business School & IIM case studies.

CO-PO mapping

CO / PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO 1	H	M		M		M		M
CO 2	H	M		M		M		M
CO 3	H	M		M		M		M
CO 4	H	M		M		M		M
CO 5	H	M		M		M	M	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)**
Assignment/Quiz	Individual	10	CO1, CO2
Mid Semester Exam	Individual	20	CO1, CO2, CO3
Assignment (tentatively after 15th session)	Group	10	CO3, CO4
Project Presentation (tentatively between 35th-40th session)	Group	20	CO5
TOTAL		60	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR2040T: [Human Resource Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Understand the evolution & current trends of HRM in national & global perspective
CO2: Elaborate the process of human resource planning
CO3: Evaluate the importance of job design and job evaluation and interpret fairness of pay structure
CO4: Examine the recruitment, selection and training processes of different jobs and organizations
CO5: Understand the concepts and ethical dimension of industrial relations

- **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	**Nature and Scope of Human Resource Management**	Nature of HRM Functions of HRM Objectives of HRM Models of HRM	Introduction	4	10%	0.4	CO 1
II	**Human Resource Planning**	Meaning of HRP Importance of HRP Factors affecting HRP Process of HRP	Concepts and process of HRP	6	15%	0.6	CO2
III	**Job Design and Job Evaluation**	Meaning of Job Analysis & Job Design Factors Affecting Job Design Scope of Job Evaluation Job Evaluation Process	Methods and Significance	7	17.5%	0.7	CO3
IV	**Recruitment and Selection**	Meaning and Process of Recruitment Meaning and Process of Selection	Process and Application	4	10%	0.4	CO 4
V	**Training and Performance Appraisal**	Process of Training Types of Training Appraisals – Meaning Objectives and Process	Training Models	5	12.5%	0.5	CO 4

VI	**Compensation Management and Incentives**	Components of Compensation Theories of Compensation Importance of Ideal Compensation Factors influencing Employee Compensation	Theories and Practices	5	12.5%	0.5	CO 3
VII	**Industrial Relations, Disputes and Trade Unions**	Importance & Approaches of IR Parties to IR Nature of Disputes Settlement of Disputes Trade Unions – Meaning and Purpose	Concepts and Overview	5	12.5%	0.5	CO 5
VIII	**HR Audit and Human Resource Information System**	Meaning, Nature and Approach	Concepts and Trends	4	10%	0.4	CO 1

Suggested Reading:

1. VSP Rao, Human Resource Management, 2nd edition, 2020, Taxmann Publications Pvt. Ltd, India

Section -03

- **CO-PO mapping**

CO/PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1	H			H				
CO2	H							
CO3	H		M					
CO4	H	M						
CO5	H	M	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 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2,
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th 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	CO1, CO2, CO3, CO4, CO5

Section 02

- **MBR 2050T: [Production and Operations Management], [4 credits], [Semester II], [Nature of the Course: Core Course]**

- **Course Outcomes (CO)**

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

CO1: Identify the elements of production operations and material management and various transformation processes to enhance productivity and competitiveness.
CO2: Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
CO3: Plan and implement suitable materials handling principles and practices in the operations.
CO4: Plan and implement suitable quality control measures in Quality Circles to TQM.
CO5: Justify and make gradation of above mentioned tools for business decision 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	Basics of Production, Operation and Material management	History of Production and Operations Management; Definitions of Production Management; Production Process; Integrated Production Management Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Operations Planning and Control, Elements of Operations Strategy; Operations Strategy in Services Overview of Materials Management: Importance and Functions of Materials Management, Concept of Purchase Management: The Objectives and Functions of a Purchase Department, The Methods of Purchasing, Types of Contracts and tenders, Seasonal Purchasing, Subcontract Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding; Inventory models (static, dynamic, probabilistic & stochastic); Material Requirement Planning (MRP) and	Basic idea	12	30%	1.2	CO1, CO2 CO3

		Just-in-time (JIT)					
II	Process Planning and Control	Product Selection; Product Design and Development: Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design, Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.		8	20%	0.8	CO3, CO5
		Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Master Production Schedule (MPS); Types of Production Planning and Control Systems: Production Control; Product Scheduling: Factors Affecting Scheduling; Scheduling Procedure and Techniques					
III	Project Analysis and TQM	PERT/CPM: Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process; Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT		12	30%	1.2	CO4, CO5
		Introduction, Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)					
		Credit risk analytics, fraud risk analytics, financial Services marketing analytics. Big data and Hadoop and concept, application, cloud computing, generators of big data.					
IV	Supply Chain and Contemporary Manufacturing System	Evolution, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing; Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)		8	20%	.8	CO2, CO3, CO5
		Importance of Operations Technology: Types of Operations Technology; Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System; Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic					

		Identification Systems (AIS); Enterprise Resource Planning (ERP): Need for Enterprise Resource Planning					

Suggested Readings:

Textbook:

James R Evans & David A Collier – Operations Management: Thomson Press Pub.

Reference Books:

Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12th Edition).

Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14th Edition)

Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14th Edition).

Section -03

CO-PO Mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	L							
CO2	M	M						
CO3	M	H	L			M		L
CO4	M	H	L			M		L
CO5		M				M	M	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 10th session)	Individual	5	
Surprise Quiz2 (tentatively after 25th session)	Individual	5	
Mid Semester Exam	Individual	20	CO1, CO2
Assignment (tentatively after 15th session)	Group	10	CO3
Project Presentation (tentatively between 35th-40th 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	CO1, CO2, CO3, CO4, CO5

Section 02

MBR2060T: [Research Methodology], [2 credits], [Semester II], [Nature of the Course: Core Course]

Course Outcomes (CO):

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

CO1: Identify and discuss the issues and concepts salient to the research process.
CO2: Identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
CO3: Describe the appropriate statistical methods required for particular research design.
CO4: Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.
CO5: Develop an appropriate framework for research studies.

Course Content:

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
I	**Introduction to Research**	Introduction to Research & Research Methodology; Types of research; Applications of Research in business; Features of a Good research study.	Concepts, Application, Holistic approach	2	6.67%	0.1	CO1, CO2
II	**Research Problem and Formulation of Research Hypotheses**	Defining Research problem; Process of Research Problem identification; Research Hypothesis & Formulating.	Critical thinking & Problem-Solving Skills	2	6.67%	0.1	CO1, CO2, CO5
III	**Research Design**	Nature and Classification of Research Designs; Components of research Design; Research Approaches; Research Instruments and methods; Data Sources; Sampling Plan; Errors affecting Research Design	Research Design	3	10%	0.2	CO2, CO3
IV	**Measurement and Scaling & Questionnaire Design**	Measurement Scales: Types & Classification Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement. Questionnaire: Method; Types; Process of Designing; Advantages and Disadvantages	Measurement and Scaling techniques. Questionnaire Design	4	13.3%	0.267	CO3, CO4
V	**Data & Data Collection Techniques, Sampling and Sampling Techniques**	Classification of Data; Primary and Secondary Data; Primary Data Collection: Exploratory Research approaches - Observation method, Focus Group Discussion, In-depth Interview, Case Study	Data collection, Ethical orientation and consideration Sampling	5	16.67 %	0.33	CO3, CO4

		method; Descriptive Research Designs: Survey - Cross-sectional studies and Longitudinal studies; Experimental Designs, Secondary Data: Uses, Advantages, Disadvantages, Types and sources. Sample, Census; Sampling error and Non-Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size.	methods, techniques & Sample Size Calculation				
VI	**Data Analysis & Interpretation**	Testing of Hypotheses: One tailed and two tailed tests for population means and proportions- Z test, t-test- F-test – one way and two-way analysis of variance (ANOVA) – chi-square test for simple sample standard deviation, independence of attributes and goodness of fit.	Analysis of the Data & its Interpretation	12	40	0.8	CO3
VII	**Report Writing**	Report Writing and Related Techniques: Ethics in Report Writing; Planning of a Research Report; Presenting Literature Review; Stages of Writing Report; Layout of the Research Report; Precaution for Writing Research Reports; Citations, Footnotes, Endnotes, Reference, Bibliography	Basic concepts of report writing	2	6.67%	0.1	CO4, CO5

Suggested Reading:

Textbooks:

Sekaran U, Bougie R: Research Methods For Business: A Skill Building Approach

Kothari C.R.: Research Methodology Methods & Techniques, New age international publisher.

Reference Books:

Dr. Ranjit Kumar (2016): Research Methodology: A Step-by-Step Guide for Beginners

Uwe Flick, Introducing Research Methodology Paperback.

Statistical Methods- SP Gupta, S Chand Publications

Dr. Shajahan S. (2006) Research Methods for Management, JAICO publishing house.

Sachdeva J.K. (2017) Business Research Methodology, Himalya Publishing.

Section -03

CO-PO Mapping:

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	M	M	L					M
CO2	M	H	M					M
CO3	L	M	M				M	M
CO4	M	M	M			L	M	M
CO5	M	M	H			L		M

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

CIA PLAN (out of 30 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Surprise Quiz	Individual	10	CO1, CO2
Mid-Semester Exam (University Schedule)	Individual	10	CO1, CO2, CO3
Assignment/Case Study Presentation	Group	10	CO4, CO5
TOTAL		30	

END SEMESTER EXAMINATION (out of 20 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	20	CO1, CO2, CO3, CO4, CO5

Section 02

MBR2070T: [Business Analytics], [4 credits], [Semester II] [Nature of the Course: Core Course]

Course Outcomes (CO)

CO1: To memorize different statistical tools useful for Business Analytics
CO2: To describe the usage of different software to take better management decisions
CO3: To apply different classification and prediction technique for better decision making
CO4: To prioritize statistical & spreadsheet techniques for better business decision making
CO5: To summarize and develop sustainable models for optimal 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	Statistics for Business Analytics using software	Importance of statistics in business decision-making, Role of statistics in identifying patterns and trends, Introduction to statistical software: R/SPSS	Introduction to the Statistics tools and different software	8	20	20%	CO1, CO2
II	Data Visualization and Descriptive analytics	Types of charts and graphs, Outlier detection, Central tendency; Dispersion; Univariate Analysis, Bi-variate analysis: Hypothesis testing, ANOVA, Chi Square test, Simple linear regression using R/ SPSS	Understanding the tools and techniques for statistical application in business	10	25	25%	CO2, CO3
III	Prediction and classification	Multiple Regression, Logistic Regression, Time Series Forecasting, Linear Discriminant analysis using R/ SPSS	Understanding Classification and prediction	12	30	30%	CO4, CO5
IV	Spreadsheet Modelling	Using Data Validation, solver, Lookup functions for Market Basket Analysis. Use of evolutionary solver for developing Diffusion Models (Frank Bass Diffusion) Use of Monte Carlo Simulations for solving business problems	Spreadsheet Modelling for solving business problems	10	25	25%	CO4, CO5

Suggested Readings:

Textbooks:

1. Laursen &Thorlund, Business analytics for managers
2. Thomas W Miller, Modelling techniques in predictive analytics
3. Wolfgang Jank, Business analytics for managers
4. Jim Albert & Maria Rizzo, R by Example
5. Cliff Ragsdale, Spreadsheet Modeling & Decision Analysis

Reference Books:

1. Lander, R for everyone: Advanced Analytics and graphics
2. R N Prasad and Seema Acharya, Fundamentals of business analytics

Section -03

CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem-Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO1		L						
CO2		M						
CO3	M	M						
CO4	M	H						
CO5	M	H					M	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 Quiz (tentatively after 10th session)	Individual	10	CO1, CO2
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2, CO3
Individual Assignment or Group Project (tentatively after 20th session)	Individual	10	CO1, CO2
Case Study Presentation (tentatively after 35th session)	Group	20	CO3, CO4, CO5
TOTAL		60	

END SEMESTER EXAMINATION (Out of 40 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	40	CO3, CO4, CO5

Section 02

MBR2090T: [Design Thinking & Innovation], [2 credits], [Semester II], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

CO 1: Understand the fundamental principles, stages, and mindset of Design Thinking in a managerial context.
CO 2: Analyze customer needs, empathy insights, and problem spaces using structured research approaches.
CO 3: Apply design thinking tools to ideate creative solutions, evaluate alternatives, and develop prototypes.
CO 4: Evaluate the feasibility, viability, and desirability of solutions using testing and feedback loops.
CO 5: Develop a design-driven solution to a real-world business challenge through a systematic and iterative approach.

Course Content

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1.	I. Foundations of Design Thinking	Nature and Concept of Design Thinking Evolution and Relevance in Business Design Thinking Mindset Human-centred Innovation Divergent and Convergent Thinking Role of Creativity and Intuition Applications Across Industries	Introduction & Basic Concepts	3	15%	0.15	CO1
2.	II. Empathize & Define Stages	Understanding Users and Stakeholders Empathy Mapping Qualitative Research Tools—Interviews, Observations, Shadowing Identifying Pain Points Synthesizing Insights Problem Framing and Problem Definition Point-of-View (POV) Statements Defining Opportunity Areas	Concept, process and application	4	20%	0.20	CO2, CO5
3.	III. Ideation Tools and Creative Techniques	Ideation Principles Brainstorming and Brainwriting SCAMPER Mind Mapping Analogous Thinking Concept Generation Evaluating Ideas—Feasibility, Viability, Desirability; Selection Matrices Crafting Initial Solution Concepts	Concept, process and application	4	20%	0.20	CO3, CO5
4.	IV. Prototyping & Testing	Low-Fidelity vs High-Fidelity Prototypes Storyboarding Wireframes Experience Prototypes Rapid Experimentation Testing Techniques Gathering and Interpreting Feedback Iteration Cycles Refining the Final Solution	Concept, process and application	5	25%	0.25	CO4, CO5

5.	V. Design Thinking in Business Strategy & Implementation	Integrating Design Thinking with Business Models Innovation Strategy Service Design Organizational Adoption of Design Thinking Design-Driven Culture Case Studies from Global Companies Future Trends in Creativity & Innovation.	Concept, process and application	4	20%	0.20	CO5

Suggested Readings

Tim Brown, *Change by Design*, Harper Business.
Tom Kelley & David Kelley, *Creative Confidence*, Crown Business.
Jeanne Liedtka & Tim Ogilvie, *Designing for Growth*, Columbia Business School Publishing.
Nigel Cross, *Design Thinking: Understanding How Designers Think and Work*, Bloomsbury.
IDEO Toolkits, Design Thinking for Educators and Businesses (Online Resources).
Contemporary articles, case studies, and innovation reports from IDEO, McKinsey, Boston Consulting Group, and Deloitte.

CO-PO mapping

CO/ PO	**PO1** Knowledge of Business	**PO2** Critical & Problem Solving Skills	**PO3** Ethical orientation	**PO4** Global perspective & Communication Skills	**PO5** Leadership & Team Building Skills	**PO6** Entrepreneurship Skills	**PO7** Sustainability Perspective	**PO8** Lifelong learning & Research Skills
CO 1	H	M						M
CO 2	H	M						M
CO 3	H	M						M
CO 4	H	M						M
CO 5	H	M					M	M

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

CIA PLAN (out of 30 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
Activity Based Assignment (tentatively after 6th session)	Individual	10	CO1, CO2
Mid Semester Exam	Individual	10	CO1, CO2, CO3
Project Presentation (tentatively between 18th-20th session)	Group	10	CO3, CO4, CO5
TOTAL		30	

END SEMESTER EXAMINATION (out of 20 marks)			
Evaluation Components	**Mode**	**Full Marks**	**CO (for Rubrics)**
End Semester Exam	Individual	20	CO1, CO2, CO3, CO4, CO5