1. Teaching Scheme of (MBA I Year)

FOUNDATION COURSES		
	10 Hours (Non-Credit Courses)	**Total Hours**
Accountancy and Finance		10
MS Office		10
Communication Skills		10
Total Hours (foundation courses)		**30**

MBA 1st Sem

S.No.	Course Type AICTE)	Course Type (UGC/NEP)	BOS	Course Codes	Course Name	Type	Academic Learning (AL)			Continuous Internal Examination (CIE)			End Sem Examination (ESE)	Total Marks	Total Credits
							L	T	P	MSE	CA	TOTAL		Total CIE+ESE Credits	
1	PC	Major (Core)	MBA	MS501L	Organizational Behaviour	L	3	0	0	50	25	75	75	150	3
2	PC	Major (Core)	MBA	MS502L	Economics for Managers	L	3	0	0	50	25	75	75	150	3
3	PC	Major (Core)	MBA	MS503L	Business Statistics & Data Analytics	L	3	0	0	50	25	75	75	150	3
4	PC	Major (Core)	MBA	MS504L	Accounting for Managers	L	3	0	0	50	25	75	75	150	3
5	PC	Major (Core)	MBA	MS520L	Marketing	L	3	0	0	50	25	75	75	150	3
6	PC	Major (Core)	MBA	MS521L	Business Culture & Law Dynamics	L	3	0	0	50	25	75	75	150	3
7	PC	Major (Core)	MBA	MS522L	Design Thinking & Entrepreneurship	L	3	0	0	50	25	75	75	150	3
Corporate Skill Enhancement Courses (Lab/Project/Field Work) /Experiential Learning)															
8	PW	SEC	MBA	MS507P	Social Internship	P	0	0	2	-	50	50	-	-	NC
9	PW	Value Added Courses	MBA	MS523P	VAC – I (Government Initiatives in Business Advancement)	P	0	0	2	-	50	50	-	-	NC
10	PW	SEC	MBA	MS524P	*Experiential Learning – I (Securities Market Foundation)	P	0	0	2	-	-	-	-	-	NC
11	HS	AEC	ASH	HS115P	Industry Readiness-I	P	0	0	2	-	50	50	-	-	NC
12	HS	AEC	ASH	HS116P	Soft Skills-I	P	0	0	2	-	50	50	-	-	NC
	Total Hours =31 hrs.						**21**	**0**	**10**					**1050**	**21**

*NISM Certificate

MBA 2nd Sem

S.No.	Course Type (AICTE)	Course Type (UG/C/NEP)	BOS	Course Codes	Course Name	Type	Academic Learning (AL)			Continuous Internal Examination (CIE)			End Sem Examination	Total Marks	Total Credits
							L	T	P	MSE	CA	TOTAL		Total CIE+ESE Credits	
1	PC	Major (Core)	MBA	MS510L	Human Resource Management	L	3	0	0	50	25	75	75	150	3
2	PC	Major (Core)	MBA	MS511L	Operations Management	L	3	0	0	50	25	75	75	150	3
3	PC	Major (Core)	MBA	MS512L	Optimization & Big Data Analytics	L	3	0	0	50	25	75	75	150	3
4	PC	Major (Core)	MBA	MS513L	Corporate Finance: Fintech Integration	L	3	0	0	50	25	75	75	150	3
5	PC	Major (Core)	MBA	MS514L	Business Research Methods	L	3	0	0	50	25	75	75	150	3
6	PW	SEC	MBA	MS516L	Industry Analysis Project	L	2	0	0	40	10	50	50	100	2
7	MC	Value Added Courses	MBA	MS518L	Human Values and Professional Ethics	L	2	0	0	25	25	50	-	-	NC
Corporate Skill Enhancement Courses (Lab/Project/Field Work) /Experiential Learning)															
8	HS	Value Added Courses	ASH	HS1XXP	Foreign Language	P	0	0	4	80	20	100	-	100	2
9	PW	Value Added Courses	MBA	MS517P	VAC - II (Digital Marketing)	P	0	0	2	-	50	50	-	-	NC
10	PW	SEC	MBA	MS525P	Experiential Learning – II (Simulation Lab)	P	0	0	2	-	-	-	-	-	NC
11	HS	AEC	ASH	HS118P	Industry Readiness-II	P	0	0	2	-	50	50	-	-	NC
12	HS	AEC	ASH	HS117P	Soft Skills-II	P	0	0	2	-	50	50	-	-	NC
			Total Hours= 32hrs.				22	0	10					950	19

2. Theory Courses Detail Syllabus

SEMESTER 1

Organizational Behavior- (MS501L)

Theory Course Code	Theory Course Name	L	T	P	C
MS501L	Organizational Behavior	3	0	0	3

Course Objectives

1. To develop an understanding of individual behavior and personality.
2. To gain a comprehensive understanding of motivational theories and their application.
3. To learn about leadership traits and models.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
	After the completion of the course, the student will be able to:		
CO 1	Apply various OB theories related to attitude & personality.	Apply (BL3)	Procedural
CO 2	Acquire the decision-making skills to handle crises and workplace stress.	Apply (BL3)	Procedural
CO 3	Correlate the motivational theories for imparting skills in behaviour.	Analyze (BL4)	Procedural
CO 4	Evaluate various leadership styles through models & theories.	Evaluate (BL5)	Procedural
CO 5	Evaluate organizational culture through change management to achieve shared goals.	Evaluate (BL5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	1	2	2	2	-	-
CO 2	2	1	2	2	2	1	1
CO 3	3	1	2	2	2	-	-
CO 4	3	2	3	2	2	1	-
CO 5	3	1	2	2	2	-	-
PO / APO Target (Avg)	2.8	1.2	2.2	2	2	1	1

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	**Organizational Behaviour:** Essentials of individual behavior, Attitudes, Group Behaviour, Interpersonal Skills, Theories of personality, Transactional Analysis, Ego States, Johari Window.	7	Class Room Activities 1. Quizzes 2. Case Study 3. Individual/Group Exercise Cases 1. Attitude- LGBTQ+Inclusion at Thought Works, INDIA

			2. Personality-Alana Robertson at Munchia
Unit 2	**Decision-Making**: Decision-Making process in organizations, Rational and Non-rational decisions, Managerial decision-making during a crisis **Workplace stress:** Nature and theoretical perspectives, Managing stress at work	6	Class Room Activities 1. Quizzes 2. Case Study Cases 1. Decision Making – Working Cross-Culturally
Unit 3	**Motivation:** Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory	7	Class Room Activities 1. Activities 2. Case Study Cases 1. Motivation - DELOITTE AND KPMG: The War for Talent (HBR) 2. Motivation - MUMBAI DAIRY COMPANY: Lessons in Motivation
Unit 4	**Leadership:** Leadership: leadership styles, traits and qualities of an effective leader, trait theory, LSM – Leadership Situational Model, Transactional and Transformational theory of leadership, Team Building, Tuckman Model of Team Development.	5	Class Room Activities 1. Case Study 2. Role Play Cases 1. Leadership: Mkhiwa Trust: Contextualizing A Couple's Servant Leadership
Unit 5	**Organizational Culture:** Concept of culture; Impact (functions and liability); Characteristics and types of culture, Creating and sustaining culture, creating a culture of change and implementing the change.	5	Class Room Activities 1. Group Exercise 2. Case Study 3. Management Games Cases 1. Change Management: Passing The Baton- Role Transition of B.K. Jhawar
Total Lecture hours		**30 hours**	

Textbook
• Robbins, SP Stephen P, Timothy Judge and Neharika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.   • Dr SS Khanka, Organisational Behavior, S. Chand & Co, New Delhi, 2008.
Reference Books
• Fred Luthans, Organisational Behaviour, 11th edition, Mc Graw Hill,2009.   • W. Newstrom, John, Organisational Behaviour,10th edition, Tata Mc Graw –Hill 2009.   • Paul Heresy, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008.   • Dr SS Khanka, Organisational Behaviour, S. Chand & Co, New Delhi, 2008.
Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.   **Evaluation Scheme**

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		**(25)**				75	150

Economics for Managers (MS502L)

Theory Course Code	Theory Course Name	L	T	P	C
MS502L	Economics for Managers	**3**	**0**	**0**	**3**

Course Objectives

1. To apply the principles of managerial economics in achieving business objectives.
2. To analyze the importance of demand and supply in decision-making.
3. To analyze the market and other macroeconomic factors for business growth

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply law of demand in business decision-making.	Apply (BL3)	Procedural
CO 2	Analyze forecasting techniques for demand and supply decisions.	Analyze (BL 4)	Procedural
CO 3	Infer cost and output decisions by using cost and production functions.	Analyze (BL 4)	Procedural
CO 4	Decide the price for the products in different markets.	Evaluate (BL5)	Procedural
CO 5	Assess the implication of national income.	Evaluate (BL5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	-	3	2	1	1
CO 2	3	2	2	3	2	1	2
CO 3	3	3	2	3	2	1	2
CO 4	3	3	2	2	2	1	1
CO 5	3	2	-	2	1	-	2
PO / APO Target (Avg)	**3**	**2.4**	**2**	**2.6**	**1.8**	**1.25**	**1.6**

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Nature of economics, Micro Economics and Macro Economics, Managerial Economics, applications and its relevance in business decisions. Fundamental Principles of Managerial Economics. Utility analysis- cardinal and ordinal approach with IC curves. Demand Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve.	6	**Class Room Activities** 1. MRTS 2. IC curves 3. Giffin law and Veblen law **Cases** 1. Ivory coast 2. Hind Oil 3. Apple Watch A-CAT-Corp
Unit 2	Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Cross Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods. (Numerical Exercises) Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for	6	**Class Room Activities** 1- Elasticity of demand 2- Forecasting **Cases** 1. MIC food 2. ID Fresh Food

	managerial decision making. Price of a Product under demand and supply forces.		
Unit 3	Production and cost Analysis: Production concepts, Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of Revenue. Average Revenue, Marginal Revenue.	6	**Class Room Activities** 1. Laws of return 2. Cost measurement **Cases** 1. Khao Yai Winery_ An Economic Perspective 2. Apache Corp. (cost analysis)
Unit 4	Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership	6	**Class Room Activities** 1. Price determination 2. Graph drawing. 3. Price leadership **Cases** 1. Blackberry 2. Paytm
Unit 5	National Income: Concepts and various methods of its measurement, circular flow of Income, Business Cycle, Inflation, types, causes and measures.	6	**Class Room Activities** 1. National Income computation **Cases** 1. Automercodos **2. Apple Inc**

Total Lecture hours	**30 hours**

Textbook

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.

2. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGrawHill Education, 9th Ed.

3. Managerial Economics, H.L Ahuja, S. Chand, 8th Ed

4. Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed

5. Managerial Economics – Theory and Applications, Dr. D.M. Mithani, Himalaya Publications, 7th Ed

Reference Books
1. Dominick Salvatore – *Managerial Economics*: *Principles and Worldwide Applications,* *9*th Ed
2. Christopher R. Thomas, S. Charles Maurice – Managerial Economics: Foundations of Business Analysis and Strategy, 2019.
3. Suma Damodaran- Managerial Economics,2020

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		**(25)**				75	150

Business Statistics & Data Analytics (MS503L)

Theory Course Code	Theory Course Name	L	T	P	C
MS503L	Business Statistics & Data Analytics	3	0	0	3

Course Objectives

1. This course will equip students to use quantitative analysis in their work
2. Students will analyze data for appropriate decision making.
3. Students will apply the statistical tools to analyze Business Performance.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
	After the completion of the course, the student will be able to:		
CO 1	Apply measures of central tendency for decision making.	Apply (BL3)	Procedural
CO 2	Apply measures of dispersion in business decisions.	Apply (BL3)	Procedural
CO 3	Analyze the business trend using time series for decision making.	Analyze (BL 4)	Procedural
CO 4	Analyze the business performance by correlation and regression techniques.	Analyze (BL 4)	Procedural
CO 5	Evaluate decision-making techniques for risk & uncertainty.	Evaluate (BL5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	3	-	1	-	1	3
CO 2	1	3	-	1	-	1	3
CO 3	1	3	-	1	-	1	3
CO 4	1	3	-	1	-	1	3
CO 5	2	3	-	1	1	1	2
PO / APO Target (Avg)	1.2	3	-	1	1	1	2.8

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Descriptive Statistics Construction of Frequency distribution, Classification and tabulation of data. Measures of Central tendency	6	**Excel Exercises:** **Obesity Dataset** https://www.kaggle.com/datasets/suleymansulak/obesity-dataset
Unit 2	Measures of Dispersion –Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.	6	**Excel Exercises:** **Fish species sampling weight and height data** https://www.kaggle.com/datasets/taweilo/fish-species-sampling-weight-and-height-data
Unit 3	Trend analysis using Least Square method, Index Numbers and	6	**Excel Exercises:**

	Construction of Price, Quantity indices using Fisher's Ideal Index number		• Air quality data of Delhi, India (https://www.kaggle.com/datasets/deepaksirohiwal/delhi-air-quality) **Cases** • Happy Cow Ice Cream: Data-Driven Sales Forecasting
Unit 4	Correlation Analysis using Karl Pearson's Coefficient of Correlation Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Relationship between Regression and Correlation	6	**Excel Exercises:** **IPhone Customer Reviews | NLP** • https://www.kaggle.com/datasets/mrmars1010/iphone-customer-reviews-nlp **Cases** • Evaluating Decisions: Correlation or Causation?
Unit 5	Decision-making environments: Decision-making under certainty, uncertainty and risk situations	6	**Cases** • BMW Mini: Big Decisions Under the Brexit Cloud • Boyd's Barber Shop and Covid-19: To Cut or Not to Cut, that is the Question.

Total Lecture hours	30 hours

Textbook
- G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
- S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
- Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning
- Ken Black – Business Statistics, 5th ed., Wiley India
- S Kalawathy-Operation Research (Vikas IVth Edition)

Reference Books
- Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
- Levin and Rubin – Statistics for Management, 7th ed., Pearson
- Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
- Davis , Pecar – Business Statistics using Excel, Oxford
- Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, Mc Graw Hill
- Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 25	MSE2 25	CA1 10	CA2 10	CA3 (ATT) 5		ESE	Total
50		(25)				75	150

Accounting for Managers (MS504L)

Theory Course Code	Theory Course Name	L	T	P	C
MS504L	Accounting for Managers	3	0	0	3

Course Objectives

1. To have knowledge of financial statements.
2. To enhance the abilities of learners to analyze financial statements.
3. To enhance the abilities of learners to take business decision.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Prepare financial statements.	Apply (BL3)	Procedural
CO 2	Analyse cash flow statement.	Analyze (BL 4)	Procedural
CO 3	Analyse the financial statements for decision making.	Analyze (BL 4)	Procedural
CO 4	Analyse the financial performance through marginal costing techniques.	Analyze (BL 4)	Procedural
CO 5	Evaluate business performance using decisions techniques.	Evaluate (BL5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	-	-	1	-	-	-
CO 2	2	3	-	1	-	-	-
CO 3	3	3	-	1	-	-	1
CO 4	2	-	-	-	1	-	-
CO 5	3	3	-	-	-	-	-
PO / APO Target (Avg)	2.2	3	-	1	1	-	1

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	**Financial Statements:** Final accounts of sole trader and Statement of Profit & Loss Account and Balance Sheet according to companies act 2013 (vertical format).	6	**Excel Exercise:** • Create P & L & Balance Sheet.
Unit 2	**Cash Flow statement:** Significance of cash flow statement, determination of cash flow from operating Activities, Investing activities and Financing activities. Interpretation of cash flow statement.	6	**Exercise:** Take the CFS of a listed company for the last two years and summarize the causes of change in various items with their impact.
Unit 3	**Financial Statement Evaluation:** Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Comparative Statement, Common size Statement and Trend Analysis.	8	**Excel Exercise:** Take a listed company and compute the various ratio of the company by using excel for the last two years and summarize the findings.

Unit 4	**Marginal Costing:** Meaning, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Margin of safety, Cost Volume Profit (CVP) Analysis.	4	**Excel Exercise:** Develop the template to calculate P/V Ratio, BEP, M/S, FC, and desired profit.
Unit 5	**Business Decision Techniques:** Business Decisions– Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.	6	**Excel Exercise :** 1. Telshodan Ltd. case related to the special order. 2. Supreme Construction company case of acceptance of special offer. 3. JWC case of shut down decision.

	Total Lecture hours	**30 hours**

Textbook

1. Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata McGraw Hill
2. Maheshwari S.N &Maheshwari S K – A textbook of Accounting for Management (Vikas)
3. Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3rd Edition PHI Learning Pvt Ltd.
4. Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd.
5. Management Accounting, Ravi Kishore

Reference Books

1. Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd.
2. Introduction to Financial Accounting, Horngren, Pearson Education
3. Management Accounting, MadhuVij

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		(25)				75	150

Marketing (MS520L)

Theory Course Code	Theory Course Name	L	T	P	C
MS520L	**Marketing**	**3**	**0**	**0**	**3**

	Course Objectives			
	1. To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. 2. To inculcate Marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field along with the practical exposure. 3. To help the participants to undergo meaningful exercises in decision making in a variety of real life situations			
	Course Outcome			
	The students will be able to:			
		CO No.	**Statement of Course Outcome**	**Bloom's Cognitive Process Level (BL)**	**Knowledge Category (KC)**

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Select markets through marketing management theories and mix strategies.	Analyze (BL 4)	Procedural

CO 2	Analyze new product development using product mix strategies.	Analyze (BL 4)	Procedural
CO 3	Examine pricing procedures and strategies.	Analyze (BL 4)	Procedural
CO 4	Analyze marketing channels for effective distribution.	Analyze (BL 4)	Procedural
CO 5	Evaluate marketing communication techniques for sales promotion.	Evaluate (BL5)	Procedural

Co-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO1	3	1	2	2	2	1	2
CO2	3	3	2	3	2	1	2
CO3	2	2	1	3	1	2	2
CO4	2	2	1	2	1	2	1
CO5	1	2	1	3	1	2	1
PO / APO Target (Avg)	2.2	2	1.4	2	1.4	1.6	1.6

SYLLABUS

Unit 1	Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing. 4Ps Vs 4Cs. Identifying and Selecting Markets: Consumer Buying Behaviour, Market Segmentation, Targeting and Positioning and Framework.	6	**Class Room Activities** Customer Journey Map Customer Persona Six Box Positioning Tool **Cases** Consumer Behavior- Flipkart: Grappling with product returns (HBR) Consumer Buying Decisions-Nykaa(HBR) Segmentation – Coco Cola Goes Green(HBR) Targeting – WoW Momos (HBR)
Unit 2	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.	6	**Class Room Activities** PLC Strategies **Cases** New product development – Cavin Care Launch of Hair color-Indica (HBR) Brand Equity – Forest Essentials: Demystifying Luxury Ayurveda Brand (HBR)
Unit 3	Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.	6	Class Room Activities Developing pricing strategies for a startup brand Cases Pricing Decisions – Netflix (HBR) Product Pricing – Muscle RdX(HBR)
Unit 4	Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics	6	**Class Room Activities** Channel Alternative Strategies **Cases** Metro mcash and carry format in India (HBR)

Unit 5	Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.	6	**Class Room Activities** **Content Marketing Campaign & CTA** **Cases** Advertising - Coke & Pepsi (HBR) Promotional Mix Strategy – Kapila Krishi Udyog Limited (IIMA)
	Total Lecture hours	**30 hours**	

	Textbook
•	• Ramaswamy, V. S. &Namakumari, S. (2010). Marketing Management: Global perspective Indian context (4thed). New Delhi: Macmillan • Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). Marketing Management: A South Asian Perspective(15th Ed.). New Delhi: Pearson
	Reference Books • Saxena, R. (2009). Marketing Management (4th ed.).New Delhi: Tata McGraw Hill. • Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.).Pearson • Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). BasicMarketing. New Delhi: Tata McGraw-Hill • Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14thed.). New Delhi: Tata McGraw-Hill.
	<u>**Mode of Evaluation (Theory)**</u> **Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.** **Evaluation Scheme**

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		**(25)**				**75**	**150**

Business Culture & Law Dynamics (MS521L)

Theory Course Code	Theory Course Name	L	T	P	C
MS521L	**Business Culture & Law Dynamics**	**3**	**0**	**0**	**3**
Course Objectives					

1. To explain the fundamental principles and practices of management in the context of business culture and ethics.
2. To apply the provisions of Contract Act and Sale of Goods Act in managing business agreements and transactions.
3. To analyse the legal framework of Companies Act, 2013 for managing company operations and ensuring compliance in corporate governance.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply management principles to solve business problems.	Apply (BL3)	Conceptual/Procedural
CO 2	Explore the legal provisions of Contract Act and Sale of Goods Act in business practices	Apply (BL3)	Conceptual/Procedural
CO 3	Explore the legal framework and provisions of Companies Act in corporate operations.	Analysis (BL 4)	Conceptual/Procedural
CO 4	Analyze the management functions, practices and perspectives	Analyze (BL 4)	Conceptual/Procedural
CO 5	Evaluate the life lessons of great leaders with various management perspectives.	Evaluate (BL5)	Conceptual/Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	-	1	2	-	1
CO 2	2	-	-	3	-	-	1
CO 3	2	-	-	3	-	-	1
CO 4	3	2	-	2	2	-	-
CO 5	2	1	3	1	3	-	-
PO / APO Target (Avg)	2.4	1.6	3	2	2.3	-	1

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Industrial Revolutions from 1.0 to 4.0	6	**Case study –** 1. Advising the Family Firm: Opening Pandora's Box (A) 2. Amarnath Gupta and Sons: The Family Business
Unit 2	Management Functions of Management: Planning, Organizing, Staffing, Directing & Controlling,	6	**Cases** 1. Working cross culturally – Decision Making 2. Organising for performance 4 Vigenettes -Organising 3. 3.AWR Staffing challenges during pandemic –Staffing Ezra Holdings: Succeeding in Succession
Unit 3	Business Environment: Culture, Ethics, and Values in Business, Contemporary Issues in Management, Role of Management in Modern Business	6	

Unit 4	Indian Contract Act, 1872: Essentials of a Valid Contract, Types of Contracts, Performance and Discharge of Contract, Breach of Contract and Remedies, Sale of Goods Act, 1930: Definition and Features, Conditions and Warranties, Rights of Buyer & Seller	6	Recent Cases
Unit 5	Companies Act, 2013, Types of Companies, Formation and Incorporation of Companies, Memorandum & Articles of Association, Company Meetings, Resolutions, Directors & Their Roles Corporate Governance & Legal Compliance.	6	Recent Cases
	Total Lecture hours	30 hours	

Textbook

1. K. R. Bulchandani, Business Laws for Management, Himalaya
2.. N. D. Kapoor, Mercantile Law, Sultan Chand & Sons
3. Prof Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill

Reference Books

- Dr. Prem vir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi 5.
- Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
- Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
- The History Of Indian Business Series Editor Gurcharan Das, Tirthankar Roy, Penguin Books India- 2012. 2. Indian Railways, M.A Roa, National Book Trust, India 1999

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 25	MSE2 25	CA1 10	CA2 10	CA3 (ATT) 5		ESE	Total
50		(25)				75	150

Design Thinking & Entrepreneurship (MS522L)

Theory Course Code	Theory Course Name	L	T	P	C
MS522L	Design Thinking & Entrepreneurship	3	0	0	3

Course Objectives

1. To equip students with a human-centered approach to problem-solving by applying design thinking principles, tools, and frameworks for innovation across industries.
2. To develop entrepreneurial mindset and skills, enabling students to identify opportunities, create business plans, and leverage institutional support and funding for new ventures.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply the design thinking in practice.	Apply (BL3)	Conceptual/Procedural
CO 2	Apply the design thinking across sectors.	Apply (BL3)	Conceptual/Procedural
CO 3	Analyze the entrepreneurship & business planning.	Analyze (BL 4)	Conceptual/Procedural
CO 4	Analyze the trends in entrepreneurship.	Analyze (BL 4)	Conceptual/Procedural
CO 5	Evaluate the startups, policies & funding schemes.	Evaluate (BL5)	Conceptual/Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	1	2	3	1
CO 2	3	2	2	2	2	3	2
CO 3	3	3	2	2	2	3	2
CO 4	2	2	2	2	2	2	2
CO 5	3	2	2	2	2	3	3
PO / APO Target (Avg)	2.8	2.2	2.0	1.8	2.0	2.8	2.0

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Design Thinking Concepts, Innovation and Creativity and its role in Industry and Organization. IBM Approach and Double Diamond Model of Design Thinking. Process of Design Thinking. Lord Buddha's Four Noble Truth in relation to design	6	**Class Room Activities** 1. Customer Journey Map 2. Customer Persona **Cases** 1. Empathy - Amazon as an Employer (HBR) 2. Role of Innovation and Creativity - Academic Entrepreneurship Navigating Commercialization Challenges (HBR)
Unit 2	Application of Design Thinking in Various Sectors including Healthcare, Finance and Banking, IT, Education, Retail, etc. Thinking. An exercise in design thinking & implementing design thinking through a workshop.	6	**Cases** 1. Application of Design Thinking in Healthcare – Customization of MRI Machine by GE (HBR)
Unit 3	Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship. The business plan as an entrepreneurial tool, Contents of a business plan. Creative Problem Solving: Heuristics,	6	**Class Room Activities** 1. Developing Business Idea 2. Feasibility Study **Cases**

	Brainstorming, Value Analysis, Innovation. Project Feasibility and Project Appraisal. Entrepreneurship Development Programmes.		Recent Case studies on Indian Start ups
Unit 4	Rural, Social and Women Entrepreneurship; Family Businesses and Entrepreneurship; Entrepreneurship Education and Research, MSMEs.	6	**Class Room Activities** 1. Group Discussion on Women Entrepreneurship – Need of the Hour or Not 2. Documents required for Loan approval of MSMEs 3. Government Website check for the Updates of Forms for the subsidies and Incentives of MSMEs **Cases** 1. Trends in Entrepreneurship – Jungle Bay Dominica: How can an Eco-Resort amplify its Marketing? (HBR) 2. Family Business – Sparkle Collection: A Rising Generation's Entrepreneurial Dilemma (HBR)
Unit 5	Business Opportunities and Start-up Policy and Incentives, Institutions supporting Entrepreneurs: Various Central and State Level Organizations funding to the Entrepreneurs under its schemes, Banks and non-banking financial organizations, Fund Collection for Entrepreneurship.	6	**Recent Cases**
	Total Lecture hours	**30 hours**	

Textbook

1.Mootee, I. (2013). *Design thinking for strategic innovation: What they can't teach you at business or design school*. Wiley.
2.Khanka, S. S. (2012). *Entrepreneurial development*. S. Chand Publishing.

Reference Books

- Brown, T. (2009). *Change by design: How design thinking creates new alternatives for business and society*. Harvard Business Review Press.
- Jeanne Liedtka, Andrew King, Kevin Bennett, "Book - Solving Problems with Design Thinking - Ten Stories of What Works" (Columbia Business School Publishing), 2013
- Stickdorn, M., & Schneider, J. (2011). *This is service design thinking: Basics, tools, cases*. BIS Publishers.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Drucker, P. F. (2006). *Innovation and entrepreneurship*. HarperBusiness.

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		(25)				75	150

SEMESTER 2
Human Resource Management (MS510L)

Theory Course Code	Theory Course Name	L	T	P	C
MS510L	Human Resource Management	**3**	**0**	**0**	**3**

Course Objectives

1. To develop an understanding of Human Resource Management functions.
2. To gain a comprehensive understanding of staffing and its application.
3. To learn about performance appraisal methods and compensation for better industrial development

Course Outcome (COs)

The students will be able to:

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply various human resource management functions for strategic business development.	Apply (BL 3)	Conceptual & Procedural
CO 2	Apply the process of Job analysis for better Human resources Planning.	Apply (BL 3)	Conceptual & Procedural
CO 3	Analyze the process of recruitment, selection, and training for improved staffing.	Analyze (BL 4)	Conceptual & Procedural
CO 4	Evaluate the challenges and methods of performance appraisal for better growth and succession.	Evaluate (BL 5)	Metacognitive
CO 5	Evaluate compensation methods for improved Industrial Relations.	Evaluate (BL 5)	Metacognitive

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	1	2	2	3	-	1
CO 2	2	2	1	2	2	1	-
CO 3	3	2	2	2	2	1	-
CO 4	3	2	2	3	2	1	1
CO 5	2	2	2	3	2	-	1
PO / APO Target (Avg)	**2.4**	**1.8**	**1.8**	**2.2**	**2.2**	**1**	**1**

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Essentials of Human Resource Management- HRM functions and objectives, Need and Scope of HRM, HRM Vs HRD, Evolution and significance of HRM. The Evolving Role of Strategic HRM, SHRM process, Traditional HR Vs Strategic HR, Barriers to Strategic HRM. Qualities of an HR manager and the Changing roles of HR. The dynamic role of HR in Mergers & Acquisitions,	6	**Class Room Activities** 4. Quizzes 5. Case Study 6. Individual/Group Exercise **Cases** 3. Reimaging Employee Centricity: The Digital

	The Role of Technology in HRM, The Role of HR in Total Quality Management, and HRM models.		Transformation of HR Function at DBS. Makemytrip And Goibibo Merger: Minimum People Disruption For Maximum Customer Advantage
Unit 2	Job Analysis, Components of Job Analysis: Job Description and Job Specification, The Multifaceted Nature of the Job Analysis, Job Design and its Techniques, Job Evaluation: Objectives and Features. Human resource Planning- Objectives and Factors affecting HRP, Process of HRP: HR Demand forecasting, HR Supply forecasting, Estimating manpower gaps, and Formulating HR plans.	6	**Class Room Activities** 1. Quizzes 2. Case Study 3. Individual/Group Exercise **Cases** Falcon Maritime India Private Limited (Fmi): Hiring A CEO.
Unit 3	Recruitment process, Internal & External sources of recruitment. Selection process and steps, Effectiveness of Interview. Training, Development, and Education- Requisites of an effective training program, Steps in the Training Process, Types of Training: On the Job and Off the Job Training.	6	**Class Room Activities** 1. Quizzes 2. Case Study 3. Individual/Group Exercise **Cases** 1. The Selection Process in JC Premium Cars: No More Candidates? Indco: Challenges of Designing And
Unit 4	Career Planning and Stages, Importance of Career Planning, Effective Succession Planning. Appraising and Managing Performance- Objectives of appraisal, Performance Appraisal Methods, Management by Objective, Problems of Performance Appraisal.	6	**Class Room Activities** 1. Quizzes 2. Case Study 3. Individual/Group Exercise **Cases** 1. Performance Management at The National Institute Of Management (Central India Campus)
Unit 5	Compensation Management- Objectives and Components of Compensation, Factors influencing Compensation. Prerequisites of an effective incentive system, Fringe Benefits. Industrial Relations: Objectives and Scope, Causes of Poor Industrial Relations. Employee Safety and Health: Needs and measures to promote employee health, Causes of Accidents in Industries, Laws governing employee safety, and Managing Global Human Resources.	6	**Class Room Activities** 1. Quizzes 2. Case Study 3. Individual/Group Exercise **Cases** 1. Show Me The Money: Compensation At CEL
Total Lecture hours		**30 hours**	

Textbook

- Human Resource Management- A. Denisi, R.W. Griffin and A. Sarkar. South Asian Perspective – Cengage Learning. Second Edition – 2019.
- MOOC Link: IGNOU

Reference Books

- Human Resource Management – John M. Ivancevich 11th Edition – McGraw Hill.
- Human Resource Management - Dessler and Varkkey, 11th Edition, Pearson Education.
- Human Resource Management- DeCenzo,Robbins,Verhulst.11th Ed. Wiley

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		**(25)**				75	150

Operations Management (MS511L)

Theory Course Code	Theory Course Name	L	T	P	C
MS511L	Operations Management	**3**	**0**	**0**	**3**

Course Objectives

1. To understand the role and applications of Operations Management.
2. To understand the trends and challenges of Operations Management in the current business environment.
3. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply modern techniques for effective utilization of operational resources.	Apply (BL 3)	Procedural
CO 2	Analyze the factors affecting location and layout planning decision.	Analyze (BL 4)	Procedural
CO 3	Analyze various techniques for inventory management and aggregate planning.	Analyze (BL 4)	Procedural
CO 4	Assess the trends and challenges in SCM in the current business environment.	Evaluate (BL 5)	Procedural
CO 5	Assess TQM and TPM practices to produce good quality products and services at competitive prices.	Evaluate (BL 5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	2	2	3	2	2
CO 2	3	3	2	2	2	2	2
CO 3	3	3	2	1	2	2	2
CO 4	3	3	2	2	2	2	2
CO 5	3	3	2	3	3	2	2
PO / APO Target (Avg)	3	3	2	2	2.4	2	2

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Operations management: Scope and Applications, Roles and responsibility of Operations manager. Productivity- Meaning, factors affecting productivity, Productivity Index work study; Time and Motion Study.	6	**Class Room Activities** Motion study Process Flow chart Time study **Cases** Operations Management: An Introduction to Process Analysis Exceed: Improving Productivity
Unit 2	Production system : Meaning and Types Location Planning: Factors affecting location planning, models of location planning, layout planning; objectives and types, Line balancing	6	**Class Room Activities** REL chart Location planning numerical **Cases** Flex Hungary: Launching Production Mc D
Unit 3	Production planning and control (PPC) – routing, scheduling, and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and MRP I & MRPII.	6	**Class Room Activities** BOM creation ABC & VED Metrix EOQ Numericals **Cases** Can Marketing and Manufacturing Coexist Airvent fans
Unit 4	Overview of supply chain management, conceptual model vs Smart and Sustainable Model of SCM, functions and supply chain drivers, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, role of IT in SCM, GVC. Lean and agile manufacturing,	6	**Class Room Activities** Segregation of waste and cost 3Ms

				Cases
				Mind The Gap Agarwal Automobiles
Unit 5	Quality; Meaning and dimensions, Quality guru; Deming Juran and Crosby, PDCA cycle, TQM, 5S, 7QC tools, ISO 9000-2000 clauses, Total Productive Maintenance (TPM),		6	**Class Room Activities** PDCA QCs KAIZEN 5S **Cases** Happy Family Eastern Lotus Bank, Xiamen Operations Management Challenges
	Total Lecture hours		**30 hours**	

Textbook

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House)

2. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House)

3. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill)

4. Charantimath, P.M. – Total Quality Management (Pearson Education)

Reference Books

1. Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall)

2. Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)

3. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill)

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme.

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		**(25)**				**75**	**150**

Optimization & Big Data Analytics (MS512L)

Theory Course Code	Theory Course Name	L	T	P	C
MS512L	**Optimization & Big Data Analytics**	**3**	**1**	**0**	**3**
Course Objectives					

    1.   Analyze data using statistical and optimization techniques
    2.   Apply statistical analysis to interpret data and make informed business decisions
    3.   Develop decision models for effective resource allocation and optimization

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Analyze the Assignment Problem in optimization and resource allocation.	Analyze (BL 4)	Conceptual, Procedural
CO 2	Analyze various methods for finding the basic feasible solution to the transportation problem.	Analyze (BL 4)	Conceptual, Procedural
CO 3	Analyze the applications of CPM and PERT techniques in project planning and control.	Analyze (BL 4)	Conceptual, Procedural
CO 4	Illustrate Big data preparation to support informed decision-making.	Analyze (BL 4)	Procedural
CO 5	Evaluate tableau and its features for analytical thinking	Evaluate(BL 5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	3	-	1	-	-	3
CO 2	1	3	-	1	-	-	3
CO 3	1	3	-	1	-	-	3
CO 4	1	3	-	1	-	-	3
CO 5	1	3	-	2	-	-	3
PO / APO Target (Avg)	1	3	-	1.2	-	-	3

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	Applications of Quantitative Techniques in managerial decision-making. Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem	6	**Excel based Activities** for Optimal Assigning of resources
Unit 2	Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Maximization Transportation Problem	6	**Using Excel** to calculate transportation cost
Unit 3	Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control	6	**Using Excel** for drawing network and finding the critical path and time
Unit 4	Overview of Big Data Applications in industries. Tools and Technologies in Big Data (Hadoop, Spark, NoSQL databases) Big Data Understanding & Data Preparation Distributed File Systems: HDFS & its advantages	6	**Activity 1** Big Data in the Real World **Case Study** 1. How Netflix Uses Big Data for Personalized Recommendations 2. Amazon's Product Recommendations and Dynamic Pricing

				3. Airline Industry – Flight Operations Optimization
Unit 5	Data Visualization with Tableau Introduction to Tableau and its role in Big Data Visualization Connecting Tableau to Big Data sources (e.g., Hadoop, Spark, NoSQL Databases) Creating Visualizations: Bar Charts, Line Graphs, Scatter Plots Building Dashboards in Tableau: Combining multiple visualizations for insights	**6**		**Hands-on exercises:** Building a dashboard with Tableau using sample data from kaggle.com

Total Lecture hours	**30 hours**

Textbook

- S Kalawathy-Operation Research (Vikas IVth Edition)
- Communicating Data with Tableau, Ben Jones, O'reilly, 2014
- Big Data Now, O'reilly, Strata: Making Data Work, 2012
- Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

Reference Books

- Sharma J K - Operations Research
- Taha Hamdy - Operations Research
- Apte-Operation Research and Quantitative Techniques (Excel Books)
- https://www.tableau.com
- www.kaggle.com
- kdnuggets.com

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **25**	**MSE2** **25**	**CA1** **10**	**CA2** **10**	**CA3 (ATT)** **5**		**ESE**	**Total**
50		(25)				75	150

Corporate Finance: Fintech Integration (MS513L)

Theory Course Code	Theory Course Name	L	T	P	C
MS513L	**Corporate Finance: Fintech Integration**	**3**	**0**	**0**	**3**

Course Objectives

- To apply corporate finance concepts and fintech application in decision-making.
- To enhance the abilities of learners to analyze long-term investment decisions
- To develop analytical skills to select the best source of capital.
- To analyze the leverage and dividend concepts for financial planning.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply financial concepts/ corporate valuation models and time value of money for decision-making.	Apply (BL 3)	Procedural

CO 2	Analyze long-term investment decisions based on the cost of capital and select the optimum capital structure.	Analyze ((BL 4)	Procedural
CO 3	Analyze capital budgeting decisions based on various techniques.	Analyze (BL 4)	Procedural
CO 4	Analyze the usefulness of leverage and dividend in financial decisions	Analyze (BL 4)	Procedural
CO 5	Analyse the use of technology in financial decision making	Analyze (BL 4)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3			1		
CO 2	3	3			1		
CO 3	3	3			1		
CO 4	3	3			1		
CO 5	2	1		1	1		1
PO / APO Target (Avg)	2.8	2.6		1	1		1

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	**Concept of Finance:** Finance & its scope, Financial Decisions, Time Value of Money, Corporate Valuation Models, Corporate Restructuring – Mergers & Acquisitions, Synergy Benefits, Exchange Ratio, Startup Finance, EVA Analysis	8	**Practical Activities** Excel exercise to estimate the Time value of Money Template Designing for EVA Analysis Excel Exercise for Valuation Models
Unit 2	**Investment Decision:** Concept of Opportunity Cost, Cost of Debenture, Preference and Equity Capital, Composite Cost of Capital, Capital Structure- Relevancy and Irrelevancy theories	6	**Practical Activities** Excel exercise to estimate the Cost of Capital Excel exercise to estimate the optimum capital structure
Unit 3	**Capital Budgeting Decisions:** Concept of Capital Budgeting, Calculation of NPV, IRR	4	**Practical Activities** Excel exercise to estimate NPV & IRR Excel Exercise to select best investment plan
Unit 4	**Leverage and Dividend Decision:** Leverage analysis – financial, operating, and combined leverage and its implications, Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies	6	**Practical Activities** Excel exercise to estimate Leverage
Unit 5	**Fundamentals of Fintech:** Key components of Fintech, E-Finance to Fintech, Digital Payments, Cryptocurrency, AI in Finance, Crowdfunding Fintech solutions, Future trends	6	**Practical Activities** Use of PowerBi for Financial Reporting Demonstration of Financial Application
	Total Lecture hours	**30 hours**	

Textbook

- Pandey I M - Financial Management (Vikas)
- Van Horne - Financial Management and Policy (Prentice Hall)
- Shapiro- Multinational Financial Management (Wiley Dreamtech)
- Sheeba kapil-Fundamental of financial management (Pearson)
- Khan and Jain - Financial Management (Tata McGraw Hill)

Reference Books

- Prasanna Chandra - Fundamentals of Financial Management (TMH)
- Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education)
- R P Rustagi - Financial Management (Galgotia)

Mode of Evaluation (Theory)

Continuous Assessment (CA): Excel Based Exercises/ Activities/ Assignment / Quiz / Project/ MOOC etc.

Evaluation Scheme

MSE		CA				ESE	Total
MSE1 25	MSE2 25	CA1 10	CA2 10	CA3 (ATT) 5		ESE	Total
50		(25)				75	150

Business Research Methods (MS514L)

Theory Course Code	Theory Course Name	L	T	P	C
MS514L	**Business Research Methods**	**3**	**0**	**0**	**3**

Course Objectives

1. To develop an understanding of various research designs and techniques.
2. To identify various sources of data collection and its sampling.
3. To analyze and interpret the data using statistical techniques.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
	After the completion of the course, the student will be able to:		
CO 1	Apply advanced design and methodologies in business research process and design.	Apply (BL 3)	Procedural
CO 2	Analyze the reliability and validity of measurement tools,	Apply (BL 3)	Procedural
CO 3	Evaluate various sampling designs applicable to business problems.	Evaluate (BL 5)	Procedural
CO 4	Evaluate the data using statistical tools and techniques.	Evaluate (BL 5)	Procedural
CO 5	Summarize the research report addressing key issues in business.	Evaluate (BL 5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Program Outcomes (POs)					Additional Program Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	-	2	-	1	3
CO 2	3	2	-	2	-	1	3
CO 3	3	2	-	2	-	1	3
CO 4	3	3	-	2	-	1	3
CO 5	3	2	-	2	-	1	3
PO / APO Target (Avg)	**3**	**2.2**	**-**	**2**	**-**	**1**	**3**

SYLLABUS			
Unit	Details	Hours	Cases/Activities/ Exercises

Unit 1	Introduction to Research: Business Research, types of Business Research, Ethics in Business Research. Research Process: Investigation of Business Problem, Review of Literature, Research Proposal and Hypothesis Development Research Design: Classification of Research Design: Exploratory Research Design, Descriptive Research Design & Causal Research Design; Potential Sources of error in Research	6	Search business problems and present the research process for the same problem. Literature review writing, and citing articles using software. Case lets on research design: The Research Proposal- Cap Airlines
Unit 2	Measurement of variables: Types of Measurement Scales, Reliability & Validity, Sources of Data Collection and Methods of Data Collection, Quantitative vs. Qualitative data collection, Mixed Method Approach.	6	Prepare a Questionnaire on the topic selected. Testing of Validity & Reliability of the instrument.
Unit 3	Sampling: Sampling Parameters, Sampling Process and Types of Sampling Design-Probability & Non-probability Sampling Designs, Size of Sample and Sampling Errors.	6	Identifying sampling types for different research articles.
Unit 4	Quantitative Data Analysis: Coding and data entry, Testing reliability and validity of data, Hypothesis testing through various tests. Qualitative Data Analysis: Methods of collecting and analysing qualitative data, Data Reduction, Reliability and Validity, Content and Narrative analysis.	6	Introduction to Statistical tool (SPSS) Conduct interview for measuring the quality of services provided by Pizza Hut/Dominos.
Unit 5	Research Report Writing: Presentation of final report, Leading Issues in Business Research, Reporting and Evaluation.	6	Prepare and Presentation of a research report for the business problem selected.
	Total Lecture hours	**30 hours**	

Textbook

- Business Research Methods, Cooper, Schindler & Sharma, Tata McGraw Hill
- Business Research Methods, Bryman & Bell , Oxford University Press India

Reference Books

- Research Methods for Business, Uma Sekaran, Wiley
- Business Research Methods, Naval Bajpai, Pearson
- Marketing Research, Malhotra & Dash, Pearson Education
- Research Methods for Management, S.Shajahan, Jaico Books
- SPSS Explained, Hinton, Brownlow, Mc Murray and Cozens, Tata McGraw Hill
- SPSS for Windows Step by Step, George & Mallery, Pearson Education

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 25	MSE2 25	CA1 10	CA2 10	CA3 (ATT) 5		ESE	Total
50		**(25)**				75	150

Industry Analysis Project (MS516L)

Theory Course Code	Theory Course Name	L	T	P	C
MS516L	Industry Analysis Project	2	0	0	2

Course Objectives

1. To Gain insights into the dynamics, trends, and challenges of the industry.
2. To Acquire knowledge about the historical background, mission, and core products/services of the company.
3. To Acquire proficiency in interpreting and analyzing financial statements.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Explore Industry's dynamics, trends, and challenges.	Apply (3)	Procedural
CO 2	Analyze Company's Market Share, Growth and Competitive Dynamics	Analyze (4)	Procedural
CO 3	Diagnose the financial health of the company on the basis of financial statements.	Analyze (4)	Procedural
CO 4	Compare the company's performance with key competitors.	Evaluate (5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	-	-	2	-	-	-
CO 2	1	2	-	2	-	-	-
CO 3	2	3	-	2	2	-	2
CO 4	2	3	-	2	3	-	2
PO / APO Target (Avg)	1.5	2.67	-	2	2.5	-	2

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises
Unit 1	**Industry Analysis:** Overview of the Industry and Markets: Definition and Sope of the industry, Key Players and Market Dynamics, Key Indicators of the Industry: Contribution in GDP, SWOT Analysis, PESTEL.	4	Submission of Industry Analysis Report
Unit 2	**Company Analysis:** Overview of the Company, Product Portfolio, Market Share and Growth, Shareholding Pattern, SWOT Analysis, BCG matrix, Porter's 5-forces model.	4	Submission of Company Analysis Report
Unit 3	**Fundamental Analysis:** Determine the financial health of the company on the basis of financial statements (Income Statement and Balance Sheet) and Ratio Analysis. **Intrafirm Comparison:** Interpretation and Recommendations based on previous years data.	6	Submission of Fundamental Analysis report along with interpretations and recommendation for Intrafirm Comparison,

Unit 4	**Competitive Analysis:** Interfirm Comparison (With major five peer companies based on capitalization.)	6	Submission of Competitive Analysis Report based on Interfirm Comparison along with Overall Project Report.
	Total Lecture hours	**20 hours**	

Textbook

1. Strategic Management: Concepts and Cases by Fred R. David
2. Maheshwari S.N &Maheshwari S.K – A textbook of Accounting for Management (Vikas)
3. Financial Statement Analysis and Security Valuation by Stephen H. Penman

Reference Books

1. Industry and Competitive Analysis: Understanding the Changing Dynamics of Markets and Competitors" by Michael E. Porter.
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter.
3. Ratio Analysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyze Any Business on the Planet by Axel Tracy.

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1 **20**	**MSE2** **20**	**CA1** **4**	**CA2** **4**	**CA3 (ATT)** **2**		**ESE**	**Total**
40		**(10)**				**50**	**100**

Human Values and Professional Ethics (MS518L)

Course Code	Course Name	L	T	P	C
MS518L	**Human Values and Professional Ethics**	**2**	**0**	**0**	**Non Credit Course**

Course Objectives

- To facilitate the development of a holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence.
- To highlight plausible implications of a holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)	
After the completion of the course, the student will be able to:				
CO 1	Apply the process of self-exploration in identifying basic human aspiration.	Apply (BL 3)	Procedural	
CO 2	Analyse the value of feelings in human-human interaction	Analyze (BL 4)	Procedural	
CO 3	Assess the ethical practices in the professional life	Evaluate (BL 5)	Procedural	

Co-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO1	-	-	3	2	3	2	2
CO2	-	-	3	2	3	2	2
CO3	-	-	3	2	3	2	2
PO / APO Target (Avg)	**-**	**-**	**3**	**2**	**3**	**2**	**2**

			Class Room Activities
Unit 1	Value Education, Self-exploration, Continuous Happiness and Prosperity Right Understanding, Relationship and Physical Facility.	7	4. The video titled "Story of Stuff". 5. Activity on "Exploring Basic Human Aspiration". 6. Activity on "What a Money can buy?"
Unit 2	Human being as the Co-existence of the Self and the Body, Yoga Sutras of Patanjali Mindfulness & Meditation . Harmony in the Family, Trust, 'Respect & Justice in Human-to-Human Relationship.	7	Class Room Activities 1. The video titled "Right Here Right Now". 2. Distinguishing the needs & activities of Self & Body.
Unit 3	Harmony in the society Harmony in the Nature, Interconnectedness among the Four Orders of Nature, Implication of the Holistic Harmony on Professional Ethics.	6	Class Room Activities 3. Discussion on Movie Titled "Ek Cheez Milegi Wonderful" 4. Discussion on the video titled "Hiware Bizare".
	Total Lecture hours	**20 hours**	

Textbook
- The text book R.R Gaur, R Sangal, G P Bagaria, A foundation course in Human Values and Professional Ethics, Excel books, New Delhi, 2010, ISBN 978-8-174-46781-2 b.
- The teacher's manual R.R Gaur, R Sangal, G P Bagaria, A foundation course in Human Values and Professional Ethics – Teachers Manual, Excel books, New Delhi, 2010

Reference Books
- PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
- A.N. Tripathy, 2003, Human Values, New Age International Publishers.
- B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE	CA				ESE	Total
	CA1 10	CA2 10	CA3 (ATT) 5			
25		(25)			-	50

3. Practical's Courses Detail Syllabus

SEMESTER 1
Social Internship (MS507P)

Theory Course Code	Theory Course Name	L	T	P	C
MS507P	Social Internship	0	0	2	Non-Credit Course

Course Objectives

1. To make students aware of the social issues in India.
2. The students will come face to face with social development challenges that India is facing.
3. To help students build empathy and develop valuable leadership skills.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
		After the completion of the course, the student will be able to:	
CO 1	Analyze their role and responsibilities towards the society	Analysis (BL 4)	Procedural
CO 2	Analyze the responsiveness towards the challenges and issues of the society	Analysis (BL 4)	Procedural
CO 3	Evaluate technical knowledge to provide solution	Evaluate (BL5)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1		2	3				
CO 2		2	3	2		1	1
CO 3	1	3	3	2		1	1
PO / APO Target (Avg)	1	2.33	3	1.33	..	0.67	0.67

SYLLABUS			
Unit	Details	Hours	Cases/Activities/ Exercises
Phase 1	Pre internships course.	NA	During pre-internship preparation students will be required a do a 10 hr. course on social issues. This course will cover social issues such as health, education, poverty alleviation to name a few. Through this course the students will build some basic understanding of development challenges that India is facing. This understanding will be very essential when they go for internships in their respective social organizations
Phase 2	Internship	NA	The students will undergo internship during weekend/holidays in semester. They need to complete the required internship at the concerned organization/NGO/School /College/Village/etc.
Phase 3	Report Submission	NA	Students will share their learning with peers, seniors and faculty during class presentations and submit a project report.

Total Lecture hours	20 hours

Textbook
- NIL

Reference Books
- NIL

Spoken Tutorials (Suggestive MOOCs)
1. **Sustainability Transformation for Leaders**
   Sustainability Transformation for Leaders | LinkedIn Learning
   (6h 22m)
2. **Improve Your Sustainability Skills**
   Improve Your Sustainability Skills | LinkedIn Learning
   (7h 19m)
3. **Develop the Skills to Lead During Times of Change**
   Develop the Skills to Lead During Times of Change | LinkedIn Learning
   (3h 23m)
4. **Corporate Finance: Environmental, Social, and Governance (ESG) Holding businesses accountable for their impact**
   Holding businesses accountable for their impact | LinkedIn Learning
   (1h 57m)

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme
No pen/paper Mid Sem Exam evaluation will be based on Activity/MOOC, Evaluation will be based on Viva-Voice & Project Report Submission

MSE	CA				ESE	Total
-	**CA1** **25**	**CA2** **25**	**CA3 (ATT)** **-**		**ESE**	**Total**
	(50)				**-**	**50**

VAC 1 (Government Initiatives in Business Advancement) (MS523P)

Course Code	Course Name	L	T	P	C
MS523P	**Government Initiatives in Business Advancement**	**0**	**0**	**2**	**Non Credit Course**

Course Objectives

1. To create awareness about diverse government initiatives beneficial in various business ventures.
2. To generate awareness regarding the array of government-provided facilities aimed at fostering diverse businesses.

Course Outcome

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)	
	After the completion of the course, the student will be able to:			
CO 1	Explore the government initiatives aimed at supporting businesses.	Apply (BL 3)	Procedural	
CO 2	Analyze the government initiatives and evaluate their impact on businesses.	Analyze (BL 4)	Procedural	

Co-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO1	1	3	2	2	-	3	3
CO2	1	3	2	2	-	3	3
PO / APO Target (Avg)	**1**	**3**	**2**	**2**	**-**	**3**	**3**

Unit 1	MSME,s/ Atmanirbhar Bharat Schemes: **Prime Minister's Employment Generation Programme (PMEGP)** https://www.investindia.gov.in/schemes-msmes-india/prime-minister-employment-generation-programme-pmegp **Credit Guarantee Fund Scheme for Micro and Small Enterprises (CGMSE)** https://www.investindia.gov.in/schemes-msmes-india/credit-guarantee-scheme-micro-small-enterprises-cgtmse **Micro & small enterprises cluster development programme** https://www.investindia.gov.in/schemes-msmes-india/micro-small-enterprises-cluster-development-programme-mse-cdp **Scheme of Fund for Regeneration of Traditional Industries (SFURTI)** https://www.investindia.gov.in/schemes-msmes-india/scheme-fund-regeneration-traditional-industries-sfurti **Entrepreneurship and Skill Development Programme (ESDP)** https://www.investindia.gov.in/schemes-msmes-india/entrepreneurship-and-skill-development-programme-esdp-scheme **Assistance to Training Institutions (ATI) Scheme** https://www.investindia.gov.in/schemes-msmes-india/assistance-training-institutions-ati-scheme	10	**Class Room Activities:** Presentation by student groups with examples of case studies of businesses that have benefited from government initiatives	
Unit 2	**Coir Vikas Yojana-Skill Upgradation and Mahila Coir Yojana** https://www.investindia.gov.in/schemes-msmes-india/skill-upgradation-and-mahila-coir-yojana-under-coir-vikas-yojana **International Cooperation Scheme** https://www.investindia.gov.in/schemes-msmes-india/international-cooperation-ic-scheme **National SC-ST Hub** https://www.investindia.gov.in/schemes-msmes-india/national-sc-st-hub **ASPIRE: Strengthening the competitiveness of MSME** https://www.investindia.gov.in/schemes-msmes-india/aspire-strengthening-competitiveness-msme Overview on Digital India ,Startup India Skill India and Current initiatives of central & state government	10	**Class Room Activities** Presentation by student groups with examples of case studies of businesses that have benefited from government initiatives	
Total Lecture hours		**20 hours**		

Textbook
• https://www.makeinindia.com/home   • https://www.startupindia.gov.in   • https://www.mofpi.gov.in/sites/default/files/msme_e-book_1.pdf
References:
• Government websites links attached with topics.   • https://msme.gov.in/sites/default/files/MSMESchemebooklet2024.pdf   • **MOOC COURSE:** **https://www.linkedin.com/pulse/startup-india-course-complete-guide-mrinmoy-paul-/**

Mode of Evaluation (Theory)

Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.

Evaluation Scheme – No Pen / Paper Exam. Evaluation will be based on continuous Assessment.

MSE	CA				ESE	Total
	CA1 **25**	**CA2** **25**	**CA3 (ATT)** **-**			
-						
	(50)				**-**	**50**

Experiential Learning-I (Securities Market Foundation) (MS524P)

Course Code	Course Name	L	T	P	C
MS524P	**Securities Market Foundation**	**0**	**0**	**2**	**Non Credit Course**

	Total Lecture hours	-

Industry Readiness-I (HS115P)

Theory Course Code:	Course Name:		L	T	P	C
HS115P	**Industry Readiness - I**		**0**	**0**	**2**	**NC**

Course Objectives:
1. To build a strong foundation in basic math concepts and become proficient in calculations and problem-solving.
2. To develop critical thinking and logical reasoning to solve complex problems effectively.
3. To learn to interpret and analyze data from tables, graphs, and charts for informed decision-making.
4. To improve speed and accuracy through practice, mastering time-saving techniques for exams.
5. To prepare for competitive exams with focused training in quantitative aptitude and reasoning skills.

Course Outcome:
1. Break down problems, extract key information, and apply suitable mathematical techniques to solve them.
2. Approach tasks systematically by following a logical thought process to arrive at effective solutions.
3. Examine data to uncover trends, patterns, and relationships for deeper insights.

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High):

CO-PO Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	APO 1	APO 2
CO1	2	2	-	-	-	-	-
CO2	2	2	-	-	-	-	-
CO3	1	1	-	-	-	-	-

Detailed Syllabus		
Unit 1	**Speed Math & Number System**	**6 hours**
Addition, Subtraction, Multiplication and Division shortcuts, Square and Square roots, Cubes and Cube roots, Comparing fractions, Classification of Numbers, Divisibility Rules, Cyclicity and finding Unit digit, Remainder Theorem, Factorization, Finding HCF and LCM, Word problem based on HCF and LCM, Arithmetic and Geometric Progression, Averages, Surds & Indices, Simplification.		
Unit 2	**Series, Coding and Decoding, Ranking and Order**	**6 hours**
Number and Letter Series, Number and Letter Analogy, Coding & Decoding, (Type-I)-: Basics of A-Z and Z-A, the position of alphabets including Reverse Order, the concept of 27, Short-cuts to learn positions of alphabets, (Type-II)-: Ascending and Descending calculation of position of alphabets, (Type-III)-: Fictitious Coding, (Type-IV)-: Substitution Method applied in Coding, (Type-V)-: finding position and identifying the Characters in Coded words, Ranking and Order based problems.		
Unit 3	**Percentage, Profit, Loss & Discount (PPLD), Interest**	**6 hours**
Introduction & Definition of Percentage, Conversion of a fraction to percentage and vice versa, Growth and depreciation, Word problem based on percentage, Application of percentage in Change in Area, Perimeter, and Volume of different Geometrical shapes, Definition and Introduction of P & L, Application of P & L based on percentage, Introduction of discount, Discount Series, single discount, Application based word problems on Discount, Introduction of Concept related to SI and CI, Generalized way to find the difference between SI and CI for 2 year and 3 year.		
Unit 4	**Ratio, Proportion and Variation, Mixture and Alligation**	**6 hours**
Definition of Ratio and Proportion, Type of Proportion (Direct Proportion, Inverse Proportion, Continued Proportion), Definition of Variance, Problem-related to age, coins, expenditure, and saving, etc, Introduction of Mixture and Alligation, Repletion process, Application on profit and loss, Time, Speed and Distance, Percentage used in Mixture and allegation.		
Unit 5	**Direction Sense, Data Arrangement, and Data Interpretation**	**6 hours**
Direction Sense based Problems, Linear Arrangement, Circular Arrangement, Multi-dimensional Arrangement, Floor based puzzles, Introduction to Data Interpretation (DI), Questions based on Tabular charts, Bar Graphs, Pie charts, Line Graphs, and Mix graphs etc., Questions based on missing data.		
	Total Lecture Hours	**30 Hours**

Textbooks:
1. "Quantitative Aptitude for Competitive Examinations" by R.S. Aggarwal, S. Chand Publication.
2. "A Modern Approach to Verbal & Non-Verbal Reasoning" by R.S. Aggarwal, S. Chand Publication.

Reference Books:

1.	Arun Sharma, How to Prepare for Quantitative Aptitude for the CAT, 10th Edition, TMH Publication, 2022.
2.	Arun Sharma, How to Prepare for Logical Reasoning for the CAT, 7th Edition, TMH Publication, 2024.
3.	Arun Sharma, "How to Prepare for Data Interpretation for the CAT, 8th Edition, TMH Publication, 2024.

Mode of Evaluation:

MSE	CA				ESE	Total
	CA1 25	CA2 25	CA3 (ATT) -			
-						
	(50)				-	50

Soft Skills – I (HS116P)

Course Code: HS116P	Course Name: Soft Skills I		L	T	P	C
Course Offered in: MBA			0	0	2	NC
Pre-requisite: NA						

Course Objectives:

1. To familiarize the students with the fundamentals of employability skills
2. To work on the personality of the students towards making them industry-ready.

Course Outcome: After completion of the course, the student will be able to

1. To Identify industry needs for skilled employees and then chart their growth accordingly
2. To Apply English communication in a variety of professional contexts
3. To Interpret the recruitment scenario in the industry and present themselves in accordance

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

PO/ CO	PO 1	PO 2	PO 3	PO 4	PO 5	APO 1	APO 2	
CO 1	-	-	-	1	1	-	-	
CO 2	-	-	-	2	1	-	-	
CO 3	-	-	1	2	1	-	-	
PO TARGET	-	-	0.3	1.7	1	-	-	

Activity 1	Sensitization to Soft Skills/Power Skills	2 hours

Overview – The students will be able to acquaint themselves with Soft Skills/Power Skills
Activity – Pre Assessment through Group Discussions.

Activity 2	Self- Introduction through Elevator Pitch	4 hours

Overview –The students will be able to speak about themselves or introduce themselves professionally
Activity – TMAY through SWOC, PAT & EES format

Activity 3	Utilizing CURE for better opportunities	2 hours

Overview – The students will be able to understand & apply cross-skilling, up-skilling, re-skilling & expert-skilling to accentuate their career opportunities.
Activity — Identifying & Mapping personalities with profiles through MBTI; Presentations for the application of CURE.

Activity 4	Introduction to Group Discussion	6 hours

4Ts (Types, techniques, tips, & tricks – PESTLE approach)
Overview – The students will be able to speak & present their ideas on diverse topics.
Activity - Conduct of Mock GDs (CNA Based)

Activity 5	**Conventional Resume Preparation, Effective E-mail writing & a Cover Letter for internship**	**4 hours**
Overview – The students will be able to prepare their resume for an internship & write an email as a cover letter to apply for an internship **Activity-**Practice session in Labs (Resume; Cover Letter; E-Mail)		
Activity 6	**Public speaking – Overcoming Glossophobia (stage fear)**	**4 hours**
Overview - An opportunity for public speaking will be provided to work on the student's confidence **Activity** – Picture perception/Video Perception; JAM session		
Activity 7	**Personal Branding-1: Preparation of LinkedIn Profile**	**2 hours**
Overview – Students will be able to prepare their LinkedIn profile that would be useful for job opportunities/internship opportunities/networking in the corporate sector **Activity** – LinkedIn Profile preparation for networking & better job opportunities		
Activity 8	**Corporate Etiquette and Professional Grooming**	**2 hours**
Overview - The students will be able to learn corporate etiquette & professional grooming (dressing, appearance, behavior, & non-verbal communication) **Activity:** Discussion & Role Plays		
	Total Lecture Hours	**26 hours**

Reference Books:

1. Soft Skills for Everyone, Cengage Learning, by Jeff Butterfield

2. Fromkin A. Victoria, An Introduction to Language, 09th Edition, Wadsworth Cengage Learning

3. Steven Brown, (2011) Dorolyn Smith, Active Listening 3, 3rd Edition, UK: Cambridge University Press.

4. Personality Development and Soft Skills and Soft Skills, By Barun Mitra

5. Business Communication for Managers; Payal Mehra, Pearson Delhi, 2012

6. Technical Communication, (Second Edition); O.U.P., Meenakshi Raman & S. Sharma New Delhi, 2011.

Mode of Evaluation

MSE	CA				ESE	Total
	CA1 **25**	CA2 **25**	CA3 (ATT) **-**			
-						
	(50)				**-**	**50**

SEMESTER 2
Basic proficiency in Japanese (HS103P)

Course Code: HS103P	Course Name: Basic Proficiency in Japanese			L	T	P	C
Course Offered in: MBA				0	0	4	2

Course Objectives:

1. To Develop basic listening, speaking, reading and writing proficiency in the target language, enabling global communication skills.
2. To Foster an understanding of intercultural communication, particularly between Indian and target-language-speaking cultures.
3. Introduce students to the global significance of the target language and appreciate its culture & ethics in international contexts.

Course Outcome: After completion of the course, the student will be able to

1. Understand how language and culture interact in global context and impact intercultural communication
2. Introduce themselves in the respective language and understand the syllables and number
3. Apply their learning in basic conversations and understand the social etiquette of professional world
4. Utilize the skills of listening, speaking and non-verbal communication in the target language

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	APO1	APO2
CO1	-	-	-	3	-	-	
CO2	-	-	-	3	-	-	
CO3	-	-	2	3	-	-	
CO4	-	-	1	3	-	-	

Unit 1	**Basic Component of Japanese**	**09 hours**

- Express and understand basic greetings
- Say his/her name and ask others
- Ask, answer and understand questions on nationality
- Identify, say and understand numbers from 1-20
- Orally present oneself briefly. (using simple adjectives)
- Recognize and spell correctly alphabet in **Japanese**
- Understand and use basic classroom instructions.

Unit 2	**Shopping and Dining in Japan**	**09 hours**

- Topics: Asking for prices, ordering food, and making simple requests
- Listening: Store and restaurant dialogues
- Speaking: Role-playing customer interactions in shops and restaurants
- Cultural Focus: Japanese dining etiquette and manners

Unit 3	**Technology and Digital Communication in Japanese**	**09 hours**

- Topics: Messaging apps, writing short emails
- Listening: Voice message comprehension, instructions in Japanese
- Speaking: Simulating phone conversations and digital communication
- Cultural Focus: Technology use in Japan and its impact on communication

Unit 4	**Respecting Japanese and Indian Cultures in Global Context**	**09 hours**

- Topics: Japanese traditions, festivals, family structures, Japanese language in international business and cultural exchange
- Listening: Japanese discussions on family and holidays
- Cultural Comparison: Japanese vs. Indian family values, hierarchical structures

	Total Lecture Hours	**30 hours**

Mode of Evaluation

MSE		CA				ESE	Total
MSE1 40	MSE2 40	CA1 8	CA2 8	CA3 (ATT) 4	CA4 -	ESE	Total
80		(20)				-	100

Basic proficiency in German (HS104P)

Course Code: HS104P	Course Name: Basic Proficiency in German		L	T	P	C
Course Offered in: MBA			0	0	4	2

Course Objectives:

1. To Develop basic listening, speaking, reading and writing proficiency in the target language, enabling global communication skills.
2. To Foster an understanding of intercultural communication, particularly between Indian and target-language-speaking cultures.
3. Introduce students to the global significance of the target language and appreciate its culture & ethics in international contexts.

Course Outcome: After completion of the course, the student will be able to

1. Understand how language and culture interact in global context and impact intercultural communication
2. Introduce themselves in the respective language and understand the syllables and number
3. Apply their learning in basic conversations and understand the social etiquette of professional world
4. Utilize the skills of listening, speaking and non-verbal communication in the target language

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	APO1	APO2
CO1	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-
CO3	-	-	2	3	-	-	-
CO4	-	-	1	3	-	-	-

Unit 1	Basic Component of German	09 hours

- Express and understand basic greetings
- Say his/her name and ask others
- Ask, answer and understand questions on nationality
- Identify, say and understand numbers from 1-20
- Orally present oneself briefly. (using simple adjectives)
- Recognize and spell correctly alphabet in German.
- Understand and use basic classroom instructions.

Unit 2	Navigating Everyday Situations	09 hours

- Topics: Asking for directions, shopping
- Listening: Conversations in stores, public transport
- Speaking: Role-playing travel and shopping scenarios
- Cultural Focus: Understanding German customer service and politeness

Unit 3	Digital and Non-verbal Communication in German	09 hours

- Topics: Writing formal/informal emails, texts
- Listening: Voice messages, email instructions
- Speaking: Practicing phone calls and messages
- Cultural Focus: Differences in professional communication styles in Germany

Unit 4	Respecting German and Indian Cultures in Global Context	09 hours

- Topics: Work culture, family values, and celebrations, German language in international business and tourism
- Listening: German perspectives on holidays and family life
- Cultural Comparison: Indian vs. German approaches to work-life balance

	Total Lecture Hours	30 hours

Mode of Evaluation

MSE		CA				ESE	Total
MSE1 40	MSE2 40	CA1 8	CA2 8	CA3 (ATT) 4		-	
80		(20)					100

Basic proficiency in French (HS105P)

Course Code: HS105P	Course Name: Basic Proficiency in French		L	T	P	C
Course Offered in: MBA			0	0	4	2
Course Objectives:						

Course Objectives:

1. To Develop basic listening, speaking, reading and writing proficiency in the target language, enabling global communication skills.
2. To Foster an understanding of intercultural communication, particularly between Indian and target-language-speaking cultures.
3. Introduce students to the global significance of the target language and appreciate its culture & ethics in international contexts.

Course Outcome: After completion of the course, the student will be able to

1. Understand how language and culture interact in global context and impact intercultural communication
2. Introduce themselves in the respective language and understand the syllables and number
3. Apply their learning in basic conversations and understand the social etiquette of professional world
4. Utilize the skills of listening, speaking and non-verbal communication in the target language

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	APO1	APO2
CO1	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-
CO3	-	-	2	3	-	-	-
CO4	-	-	1	3	-	-	-

Unit 1	**Basic Component of French Language**	**09 hours**

- Express and understand basic greetings
- Say his/her name and ask others
- Ask, answer and understand questions on nationality
- Identify, say and understand numbers from 1-20
- Orally present oneself briefly. (using simple adjectives)
- Recognize and spell correctly alphabet in French
- Understand and use basic classroom instructions.

Unit 2	**Basic Communication and Social Etiquette**	**09 hours**

- Topics: Greetings, introductions, simple conversations, Identify, say and understand numbers from 21-50
- Listening Activities: Audio recordings of daily conversations (e.g., asking directions)
- Speaking Practice: Role-playing everyday scenarios (e.g., at a café, meeting new people)
- Cultural Focus: French social etiquette, mealtime behavior

Unit 3	**Expressing Needs and Asking Questions**	**09 hours**

- Topics: Asking for help, making requests, and inquiries, Identify, say and understand numbers from 51-100
- Listening: Simple dialogues (e.g., ordering food, asking for information)
- Speaking: Formulating questions and responses
- Cultural Focus: Formal vs. informal communication in France

Unit 4	**Respecting German and Indian Cultures in Global Context**	**09 hours**

- Topics: Understanding French family values, traditions, and how they differ from Indian values, French language in international diplomacy, travel, and business
- Activities: Discussions on holidays, family dynamics, and festivals
- Comparison: French cuisine vs. Indian cuisine, cultural symbolism

	Total Lecture Hours	**30 hours**

Mode of Evaluation

MSE		CA				ESE	Total
MSE1 40	MSE2 40	CA1 8	CA2 8	CA3 (ATT) 4		-	Total
80		(20)					100

Basic proficiency in Spanish (HS106P)

Course Code: HS106P	Course Name: Basic Proficiency in Spanish			L	T	P	C
Course Offered in: MBA				0	0	4	2

Course Objectives:
1. To Develop basic listening, speaking, reading and writing proficiency in the target language, enabling global communication skills.
2. To Foster an understanding of intercultural communication, particularly between Indian and target-language-speaking cultures.
3. Introduce students to the global significance of the target language and appreciate its culture & ethics in international contexts.

Course Outcome: After completion of the course, the student will be able to
1. Understand how language and culture interact in global context and impact intercultural communication
2. Introduce themselves in the respective language and understand the syllables and number
3. Apply their learning in basic conversations and understand the social etiquette of professional world
4. Utilize the skills of listening, speaking and non-verbal communication in the target language

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	APO1	APO2
CO1	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-
CO3	-	-	2	3	-	-	-
CO4	-	-	1	3	-	-	-

Unit 1	Basic Component of Spanish	09 hours

- Express and understand basic greetings
- Say his/her name and ask others
- Ask, answer and understand questions on nationality
- Identify, say and understand numbers from 1-20
- Orally present oneself briefly. (using simple adjectives)
- Recognize and spell correctly alphabet in Spanish.
- Understand and use basic classroom instructions.

Unit 2	Navigating Common Situations	09 hours

- Topics: Asking for help, giving directions
- Listening: Directions, shopping dialogues
- Speaking: Role-playing travel and shopping scenarios
- Cultural Focus: Politeness in Spanish-speaking cultures, regional differences

Unit 3	Using Technology in Spanish Communication	09 hours

- Topics: Writing emails, texting, using social media
- Listening: Voice notes, social media interactions
- Speaking: Practicing digital communication in Spanish
- Cultural Focus: The use of technology in Spanish-speaking countries

Unit 4	Respecting Spanish and Indian Cultures in Global Context	09 hours

- Topics: Spanish festivals, cultural differences in communication, The importance of Spanish in global communication
- Listening: Cultural discussions, traditions in Spain
- Cultural Comparison: Spanish siesta vs. Indian work culture, family structure

	Total Lecture Hours	30 hours

Mode of Evaluation

MSE		CA				ESE	Total
MSE1 40	MSE2 40	CA1 8	CA2 8	CA3 (ATT) 4		-	
80		(20)					100

VAC - II -Digital Marketing (MS517P)

Theory Course Code	Theory Course Name	L	T	P	C
MS517P	VAC - II (Digital Marketing)	0	0	2	Non Credit Course

Course Objectives

1. To provide Comprehensive knowledge of digital marketing and website development.
2. To develop hands on learning of Search Engine Optimization (SEO) and E-Mail Marketing.

Course Outcome (COs)

CO No.	Statement of Course Outcome	Bloom's Cognitive Process Level (BL)	Knowledge Category (KC)
After the completion of the course, the student will be able to:			
CO 1	Apply the Comprehensive Understanding of Digital Marketing Frameworks.	Apply (BL 3)	Procedural
CO 2	Outline Practical Proficiency in Website and Blog Development	Analyze (BL 4)	Procedural
CO 3	Diagnose the Mastery of SEO and Email Marketing Techniques	Analyze (BL 4)	Procedural

CO-PO Mapping (scale 1: low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	2	-	2	1	2	2
CO 2	2	2	-	1	1	2	2
CO 3	2	2	-	2	1	2	2
PO / APO Target (Avg)	2.0	2.0	-	1.6	1	2	2

SYLLABUS

Unit	Details	Hours	Cases/Activities/ Exercises

Unit 1	**Introduction to Digital Marketing:** Introduction to Digital Marketing, The contemporary digital revolution, , Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital Marketing plan, Digital Marketing models.	6	**Class Room Activities**
			    Digital Storytelling
			    POEM model worksheet
			Cases
			    Gupta Media: Performance Marketing in the Digital Age
			    (HBR)

Unit 2	**Introduction to Website and Blog Development:** Types of websites, Keywords, Understanding Domain and Webhosting, Building Website/Blog using CMS WordPress, Using WordPress Plug-ins; Blog Creation: Including Headlines, Links, Posts; Using various plugins like Elimentor	7	**Class Room Activities**
			    Blog Creation via Domain
			    Hands- on Eliminator and Word Press Software

Unit 3	**SEO& Email-Marketing:** Introduction to SEO; SEO Keyword Planner Tools; On Page SEO Techniques: Display Advertising, Various SEO Plug-in, Off–Page SEO Techniques; Email Marketing-campaigns using Mail Chimp; Email Marketing Strategy and Monitoring.	7	**Class Room Activities** Mail Chimp Activity Email Marketing Campaigns worksheet (sample for two different companies) **Cases** Retail Rocket- Personalizing the Online Shopping Experience (HBR)
	Total Lecture hours	**20 hours**	

Textbook
- Vandana, Ahuja; Digital Marketing, Oxford University Press India
- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page
- Tracy L. Tuten & Michael R. Solomon: Social Media Marketing (Sage Publication)

Reference Books
- Moutsy Maiti: Internet Marketing, Oxford University Press India
- Seema Gupta; Digital Marketing, McGraw Hill Education; First edition (November 2017)

Mode of Evaluation (Theory)
Continuous Assessment (CA): Case Presentation/ Activities/ Assignment / Quiz / Project/ MOOC etc.
Evaluation Scheme

MSE		CA				ESE	Total
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**
-	**-**	**25**	**25**	**-**		**-**	
		(50)					**50**

Industry Readiness- II (HS118P)

Course Code: HS118P	Theory Course Name: Industry Readiness – II	L	T	P	C
		0	0	2	NC

Course Objectives:
1. To build a strong foundation in basic math concepts and become proficient in calculations and problem-solving.
2. To develop critical thinking and logical reasoning to solve complex problems effectively.
3. To learn to interpret and analyse data from tables, graphs, and charts for informed decision-making.
4. To improve speed and accuracy through practice, mastering time-saving techniques for exams.
5. To prepare for competitive exams with focused training in quantitative aptitude and reasoning skills.

Course Outcome:
1. Identify and extract relevant information to solve problems using appropriate mathematical techniques.
2. Apply logical reasoning and a structured approach to derive effective solutions.
3. Analyse data to detect patterns, trends, and relationships that support sound conclusions.

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High):

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO1	2	2	-	-	-	-	-
CO2	2	2	-	-	-	-	-
CO3	1	1	-	-	-	-	-

Detailed Syllabus		
Unit 1		**6 hours**

Blood Relation, Dice, Cube, Clock, and Calendar
Basic concepts, definition and terminology related to blood relationships, Conversation based blood relationships, Family Tree based problems, Coded relationships, Introduction of Dice, Cube and Cuboids, Learn standard dice and ordinary dice concept and various type of problems, Open and closed dice, Cube and Cuboids paint the face with different color and, cut the cube in different layer and then solve questions accordingly, Definition and Introduction of Concept and Relation of angle and time, Overtaking, overlapping, right-angle and straight Angle with respect to time, Error in clock (faster and slower), Correct time of clock, Mirror and Water Image of clock, Introduction of Calendar, Concept of Normal and Leap Year, Finding Odd days, Finding the day of the week of given date with and without reference.

Unit 2		**6 hours**

Time, Speed and Distance (TSD), Time and Work
Basic concepts, definition, and terminology related to TSD, Direct and Indirect relation of TSD, Unit Conversions, Average Speed, Relative Speed, Problem on Train, Problem on Boat & Stream, Race, and Games, Introduction to the Time and Work, Work and Wages, Efficiency based problems, Time and work-based problems, Pipe & Cistern based problems.

Unit 3		**6 hours**

Logical Deduction and Critical Reasoning
Syllogism, Argument – Identifying the Different Parts (Premise, assumption, conclusion), Course of Action, Cause and Effect, Assertion and Reason, Statement and Assumption, Logical Deduction.

Unit 4		**6 hours**

Permutation, Combination, and Probability
Definition and Introduction of permutation and combination, Fundamental principle of counting by "AND" or "OR" rule, Forming of Numbers, Words, and Team, Problems related to linear and nonlinear arrangement, Application based Geometry, Match, handshake, Chessboard, Whole number, and Natural number solution, etc., Distribution: - Identical & Distinct, Basic concepts, definition and terminology related to probability, Problem based on Dice, Coins, Playing cards, Marbles, etc., Conditional Probability – Bayes theorem, Question based on Binomial theorem.

Unit 5		**6 hours**

Analytical and Nonverbal Reasoning, Data Sufficiency,
Analytical Reasoning Problems, Puzzles, Mirror Image, Water Image, Paper cutting and folding, Embedded Figures, Non-verbal series, Group of Images, Number in figures, Problems based on Data Sufficiency.

	Total Lecture Hours	**30 hours**

Textbook:
1. "Quantitative Aptitude for Competitive Examinations" by R.S. Aggarwal, S. Chand Publication, 2017.
2. "A Modern Approach to Verbal & Non-Verbal Reasoning" by R.S. Aggarwal, S. Chand Publication, 2018.

Reference Books:
4. "How to Prepare for Quantitative Aptitude for the CAT" by Arun Sharma, 10th Edition, TMH Publication, 2022.
5. "How to Prepare for Logical Reasoning for the CAT" by Arun Sharma, 7th Edition, TMH Publication, 2024.
6. "How to Prepare for Data Interpretation for the CAT" by Arun Sharma, 8th Edition, TMH Publication, 2024.

Mode of Evaluation:

MSE	CA				ESE	Total
-	CA1 25	CA2 25	CA3 (ATT) -			
	(50)					50

Soft Skill - II (HS117P)

Course Code: HS117P	Course Name: Soft Skills-II		L	T	P	C
Course Offered in: MBA			0	0	2	NC
Pre-requisite: NA						
Course Objectives:						
1. To cultivate the required skills in the students to be industry–ready via advanced-level simulations 2. To make the students competent to face real-time business scenarios.						
Course Outcome: After completion of the course, the student will be able to						
1. To **express** effectively with a special focus on professional contexts. 2. To develop employability skills in various business scenarios. 3. To illustrate managerial skills with a focus on persuasion and creativity skills.						

CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)

PO/ CO	PO 1	PO 2	PO 3	PO 4	PO 5	APO 1	APO 2	
CO 1	-	-	1	1	1	-	-	
CO 2	-	-	1	2	2	-	-	
CO 3	-	1	1	2	2	-	-	
PO TARGET	-	.3	1	1.7	1.7	-	-	

Activity 1	Theme presentations	2 hours
Overview: Students will be able to recapitulate the learning from the previous semester Activity – Crafting and delivering presentations on the learnings of the previous semester. .		
Activity 2	Embracing Change	2 hours
Overview: Students will be able to prepare themselves for embracing change; and adapting themselves to the world which is VUCA, BANI, RUPT, & TUNA. Activity-Case Studies & Caselets		
Activity 3	Personal Branding(II), and Networking	2 hours
Overview: Students will be able to present themselves as a brand through an E-portfolio, ATS friendly Resume a video Resume Activity-ATS Friendly Resume-QUIZ; Designing an e-portfolio; Playing instructional video; Video Resumes Practice `		
Activity 4	Persuasive Presentations	4 hours
Overview: Students will be able to present compelling pitch with conviction Activity-Presentations through Collage Making & Logo Making		
Activity 5	Introduction to Interviews: 4 Ts (Types, Tips, Tricks & Techniques)	6 hours
Overview: Students will be able to learn about interview types, tips, tricks &techniques Activity – Practicing interviews in class covering a variety of scenarios		
Activity 6	Volt-face (Turning the point of view) Counter-faces	2 hours
Overview-Students will be able to convince the other way around by offering logical &tactful argumentations.		

Activity-Turncoat/Volte face -Extempore		
Activity 7	**Plausible Talks**	**2 hours**
Overview: Students will be able to practice advanced-level communication with persuasion & creativity Activity – AD-Mad Show		
Activity 8	**Business & Current News Awareness**	**2 hours**
Overview: Students will be able to discuss business news & current news using business vocabulary Activity – Panel /Group Discussion		
Activity 9	**Group Discussion – Practice sessions-II**	**4 hours**
Overview: Students will be able to practice Group Discussions Activity – Practice GDs (On CNA & Abstract Topics)		
	Total Lecture Hours	**26 hours**

Reference Books:
1. Fromkin A. Victoria, An Introduction to Language, 09th Edition, Wadsworth Cengage Learning
2. Steven Brown, (2011) Dorolyn Smith, Active Listening 3, 3rd Edition, UK: Cambridge University Press.
3. Personality Development and Soft Skills and Soft Skills, By Barun K. Mitra
4. Steal Like an Artist: 10 Things Nobody Told You About Being Creative – Austin Kleon
5. How to Interview and Conduct Focus Groups by Jen Katz-Buonincontro
6. Business Communication for Managers; Payal Mehra, Pearson Delhi, 2012
7. Uma Maheshwari, (2018), Soft Skills for Campus Placements, 1st Edition, Wiley India Private Limited.
8. Jeff Butterfield, (2019) Soft Skills for Everyone, 2nd Edition, Cengage Learning

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Mode of Evaluation

MSE	CA				ESE	Total	
-	CA1 25	CA2 25	CA3 (ATT) -				
	(50)				-	50	