



SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

NAAC 'A' Grade (10-01-2023 To 09-01-2028)

NEP-2020 aligned Curriculum with effect from Academic Year 2026-27

Master of Business Administration (MBA) Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA01	FUNDAMENTALS OF MANAGEMENT	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Integrate management concepts with personal values, goals, and ethical decision-making frameworks.

CLO2: Assess the effectiveness of management decisions in case studies.

CLO3: Apply management concepts to real-world projects or internships.

CLO4: Demonstrate leadership qualities and a commitment to organizational values.

CLO5: Apply management principles to real-world business scenarios

CLO6: Innovate and adapt management approaches to suit organizational needs

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Introduction to Management - Managing & Managers, Mintzberg's Managerial Roles, Managerial Skills, Management v/s Administration, Management Functions, Evolution of Management, Historical Background of Management, Scientific Management School, Classical approach, behavioural approach, management science approach, systems approach, a contemporary school of management	Collaborative Learning (Group Tasks, Peer Discussion, Joint Presentations), Simulation and Role-Play (Academic, Professional, or Policy-based Scenarios)	CLO1,6
II	Planning V/s Strategy Management, Types of Plans, Planning Process, Strategic Management, Types of Organizational Strategies, Corporate Portfolio Approach, Decision-Making Process, Decision-Making Conditions – Certainty, Risk, Uncertainty, Common Decision-Making Errors and Biases	Case-Based Learning (CBL), Micro-Projects/Mini Research Tasks, Flipped Classroom Approach	CLO2, 3
III	Organization design V/s Organization structure, division of work, the span of control, Managing Organizational Change and Innovation, Planned Change, designing organizations to manage change & Innovation, organizational development, Leading - Leadership Style, Characteristics of Leadership Execution, Managers Vs Leaders, The Trait approach to leadership, The Behavioural Approach Contingency Approach, Transformational or Charismatic Leadership, Organization culture, factors influencing organizational communication	Inquiry-Based Learning, Self-Directed Learning (Guided Readings, Concept Exploration Tasks)	CLO4,6



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IV	Designing and managing operation system, Controlling, Steps in the Control Process, Designing Control Systems, Financial Control, Responsibility Centre, Management of Quality, Technology and people, managing change with information technology	Industrial Visit/Field Visit/Institutional Visit, Reflective Practices (Learning Journals, Reflective Notes, Concept Mapping)	CLO5
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• Weightage of Learning Efforts for Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	CLO1,6	20	2	6	6	14
II	CLO2, 3	10	2	4	4	10
III	CLO4,6	15	2	6	5	13
IV	CLO5	15	2	6	5	13
		60 4Hr/week	08	22	20	50

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(a) Summative Assessment- End Term Examination

• CLOs – PLOs Matrix

CLO	PLO												
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13
CLO1	3	3	--	1	--	--	1	1	--	--	-	-	-
CLO2	1	3	2	2	1	2	--	2	1	--	1	1	1
CLO3	2	3	1	1	1	2	--	1	--	1	1	1	1
CLO4	1	1	--	--	1	1	1	1	1	3	1	--	--
CLO5	1	3	1	1	1	--	--	1	--	--	1	1	1
CLO6	--	1	1	1	1	1	--	3	1	--	1	-	-

CLO6: Innovate and adapt management approaches to suit organizational needs



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Values to CLO-PLO matrix are assigned by Judging the importance of the particular CLO in relation to the PLOs. If the CO matches strongly with a particular PO criterion, then 3 is assigned, if it matches moderately then 2 is assigned or less than 1 is assigned or else marked with “–” symbol.

- **Assessment and Evaluation**

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Seminars, Assignments, Quizzes, Class Regularity, Mid Sem	50
2	End-Semester Examination	Written Exam	50

- **Suggested Learning Materials Books:**

Sr. No.	Title	Author(s)	Publisher
1	Stoner, Freeman and Gilbert Jr. (2009)	Management	Pearson Education, New Delhi.
2	Koontz, H (2010)	Essentials of Management	Tata McGraw-Hill Education

- **Online Resources (Open Source)**

Sr. No.	Description of Resource(s)	Weblink
1	Digital Library resources	http://www.spuvvn.edu/administration/service_centres/library/digitallibrary.php
2	Harvard Business School (HBS) Online	https://www.hbs.edu/
3	Linkedin Sources	https://www.linkedin.com/learning
4	Business Standard	Customize Mobile App of our Department by Business Standard



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Master of Business Administration (MBA) Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA02	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	4-0-2	120	04

On completion of this course, students will be able to:

CLO1: Apply descriptive statistics and basic probability in business contexts with ethical data use and responsible interpretation.

CLO2: **Analyze** uncertainty using probability distributions and relationships among variables using correlation techniques.

CLO3: **Apply** regression and time series techniques to predict outcomes for managerial decision-making.

CLO4: **Analyze** hypotheses and **evaluate** group differences using various hypothesis tests for data-driven decisions.

CLO5: **Apply, analyze, and evaluate** data using statistical software tools for business reporting.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Meaning, scope, and importance of statistics; measures of central tendency including arithmetic mean, median, mode, weighted mean, and combined mean; measures of dispersion such as range, quartile deviation, mean deviation, variance, and standard deviation; concept of probability; methods of assigning probability—classical, empirical, and subjective; marginal, joint, and conditional probability; addition and multiplication laws of probability.	(a) Problem-Based Learning (PBL) (b) ICT-Enabled Learning (c) Case-Based Learning (CBL)	CLO1:
II	Discrete and continuous probability distributions; binomial and Poisson distributions; exponential and normal distributions; concept of correlation; Karl Pearson's coefficient of correlation; Spearman's rank correlation coefficient.	(a) Problem-Based Learning (PBL) (b) ICT-Enabled Learning	CLO2
III	Simple linear regression; estimation of regression equations; lines of regression; multiple linear regression; coefficient of determination (R^2); assumptions of multiple linear regression; time series analysis; components of time series; forecasting techniques including moving average, weighted moving average, and exponential smoothing.	(a) Problem-Based Learning (PBL) (b) ICT-Enabled Learning (c) Case-Based Learning (CBL)	CLO3



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IV	Statistical inference; null and alternative hypotheses; Type I and Type II errors; level of significance and p-value; one-sample and two-sample tests; analysis of variance (ANOVA); non-parametric tests; statistical software applications such as SPSS and Excel.	(a) Problem-Based Learning (PBL) (b) Case-Based Learning (CBL) (c) ICT-Enabled Learning	CLO4 CLO5
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(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(b) Summative Assessment- End Term Examination

• Weightage of Learning Efforts for Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	I	24	2	3	8	10
II	II	24	2	3	8	10
III	III	28	1	2	8	12
IV	IV,V	44	1	2	10	18
		120	6	10	34	50

• CLOs – PLOs Matrix

CLO \ PLO	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 0	PLO1 1	PLO1 2	PLO1 3
CLO 1	2	3	3	2	1	2	3	-	-	-	-	-	1
CLO 2	2	3	3	2	1	2	2	-	-	-	1	-	1
CLO 3	2	3	3	3	1	3	2	-	1	-	1	1	2
CLO 4	2	2	3	3	1	3	2	-	1	-	2	1	2
CLO 5	2	3	3	3	1	3	3	1	1	1	2	2	3



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Master of Business Administration (MBA) Semester-I

Values to CLO-PLO matrix are assigned by Judging the importance of the particular CLO in relation to the PLOs. If the CO matches strongly with a particular PO criterion then 3 is assigned, if it matches moderately then 2 is assigned or less than 1 is assigned or else marked with “-” symbol.

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Assignments, Quizzes, Class Participation, Mid term test	50
2	End-Semester Examination	Written Exam	50

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Publisher
1	Business Statistics: Contemporary Decision Making	Ken Black	Wiley
2	Statistics for Management	Richard I. Levin and David S. Rubin	Pearson
3	Statistics for Business and Economics	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams	Cengage Learning

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	Open Statistics Textbook and Practice Materials (Introductory to Advanced)	https://openstax.org/details/books/introductory-statistics
2	Online Statistical Learning Notes (Regression & Inference)	https://www.statlearning.com
3	NPTEL Video Lectures on Business Statistics and Data Analysis	https://nptel.ac.in



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Master of Business Administration (MBA) Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA03	Managerial Economics	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Apply economic principles and demand-supply analysis in managerial decision-making with consideration of fairness and ethical implications.

CLO2: Analyze production and cost functions for optimizing business operations.

CLO3: Evaluate different market structures and pricing strategies.

CLO4: Apply macroeconomic concepts for business forecasting and policy analysis.

CLO5: Integrate economic tools for strategic managerial decisions in dynamic environments.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Introduction of Economics, Micro and Macro Economics, Demand Analysis, Product Analysis, Cost Analysis.	CL, CBL, PBL, ICT-based learning	CLO1 CLO2 CLO5
II	Markets: Pricing Practices under different market conditions.	CL, Problem-solving, Collaborative Learning	CLO3 CLO5
III	Managerial Decision making, Uncertainty, Forecasting Models and Methods, Investment Analysis, National Income.	CL, CBL, Inquiry-based learning	CLO4 CLO5
IV	Macro-Economic Theory and Policies, Money, Prices and Interest Rate, Fiscal Policy, Monetary Policy, Economic Planning.	CL, Research-based learning, Seminar, Reflective practices	CLO4 CLO5

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(c) Summative Assessment- End Term Examination



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Master of Business Administration (MBA) Semester-I

Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	CLO1 CLO2 CLO5	26	03	03	06	12
II	CLO3 CLO5	36	02	02	10	14
III	CLO4 CLO5	24	03	03	04	10
IV	CLO4 CLO5	34	04	06	04	14
		120	12	14	24	50

- Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Mid Term, Class Participation, Presentations	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50

(A) CLOs – PLOs Matrix

CLO	PLO												
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 0	PLO1 1	PLO1 2	PLO1 3
CLO 1	3	3	1	1	2	-	2	-	-	-	-	-	-
CLO 2	2	3	3	2	1	2	2	1	-	-	-	-	-
CLO 3	2	3	2	3	2	3	2	2	-	-	-	-	-
CLO 4	2	2	3	2	3	2	2	-	-	-	-	1	-
CLO 5	2	3	1	3	3	3	3	2	1	2	1	2	1



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Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	Principles Of Micro Economics	N. Gregory Mankiw	Latest	Cengage
2	Managerial Economics	Gupta G.S.	Latest	Tata McGraw Hill
3	Macroeconomics, Theory and Application	Gupta G.S.	Latest	Tata McGraw Hill
	Principles of Macroeconomics	C. Rangarajan and Dholakia, B. H.	Latest	Tata McGraw Hill



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Master of Business Administration (MBA) Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA04	Managerial Accounting	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Students will be able to understand and apply fundamental financial accounting concepts. They will understand professional ethics and how to uncover financial fraud in Indian Companies

CLO2: Students will be able to make decision on the health of corporation on the basis of financial reporting communicated by corporate houses

CLO3: Students will be able to prepare financial result of the corporation, sole proprietorship firm and partnership firms with help of financial transactions analysis and Bookkeeping

CLO4: Students will be able to learn worksheet or spreadsheet of firms

CLO5: Students will be able analyse the financial statement with the help of certain ratios

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	This unit introduces the fundamentals, objectives, and users of financial accounting along with the accounting cycle. It explains the structure and components of the income statement, including revenue, expenses, and profit determination. Key concepts such as accrual, matching, and revenue recognition are covered. It also provides an overview of International Financial Reporting Standards issued by the International Accounting Standards Board, emphasizing global harmonization and fair presentation.	CBL case-Based Learning, CL Classroom Lecture; Micro Projects	1, 2, 4
II	This unit focuses on the structure and elements of the balance sheet, including assets, liabilities, and equity classification. It explains financial position, liquidity, and solvency concepts. The unit covers key accounting conventions and principles under GAAP such as consistency, prudence, and full disclosure. A comparative understanding of GAAP and IFRS is also introduced.	CBL case-Based Learning, CL Classroom Lecture; Micro Projects PBL	1,2
III	This unit deals with depreciation concepts, methods, and accounting treatment of fixed assets including acquisition and disposal. It introduces inflation accounting techniques like CPP and CCA to adjust for price level changes. The unit also covers accounting records such as journal, ledger, and trial balance. Preparation of final accounts and worksheets with adjustments is included.	CBL case-Based Learning, CL Classroom Lecture; Micro Projects, PBL	3, 5
IV	This unit explains the legal framework governing companies in India with reference to the Companies Act 2013. It covers financial reporting requirements, audit provisions, and roles of regulatory bodies like Securities and Exchange Board of India. Corporate governance principles such as transparency, accountability, and ethics are discussed. Relevant laws including CSR and disclosure norms are also introduced.	CBL case-Based Learning, CL Classroom Lecture; Micro Projects	1, 3, 5



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Master of Business Administration (MBA) Semester-I

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(d) Summative Assessment- End Term Examination

Weightage of Learning Efforts for External Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	1, 2, 4	30	1	1	12	14
II	1,2	32	1	1	10	12
III	3,5	28	0	1	10	11
IV	1,3,5	30	0	1	12	13
		120	02	04	44	50

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50

(B) CLOs – PLOs Matrix

CLO	PLO												
	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	3	2	1	1	1	-	3	-	-	-	-	-	-



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CL O2	2	3	2	3	2	3	2	-	1	-	-	1	-
CL O3	2	3	2	2	1	2	2	-	1	-	-	2	1
CL O4	2	2	3	2	1	2	2	-	1	1	-	2	3
CL O5	2	3	3	3	2	3	2	-	1	1	-	2	2
CL O1	3	2	1	1	1	-	3	-	-	-	-	-	-

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	Financial and Managerial Accounting	Carl S Warren, Jefferson P Jones William B Tyler	2023	Cengage :Learning India Ltd
2	Financial Accounting for management	Paresh Shah	2024	Oxford University Press
3	Management Accounting	I M Pandey	Latest edition	Vikas Publishing House, Noida

• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	The balance scorecard and corporate social responsibility	www.globalreporting.com
2	Accounting concepts	www.freebookcentre.net/Business/Accounting-Books.html
3	Financial Statement Analysis	https://quickbooks.intuit.com/in/resources/accounting-taxes/accounting-ratios
4	ICMAI	https://icmai.in/studentswebsite/Inter-Papers.php



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Master of Business Administration (MBA) Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA05	Management Skills Development	4-0-2	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

CLO1: Demonstrate understanding of the communication process and apply strategies to enhance effectiveness in diverse contexts while adhering to ethical practices such as honesty, respect, cultural sensitivity, and professional integrity.

CLO2: Use appropriate verbal and non-verbal communication techniques, incorporating gender-sensitive, gender-neutral, and culturally appropriate practices in personal and professional interactions.

CLO3: Analyze business cases and evaluate alternative solutions to make informed and ethical decisions.

CLO4: Demonstrate active listening and apply critical thinking skills to interpret information, and solve problems effectively.

CLO5: Produce clear, concise, and well-structured professional documents

CLO6 Deliver effective oral presentations using appropriate structure, visual aids, and delivery techniques to communicate ideas confidently in academic and professional settings.

CLO7 Demonstrate responsible and effective use of digital communication platforms, maintaining professionalism

CLO8: Collaborate in teams to participate in management games, discussions, and problem-solving activities, demonstrating interpersonal effectiveness and leadership skills.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Foundations of Communication: Basic concepts, objectives, characteristics & process; Barriers to effective communication; Verbal & non-verbal communication; Gender equality and gender-neutral communication; Cross-cultural basics of communication	CL/EL	CLO1,2,8
II	Analytical & Decision-Making Skills: Case analysis methodology; Decision-making frameworks; Listening exercises, critical thinking drills; Management games for problem-solving	CBL/PBL	CLO3,4



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III	Professional Writing Skills: Business letters, memos, notices, circulars; Reports & proposals (academic/professional); Writing with clarity, tone, and conciseness; Email basics (formal structure, netiquette)	EL/ICT enabled	CLO4, 5
IV	Oral & Digital Communication: Public speaking (impromptu, extempore, structured); Basic Presentation Skills; Telephone & digital communication etiquette; Professional messaging & basic social media etiquette	Seminars/EL	CLO6,7,8

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(e) Summative Assessment- End Term Examination

(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	1,2,8	30	1	3	11	15
II	3,4	32	1	2	7	10
III	4,5	28	1	3	6	10
IV	6,7,8	30	2	2	11	15
		120	05	10	35	50

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations, Mid Semester Exam	50
2	End-Semester Examination	Written Exam	50



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(C) CLOs – PLOs Matrix

CLO	PLO												
	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	3	2	–	–	1	–	–	–	2	–	–	–	–
CL O2	–	2	–	–	2	–	2	–	3	2	–	–	–
CL O3	–	2	3	3	2	3	2	–	–	2	2	2	2
CL O4	–	2	2	2	–	2	–	–	2	2	2	–	–
CL O5	–	2	–	–	–	–	–	–	3	–	–	3	2
CL O6	–	2	–	–	–	–	–	–	3	2	–	–	1
CL O7	–	2	–	–	1	–	3	–	3	2	–	–	3
CL O8	–	2	–	2	–	2	2	2	2	3	–	–	–

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

• Suggested Learning Materials Books:

Sr.No.	Title	Author(s)	Edition/Year	Publisher
1	Basic Business Communication	Lesikar, Petit & Flatley	1999	Tata McGraw Hill, New Delhi.
2	The Craft of Business Letter Writing	Monipally, M.M.	2006	Tata McGraw Hill, New Delhi
3	Contemporary Business Communication	Boone & Kurtz	1993	Prentice-Hall, New Jersey, US.
4	Excellence in Business Communication	John V. Thill, & C.L. Bovee	2024/14 th edition	Pearson



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• Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	Writing skills and effective use of AI	https://www.mygreatlearning.com/academy/learn-for-free/courses/effective-communication
2	Communication models and process	https://alison.com/course/effective-business-communication
3	Meetings and professional etiquettes	https://alison.com/course/effective-communication-in-the-workplace
4	Business Communication	https://onlinecourses.swayam2.ac.in/e-learning/preview/cec26_mg02



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Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA06	Indian Values and Organizational Behavior	4-0-2	120	04

• **Course Learning Outcomes (CLOs)**

On completion of this course, students will be able to:

CLO1: Explain individual and group behaviour with ethical awareness and a positive, collaborative attitude.

CLO2: Analyse perception, personality, attitudes and values

CLO3: Apply motivation theories in organisational settings

CLO4: Examine group dynamics, teams, power and politics

CLO5: Assess conflict and negotiation situations

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Foundations of Individual Behaviour Personality and Values Perception and Individual Decision Making Attitudes and Job Satisfaction	Interactive lectures Case-based discussions Reflective journals Concept mapping	CLO1, CLO2
II	Motivation – Concepts and Applications Motivation Concepts (Maslow, Herzberg, McClelland, Expectancy Theory) Motivation: From Concepts to Applications Rewards, incentives, and managerial implications	Case-based learning Problem-based learning Role play on motivation techniques	CLO2, CLO3
III	Group Behaviour and Work Teams Foundations of Group Behaviour Group decision-making and groupthink Understanding Work Teams Emotions and Moods	Group discussions Simulation exercises Collaborative learning Team presentations	CLO3, CLO4
IV	Power, Politics, Conflict and Negotiation Power and Politics in Organisations Organisational Conflict Negotiation Strategies	Role plays and simulations Debate-based learning Real-life organisational scenarios Reflective practice	CLO4, CLO5



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(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(f) Summative Assessment- End Term Examination

(B) Weightage of Learning Efforts for External Assessment

Unit	Aligned COs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	CLO1, CLO2	30	2	3	8	10
II	CLO2, CLO3	30	2	3	8	10
III	CLO3, CLO4	30	1	2	8	12
IV	CLO4, CLO5	30	1	2	10	18
Total		120	6	10	34	50

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Projects, Assignments, Quizzes, Internal Assessment, Class Participation, Presentations	50
2	End-Semester Examination	Written Exam/Practical Exam Project Evaluation (Report, Presentation, Viva)	50



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(D) CLOs – PLOs Matrix

CL O	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CL O1	3	2	–	2	–	–	–	–	–	–	–	–	–
CL O2	2	3	–	3	2	–	2	–	2	–	–	–	–
CL O3	–	3	2	2	–	2	–	–	2	2	–	2	2
CL O4	–	2	–	3	2	3	2	2	2	2	–	–	–
CL O5	–	2	–	3	2	3	3	3	2	2	2	2	2

Values to CLO-PLO matrix are assigned by judging the importance of the particular CLO in relation to the PLOs.

CLO – PLO correlation	Value
Strong	3
Moderate	2
Low	1
No correlation	-

• Suggested Learning Materials Books:

Sr.No.	Title	Author(s)	Edition/Year	Publisher
1	Organizational Behavior.	Robbins, S. P., Judge, T. A., & Sanghi, S	Latest	Prentice Hall of India
2	Organizational Behaviour	Bhattacharya, D. K.	Latest	Oxford University Press
3	Business newspapers, journals, and Harvard Business Review cases	-	-	-

Online Resources (Open Source)

Sr. No.	Description of Resource(s)	Weblink
1	MIT OpenCourseWare – Organizational Behavior & Leadership (lecture notes, readings, case discussions by MIT Sloan faculty)	https://ocw.mit.edu
2	OpenStax – Organizational Behavior (Open Textbook) (peer-reviewed, free textbook covering individual & group behaviour, motivation, teams, leadership)	https://openstax.org/details/books/organizational-behavior
3	Harvard Business Review – Open Articles on OB Topics (motivation, teams, leadership, conflict; selected free-access articles)	https://hbr.org
4	Saylor Academy – Organizational Behavior Course (structured modules, assessments, and learning outcomes)	https://www.saylor.org
5	NPTTEL (SWAYAM) – Organizational Behaviour & Management Courses (IIT faculty lectures; Indian context)	https://nptel.ac.in



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Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course credits
			L-P-T		
DSC	P2M01NCMBA07	Business Analytics	4-0-2	120	04

On completion of this course, students will be able to:

CLO1: Apply Excel tools and techniques for data analysis, visualization, and business decision-making.

CLO2: Analyze and manipulate data using Python and R, and perform statistical and predictive analytic

CLO3: Apply exploratory data analysis (EDA) techniques, data preprocessing methods, and statistical testing to interpret patterns, relationships, and trends in business datasets.

CLO4: Design interactive dashboards and visualizations using Tableau and Power BI for effective data communication.

CLO5: Integrate multiple analytics tools and techniques to derive meaningful and actionable insights for business applications, while adhering to ethical practices

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Introduction to Business Analytics, role of analytics in decision-making, Excel functions and formulas, data cleaning and preprocessing in Excel, data visualization using charts and conditional formatting, PivotTables and data summarization, What-if analysis, Goal Seek, Solver, and applications of Excel in business analytics.	(d) Problem-Based Learning (PBL) (e) ICT-Enabled Learning (f) Case-Based Learning (CBL)	CLO1:
II	Introduction to Python and R for business analytics, data structures and data handling, data manipulation using Pandas (Python) and dplyr (R), data visualization using Matplotlib, Seaborn and ggplot2, descriptive statistics, correlation and regression analysis, time-series analysis, introduction to machine learning techniques including classification and clustering, and practical applications using Python and R.	(c) Problem-Based Learning (PBL) (d) ICT-Enabled Learning	CLO2 CLO3
III	Data preprocessing and exploratory data analysis (EDA), handling missing values and outliers, data transformation and normalization, feature engineering, hypothesis testing, model evaluation techniques, introduction to predictive analytics, business applications of regression and classification models, introduction to big data concepts, and analytics applications in domains such as marketing, finance, HR, and operations.	(d) Problem-Based Learning (PBL) (e) ICT-Enabled Learning (f) Case-Based Learning (CBL)	CLO3 CLO5



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IV	Introduction to data visualization principles, Tableau and Power BI interfaces, data connection and preparation, creation of interactive visualizations, filters, parameters and calculated fields, dashboard development, storytelling with data, advanced visualization techniques including heatmaps and geographical maps, report publishing and sharing, integration with analytics tools, and real-world dashboard applications. Ethical Practices in Business Analytics.	(d) Problem-Based Learning (PBL) (e) Case-Based Learning (CBL) (f) ICT-Enabled Learning	CLO4 CLO5
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• Weightage of Learning Efforts for Assessment

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Analyse & above (A)	
I	CLO1	24	2	3	8	10
II	CLO2, CLO3	32	2	3	8	10
III	CLO3, CLO5	32	1	2	8	12
IV	CLO4, CLO5	32	1	2	10	18
		120	6	10	34	50

(A) Internal Assessment (Assessment on Learning)

(a) Formative Assessment

Assessment Tasks (Minimum 2 Components)

- Conceptual Quizzes (Analytical & Application-Based)
- Seminar Presentations
- Poster / Infographic Presentations
- Assignment/ Case Based Learning
- Group Projects
- Research Review / Article Analysis
- Industry based Micro Projects

(b) Summative Assessment (Assessment of Learning)

Mid-Term tests

External Assessment

(g) Summative Assessment- End Term Examination

• CLOs – PLOs Matrix

CLO	PLO												
	PL O1	PL O2	PL O3	PL O4	PL O5	PL O6	PL O7	PL O8	PL O9	PLO 10	PLO 11	PLO 12	PLO 13
CLO1	2	3	3	2	–	2	–	–	2	–	2	2	3



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CL O2	–	3	3	3	–	3	–	–	1	–	3	2	3
CL O3	–	2	3	3	–	3	–	–	1	–	3	2	2
CL O4	–	2	3	2	–	2	–	1	3	–	2	3	3
CL O5	–	3	3	3	2	3	1	2	2	1	3	3	3

Values to CLO-PLO matrix are assigned by Judging the importance of the particular CLO in relation to the PLOs. If the CO matches strongly with a particular PO criterion, then 3 is assigned, if it matches moderately then 2 is assigned or less than 1 is assigned or else marked with “–” symbol.

• Assessment and Evaluation

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Assignments, Quizzes, Class Participation, Mid-term test	50
2	End-Semester Examination	Written Exam	50

• Suggested Learning Materials Books:

Sr. No.	Title	Author(s)	Publisher
1	Microsoft Excel Data Analysis and Business Modelling	Wayne L. Winston	Microsoft Press
2	Python for Data Analysis	Wes McKinney	O'Reilly
3	R for Data Science	Hadley Wickham & Garrett Grolemund	O'Reilly
4	Data Science for Business	Foster Provost & Tom Fawcett	O'Reilly

• Online Resources (Open Source)

Sr. No.	Description	Weblink
1	NPTEL Business Analytics / Data Science Courses	https://nptel.ac.in
2	Python & R Documentation and Tutorials	https://www.kaggle.com/learn
3	Tableau Public Learning	https://public.tableau.com