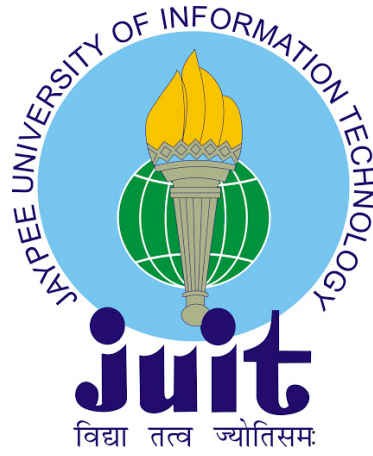


MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE
(2026-2028)



MBA PROGRAM OUTCOMES

PO1: Management Knowledge: Demonstrate in-depth knowledge of various domains of Management, including broader global perspectives, with an ability to discriminate, evaluate, analyse and synthesize existing as well as new knowledge, and integrate the same for enhancement of knowledge.

PO2: Critical Thinking: Exhibit critical awareness to develop strategies and solutions to current business problems.

PO3: Application: Apply the knowledge of management to manage projects in the work environment efficiently and develop effective and innovative business strategy.

PO4: Communication Skills: Communicate simple and complex managerial activities confidently and effectively through reports and effective presentations.

PO5: Independence: Demonstrate that they can function independently and/ or take responsibility for managing professional practices, in highly complex environments.

PO6: Collaboration and Leadership: Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities to maximize the usage of diverse skills of team members.

PO7: Innovation: To identify timely opportunity to create value and wealth for the stakeholders of the society for sustainable development.

PO8: Ethics and Entrepreneurship: To identify the contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions, exhibit value-based leadership.

PO9: Life-long Learning: Observe and examine critically the outcomes of one's actions, make corrective measures, and learn from mistakes without depending on external feedback.

JAYPEE BUSINESS SCHOOL, WAKNAGHAT JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, SOLAN								
MBA I Semester								
S.No .	Category Code	Subject Code	Name of the Subject	Course Hours			Credits	Total Hours
				L	T	P		
1	Core Discipline		Economics for Business and Government	3	0	0	3	3
2	Core Discipline		Financial Accounting and Reporting	3	0	0	3	3
3	Core Discipline		Marketing Management	3	0	0	3	3
4	Core Discipline		Organizational Behaviour	3	0	0	3	3
5	Core Discipline		Business Statistics Using Excel Spreadsheet	1	0	2	2	3
6	Core Discipline		Corporate Skill Development - 1	0	0	6	3	6
7	Core Discipline		Corporate Finance	3	0	0	3	3
8	Core Discipline		Operations Management	3	0	0	3	3
9	Core Discipline		Digital Transformation in Business	2	0	0	2	2
10	Audit Course		Indian Ethos & Business Ethics - (Audit Course)	2	0	0	0	2
Total Sem I							25	31

JAYPEE BUSINESS SCHOOL, WAKNAGHAT JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, SOLAN								
MBA II Semester								
S.No .	Category Code	Subject Code	Name of the Subject	Course Hours			Credits	Total Hours
				L	T	P		
1	Core Discipline		Legal Aspects of Business	2	0	0	2	2

2	Core Discipline		Human Resources Management	3	0	0	3	3
3	Core Discipline		Innovation and Entrepreneurship	2	0	0	2	2
4	Core Discipline		Management Accounting	3	0	0	3	3
5	Core Discipline		Business Research Methods	2	0	0	2	2
6	Core Discipline		Business Analytics	3	0	0	3	3
7	Core Discipline		Corporate Skill Development - 2	0	0	6	3	6
8	Core Discipline		Business Simulation	0	0	4	2	4
9	Elective Major - 1			3	0	0	3	3
10	Elective Major - 2			3	0	0	3	3
Total Sem II							26	31
First Year Total Credits / Hours							51	62

JAYPEE BUSINESS SCHOOL, WAKNAGHAT JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, SOLAN								
MBA III Semester								
S.No	Category Code	Subject Code	Name of the Subject	Course Hours			Credits	Total Hours
				L	T	P		
1	Core Discipline		Artificial Intelligence in Business	3	0	0	3	3
2	Core Discipline		SMART LAB 1- Simulated market trading Application	0	0	2	1	2
3	Core Discipline		Corporate Skill Development - 3	0	0	4	2	4
4	Elective Major - 3			3	0	0	3	3
5	Elective Major - 4			3	0	0	3	3

6	Elective Major - 5			3	0	0	3	3
7	Elective Minor – 6			3	0	0	3	3
8	Elective Minor – 1			3	0	0	3	3
9	Elective Minor – 2			3	0	0	3	3
10	Elective Minor – 3			3	0	0	3	3
11	SEC		Capstone Project	-	-	-	3	-
Total Sem III							30	27
	INT01		Corporate Internship (8 weeks) after First Year				4	

JAYPEE BUSINESS SCHOOL, WAKNAGHAT JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, SOLAN								
MBA IV Semester								
S.No .	Category Code	Subject Code	Name of the Subject	Course Hours			Credits	Total Hours
				L	T	P		
1	Core Discipline		Strategic Management	3	0	0	3	3
2	Elective Major – 7			3	0	0	3	3
3	Elective Minor – 4			3	0	0	3	3
4	Dissertation						9	9
Total Sem IV							18	18
5	INT02		Social Immersion Project (4 weeks)				2	
Second Year Total Credits / Hours							51	48
Total Programme Credits / Hours							105	110

ECONOMICS FOR BUSINESS AND GOVERNMENT

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P: 3-0-0

Pre-requisite: None

Course Objectives:

1. To use managerial economics concepts in business decision-making.
2. To comprehend economic models for business decision-making.
3. To emphasize on developing an ability in the student to appreciate the linkages between macro environment changes and micro level decision-making, as a manager and as a consumer.
4. To relate the economic concepts to Economic news

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand basic concepts of economics for business and government	Familiarity
CO-2	Make use of the concepts related to managerial economics for business decision	Assessment
CO-3	Analyse micro and macroeconomic environment for business and government	Assessment
CO-4	Evaluate firm level and government level policies and their impact on business decisions	Usage

Course Contents:

Unit	Contents	Lectures Required
1	Introduction to the Course: Introduction to the concepts and different components of microeconomics and macroeconomics, Understanding the basic economic problems and resources	1
2	Art and Science of Economic Analysis: Understanding Economic Problems, Art of Economic Analysis, Science of Economic Analysis, Pitfalls of faulty economic analysis	2
3	Economics Tools and Economic Systems: Understanding the concept of Opportunity Cost. (Case Study: Ronda Company's decision: shoes or shirts?); Comparative Advantage and Specialization, Economic Systems; AI and Opportunity Cost: Build vs. Buy AI Decisions in Firms; Digital Economic Systems: Platform Economies and Data-Driven Markets	2

	Case Study: Amazon's decision to build AWS – opportunity cost and comparative advantage in cloud computing	
4	Economic Decision Makers: Households, Firms, Government, Rest of the World; Role of Tech Giants (Google, Meta, Amazon) as Economic Decision Makers; AI Platforms as New Economic Actors; Case Study: Hurricane Sandy and gas shortages; Case Study: Uber's Surge Pricing – AI-Driven Demand-Supply Decisions in Crisis Situations	2
5	Demand, Supply and Markets: Law of Demand, Demand, Shift in the Demand Curve, Supply, Shift in the Supply Curve, Equilibrium, Changes in the Equilibrium; Algorithmic Pricing and Dynamic Markets; AI-Driven Demand Forecasting; Network Effects and Digital Markets Case Study: Gordon Gekko still in real estate; Case Study: How Netflix Uses AI to Shift Demand Curves – Personalization and Content Supply Decisions	3
6	Elasticity of Demand and Supply: Concepts and Determinants of Price, Income and Cross Elasticity of Demand and Supply Case Study: Elasticity is cool!; Case Study: Price Elasticity in App Stores – How Apple and Google Price Digital Goods; AI-Based Dynamic Pricing and Elasticity Estimation	3
7	Consumer Choice and Demand: Utility Analysis, Measuring Utility, Application of Utility Analysis Case Study: Pencil or apple?; Case Study: Digital Utility – How Streaming Services (Spotify, Netflix) Maximise Consumer Utility through AI Recommendations	2
8	Production and Costs in the Firm: Concept of Costs, Cost is short-run and long-run, Production schedule, Production in short-run and long-run, Optimal Employment of Factors of Production Case Study: Highway around the world. Why does Polish fuel seem absurdly expensive?; Case Study: Tesla's Gigafactory – Economies of Scale, Automation and AI in Production Cost Reduction; AI and Marginal Cost Approaching Zero in Digital Goods (e.g., ChatGPT API)	4
9	Perfect Competition: Criteria to identify the types of competition, Short-Run and Long-Run Profit Maximization and Loss Minimization conditions Case Study: God as an economist. Would He create perfect competition in our world?; Case Study: Are Digital Markets Perfectly Competitive? – The Economics of Google Search, Winner-Take-All Markets and AI Monopolies	4

10	Introduction to Macroeconomics: National Economy, Aggregate Demand and Aggregate Supply	2
11	Productivity and Growth: The Theory of Productivity and Growth, Productivity and Growth in Practice, Other Issues of Technology and Growth; AI as a General-Purpose Technology (GPT) and Its Impact on Total Factor Productivity; Automation, Robotics and the Future of Labour Productivity; Case Study: South Korea's Technology-Led Growth Model; AI and India's IT-Driven Productivity Gains	2
12	Tracking the Indian Economy: Measuring National Income, Trends and Composition of India's GDP	3
13	Unemployment and Inflation: Unemployment: Its Measure and Sources, Other Unemployment Issues, Inflation: Its Measure and Sources, Effects of Inflation Case Study: Good years for farming are not necessarily good years for farmers; Case Study: Technological Unemployment – How AI and Automation Are Reshaping Employment Patterns in Banking and Manufacturing Sectors in India	2
14	Aggregate Expenditure: The Concepts of Aggregate Expenditure and Income	2
15	Aggregate Demand: Consumption, Non-income Determinants of Consumption, Other Spending Components	2
16	Aggregate Supply: Aggregate Supply in the Short Run, From the Short Run to the Long Run, Aggregate Supply in the Long Run, Changes in Aggregate Supply	2
17	Fiscal Policy: Theory of Fiscal Policy, Trends in Fiscal Policy, Reforms in Fiscal Policy, Budget Assessment; Digital Economy Taxation Policy (e.g., India's Equalisation Levy on Tech Giants); AI in Government Budgeting and Public Expenditure Analytics; Fiscal Impact of Subsidising Technology and Semiconductor Industries Case Study: Will be based on recent events; Case Study: India's PLI (Production-Linked Incentive) Scheme for Electronics and Semiconductors – Fiscal Policy Meets Industrial Technology Strategy	2
18	Monetary Policy: The Demand and Supply of Money, Money and Aggregate Demand in the Short Run, Money and Aggregate Demand in the Long Run, Targets for Monetary Policy; Central Bank Digital Currencies (CBDCs) and Monetary Policy; Cryptocurrencies and Decentralised Finance (DeFi) – Challenges to Traditional Monetary Frameworks; AI in Central Banking: RBI's Use of Data Analytics for Inflation Targeting	2

	Case Study: Will be based on recent events; Case Study: India's Digital Rupee (e-Rupee) – CBDC Design, Monetary Policy Implications and Financial Inclusion	
	Total Lectures	42

Suggested Text Book(s):

1. McEachren: Micro Econ, Cengage Learning, Ed 6th, 2018.
2. McEachren: Macro Econ, Cengage Learning, Ed 5th, 2017.

Suggested Reference Book(s):

1. Salvatore and Rastogi: Managerial Economics, Ed 9th, Oxford.
2. Vanit Agarwal: Managerial Economics, Pearson.
3. Burda and Wyplosz: Macroeconomics, Ed 6th, Oxford.
4. News Clippings, Magazines, Internet, Websites, Case Studies from different sources
5. Brynjolfsson, E. and McAfee, A.: The Second Machine Age – Work, Progress, and Prosperity in a Time of Brilliant Technologies, W.W. Norton & Company, 2014.
6. Agrawal, A., Gans, J. and Goldfarb, A.: Prediction Machines – The Simple Economics of Artificial Intelligence, Harvard Business Review Press, 2018.
7. Parker, G., Van Alstyne, M. and Choudary, S.P.: Platform Revolution – How Networked Markets Are Transforming the Economy and How to Make Them Work for You, W.W. Norton & Company, 2016.
8. Rifkin, J.: The Zero Marginal Cost Society – The Internet of Things, the Collaborative Commons, and the Eclipse of Capitalism, Palgrave Macmillan, 2014.
9. Reserve Bank of India: Report on Currency and Finance 2022-23 – Towards a Digital Economy. Available at: www.rbi.org.in
10. NITI Aayog: National Strategy for Artificial Intelligence and National Data & Analytics Platform Reports. Available at: www.niti.gov.in
11. World Economic Forum: The Future of Jobs Report 2023 – Automation, AI and the Changing Nature of Work. Available at: www.weforum.org

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	2	1	1	2	1	1	3	1.8

CO2	3	3	3	1	2	2	2	3	3	2.4
CO3	3	3	3	2	2	2	3	3	3	2.7
CO4	3	3	3	3	3	3	3	3	3	3.0
Average	3.0	2.8	2.8	1.8	2.0	2.3	2.3	2.5	3.0	2.5

FINANCIAL ACCOUNTING AND REPORTING

COURSE CODE:

COURSE CREDITS: 3

AREA: ACCOUNTING & FINANCE

CORE/ELECTIVE: Core

L-T-P: 3-0-0

Pre-requisite: None

Course Objectives:

1. To understand basic concepts and principles of financial accounting.
2. To learn the process of recording financial transactions.
3. To learn the preparation of financial statements for evaluating performance.
4. To use accounting information for managerial decision-making.

S.No.	Course Outcomes	Level of Attainment
CO-1	To understand the accounting principles, process and need of reporting.	Familiarity
CO-2	To apply these fundamentals and processes to record business transactions in the journal, ledger and trial balance.	Usage
CO-3	To prepare the income statements, balance sheet and cash flow statements.	Assessment
CO-4	To learn the process and implications of financial information reporting to satisfy legal and managerial requirements	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Accounting: Importance - Objectives – Principles. GAAP: Accounting Concepts and Conventions. Accounting System: Double Entry System – Recording Business Transactions - Classification of Accounts - Accounting Cycle - Users of Accounting Information Case 1: Developing the accounting process for a hypothetical startup.	6
2	Accounting Process. Books of Original Record: Journal - Ledger - Trial Balance (Problems) - Classification of Capital and Revenue Expenses Case 2: Developing a set of typical transactions for common financial events of the startup from case 1.	10
3	Preparation of income statement, Balance sheet with Adjustments (Problems) Cash flow statement, bank reconciliation statement	12

	Case 3: Learning to decode the circumstances of a business from the financial statements	
4	Preparation of accounting policies, significance and disclosure, Qualitative Characteristics of Financial Reporting, Presentation of financial statements. Reporting Period, Timeliness, Information to be presented on the face of the Statement of Financial Position, Disclosure of Accounting Policies. Case 4: Collecting information on accounting policies being used by businesses of different types.	7
5	Financial Reporting- SEBI regulations, consideration before publishing financial results under SEBI, Management and process disclosure, general disclosures, Format for submission of Unaudited/Audited financial results by companies. Case 5: Evaluation of SEBI website as a source of information.	7
	TOTAL	42

Suggested Text Book(s):

1. Tulsian, P. C.: Financial Accounting, Publisher: Pearson Education, (2019)
2. Batra, Jay. Kumar: Accounting and Finance for non-finance managers, S. Chand & Co., (2019)
3. Bhattacharya, Ashish K.: Financial Accounting- For business managers, Publisher: PHI. (2019)

Suggested Reference Book(s):

1. Shukla, M. C., Grewal, T. S.: Advanced Financial Accounting, Publisher: S. Chand & Co. (2019)

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	2	1	1	2	1	2	3	1.89
CO2	3	3	3	2	3	2	2	3	3	2.67
CO3	3	3	3	2	3	3	2	3	3	2.78
CO4	3	2	2	2	2	3	2	3	3	2.44
Average	3	2.5	2.5	1.75	2.25	2.5	1.75	2.75	3	

MARKETING MANAGEMENT

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P: 3-0-0

Pre-requisite: None

The first marketing course, therefore, the objective of the course is to familiarize the participants with the basic concepts and principles of marketing, and help them in understanding the basic marketing language.

Course Objectives:

1. To provide a conceptual framework, covering basic elements of the marketing mix.
2. To introduce the concepts of branding, segmentation, targeting and branding.
3. Application of marketing concepts for Industrial markets, Service Organizations and Global business operation.
4. Impart Integrated marketing communication techniques and processes.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the marketing concepts and marketing mix elements	Familiarity
CO-2	Analyze consumer and competitor behavior	Assessment
CO-3	Apply branding, segmentation, targeting and positioning activities	Usage
CO-4	Create Marketing and Integrated marketing plans	Usage

Course Contents:

Unit	Contents	Lectures required
1	Defining Marketing and the Marketing Process: Marketing concepts; Needs, wants and demand; Customer value and satisfaction; Exchange and relationships; Marketing management orientations; Marketing process; Marketing mix; Holistic marketing. AI-driven CRM	3
2	Analyzing Marketing Environment: Micro environment; Macro environment; Demographic and economic forces; Technological and cultural forces; Environmental scanning; SWOT analysis. AI-based trend forecasting	4
3	Managing Marketing Information: Marketing Information System (MIS); Marketing intelligence; Marketing research process; Data collection methods; Consumer insights; Demand forecasting. AI Predictive analytics	3
4	Consumer and Business Markets: Consumer buying behavior; Buying decision process; Influencing factors; Business markets; Organizational	6

	buying behavior; Market segmentation; Targeting and positioning (STP). AI-based segmentation	
5	Marketing Strategy: Strategic planning; Mission and objectives; Portfolio analysis; Growth strategies; Competitive advantage; Competitive positioning; Relationship marketing. Data-driven decision making using AI	4
6	New Product Development: Product levels and classifications; Product Life Cycle (PLC); New product development process; Idea generation; Test marketing; Adoption and diffusion. AI-assisted innovation	4
7	Brand Management: Brand equity; Brand positioning; Brand identity; Branding decisions; Brand extension; Packaging and labeling. Brand sentiment analysis	3
8	Pricing Management: Pricing objectives; Pricing methods; Value-based pricing; Competitive pricing; New product pricing; Pricing strategies and adjustments. AI-based demand forecasting	3
9	Distribution Management: Marketing channels; Channel design; Channel management; Retailing and wholesaling; Logistics and supply chain; Omni-channel distribution.	3
10	Integrated Marketing Communications: Communication process; Advertising; Sales promotion; Public relations; Personal selling; Direct and digital marketing; Social media marketing; IMC. Smart logistics; Inventory optimization	4
11	Global Market Place; Global marketing environment; Market entry strategies; Standardization vs adaptation; Global branding; Cross-cultural marketing. AI-enabled localization	2
12	Sustainable Marketing: Sustainable marketing; Social responsibility; Green marketing; Marketing ethics; CSR; Societal marketing concept. Green analytics	3
	Total	42

Suggested Text Book(s):

1. P. Kotler, G. Armstrong, and S. Balasubramanian, Principles of Marketing, 20th ed. New York, NY, USA: Pearson, 2026.)
2. A. Kumar and N. Meenakshi, Marketing Management, 3rd ed. New Delhi, India: Vikas Publishing House, 2017.

Suggested Reference Book(s):

1. K. L. Keller and V. Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5th Global ed. Harlow, U.K.: Pearson Education, 2019.
2. D. L. Mothersbaugh, D. I. Hawkins, S. B. Kleiser, and A. Mookerjee, Consumer Behavior: Building Marketing Strategy, 14th ed. New York, NY, USA: McGraw Hill, 2022

3. T. K. Panda and S. Sahadev, Sales and Distribution Management. New Delhi, India: Oxford University Press, 2019.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes(2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	1	2	1	1	1	1	1	2	1.44
CO2	3	3	2	1	1	1	1	1	2	1.67
CO3	3	2	2	1	2	1	3	1	2	1.89
CO4	3	3	3	2	2	1	3	1	2	2.22
Average	3	2.25	2.25	1.25	1.5	1	2	1	2	1.81

ORGANIZATIONAL BEHAVIOR

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P:3-0-0

Pre-requisite: None

Course Objectives: This course emphasizes upon:

1. Enhancing the students understanding of how an individual with his/her own unique characteristics like personality, attitudes, and value join the groups;
2. How members work together despite of differences to make the group/team successful.
3. How groups together form organization,
4. How leaders together with members' power play help in creating an organizational culture and making it effective.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the impact of work environment variables on behaviour in organizations	Familiarity
CO-2	Identify individual and group characteristics and its interaction to appreciate the link contributing to the emergence of Organizational behaviour and culture	Assessment
CO-3	Apply techniques in managing self and others in the organization	Usage
CO-4	Assess the techniques in managing self and others in the organization	Usage

Course Contents:

Unit	Contents	Lectures required
1	Conceptual Foundations- Evolution, Nature and Significance of Organizational Behavior: Meaning and definition of OB, evolution of OB, disciplines contributing to OB (psychology, sociology, anthropology), importance of OB, challenges and opportunities in modern organizations, models of OB, levels of analysis (individual, group, organization), contingency approach. AI changing organizational structures, digital workplaces, human-AI collaboration, algorithmic management, AI-enabled decision support systems Case Study: Google's People-Centric Organizational Behavior	3
2	Individual Differences: Personality, Skills and abilities : Personality determinants, Big Five Personality Model, MBTI, emotional stability, locus of control, self-monitoring, proactive personality, skills and competencies, intellectual and physical abilities, learning styles, person-job fit, personality-job fit theory. AI resume screening, personality	6

	prediction through digital behavior, skills analytics, competency mapping, adaptive learning platforms Case Study: Hiring at Infosys	
3	Individual Differences: Attitude, Values & Job Satisfaction: Attitudes and their components, cognitive dissonance theory, job satisfaction, organizational commitment, employee engagement, job involvement, values and value systems, measuring job satisfaction, outcomes of job satisfaction, employee withdrawal behaviors. AI tools measuring employee satisfaction through emails, surveys, chat analysis; predictive turnover analytics Case Study: Employee Dissatisfaction at a Private Bank	5
4	Basic Human Processes: Perception and Decision Making : Perception process, attribution theory, perceptual errors and biases, selective perception, halo effect, stereotyping, decision-making models, bounded rationality, intuition, creativity in decision-making, ethical decision making, behavioral biases. Case Study: Promotion Bias in Manufacturing Firm	5
5	Group Dynamics and Work Teams : Nature of groups, stages of group development, group norms, roles, status, cohesiveness, social loafing, groupthink, team structures, types of teams, team effectiveness, conflict within teams, team building, virtual teams. AI collaboration tools, smart meeting assistants, productivity tracking, virtual team coordination platforms Case Study: Team Conflict in a Hospital	5
6	Leadership, Power and Politics : Trait theories, behavioral theories, contingency theories, transformational vs transactional leadership, charismatic leadership, servant leadership, sources of power, organizational politics, political behavior, impression management, empowerment, ethical leadership. AI-assisted leadership coaching, political behavior monitoring, ethical issues in surveillance, AI-powered communication analysis Case Study: Transformational Leadership at Tata Steel	5
7	Motivation in Organizations : Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, McClelland's Theory, Expectancy Theory, Equity Theory, Goal-setting Theory, Self-determination Theory, reinforcement theory, employee recognition programs, job design, MBO, employee involvement. AI-based rewards systems, gamification, adaptive performance management, predictive engagement tools. Case Study: Incentive Failure in a Sales Organization	5
8	Coping with Organizational Life: Stress & Emotional Intelligence Emotions and moods, emotional intelligence, emotional labor, stress and stressors, work-life balance, burnout, consequences of stress, coping strategies, managing stress at individual and organizational levels,	4

	mindfulness and resilience. AI chatbots for counseling, burnout prediction systems, emotion recognition software, workload balancing tools Case Study: Burnout Among IT Employees	
9	Organizational Culture : Meaning and characteristics of organizational culture, strong vs weak culture, creating and sustaining culture, organizational socialization, cultural transmission, ethical and positive organizational culture, diversity and inclusive culture, change management. Remote work culture, AI-driven communication norms, cultural analytics, digital transformation and culture change Case Study: Culture Clash After Merger	2
10	Organization Effectiveness : Organizational effectiveness concepts, organizational design, mechanistic vs organic structures, centralization and decentralization, work specialization, departmentalization, innovation and productivity, organizational performance indicators, employee effectiveness, strategic alignment. Case Study: Declining Performance in a Retail Chain	2
	Total	42

Suggested Text Book(s):

1. Robbins, S.P., Judge, T.A., and Vohra N.: Organizational Behavior, 16th Edition, Delhi: Pearson Education, (2016)
2. Nelson L., John Quick and Khandelwal: Organizational Behavior, 3 Edition, Delhi: Cengage Learning, (2017)

Suggested Reference Book(s):

1. Pareekh U., Understanding Organizational Behavior, 2nd Edition, Delhi: Oxford University Press, (2010)

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes(2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	1	1	0	1	1	1	3	1.4
CO2	3	3	3	2	1	2	2	1	3	2

CO3	2	3	2	1	1	2	3	2	3	2
CO4	2	2	3	3	3	3	3	2	3	2
Average	2.5	2.5	2.25	1.75	1.25	2	2.25	1.5	3	

BUSINESS STATISTICS USING EXCEL SPREADSHEET

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: Core

L-T-P:1-0-2

Pre-requisite: None

Course Objectives:

1. To develop the ability to assess the statistical techniques and use them when appropriate
2. To formulate a suitable quantitative problem, obtain a solution and interpret important features of the solution in a business decision-making context.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the concepts of statistics and their usage in business.	Familiarity
CO-2	Make use of the various concepts and techniques in statistics to solve business problems.	Usage
CO-3	Analyze relationships between various business variables and concepts to draw inferences.	Assessment
CO-4	Create various statistical models to apply to business problems	Usage

Course Contents:

Unit	Contents	Lectures required
1	Basic Concepts, Data types and Measurement: Meaning and scope of Business Statistics; Importance of statistics in managerial decision-making; Types of data: Primary vs Secondary data, Qualitative vs Quantitative data; Scales of measurement: Nominal, Ordinal, Interval, Ratio; Population vs Sample; Variables and attributes. Excel Practical: Data entry techniques in Excel; Data cleaning and formatting; Sorting and filtering datasets	1
2	Data Organization and Presentation: Classification and tabulation of data; Frequency distribution; Cumulative frequency distribution; Diagrammatic presentation: Bar chart, Pie chart, Histogram, Line graph; Dashboard basics in Excel Excel Practical: Creating frequency tables; Using charts and graphs in Excel; Pivot Tables for business reporting	1
3	Descriptive Statistics: Measures of Central Tendency: Mean, Median, Mode; Measures of Dispersion: Range, Variance, Standard Deviation, Coefficient of Variation; Skewness and Kurtosis, Five-number summary Excel Practical: Using Excel functions: AVERAGE(), MEDIAN(), MODE(), STDEV(), VAR(), Descriptive Statistics Toolpak	2

4	<p>Probability and Probability Distributions: Basic probability concepts; Addition and multiplication laws; Conditional probability; Bayes' theorem; Probability distributions: Binomial distribution, Poisson distribution, Normal distribution</p> <p>Excel Practical: Using: BINOM.DIST(), POISSON.DIST(), NORM.DIST(); Business risk analysis examples</p>	2
5	<p>Sampling and Sampling Distribution: Census vs Sampling; Sampling techniques: Random sampling, Stratified sampling, Systematic sampling; Sampling errors; Central Limit Theorem; Sampling distribution of mean</p> <p>Excel Practical: Random sample generation using Excel; Using RAND() and RANDBETWEEN() functions</p>	1
6	<p>Hypothesis Testing Null and Alternative Hypothesis; Type I and Type II errors; Level of significance ; p-value concept; One-tailed and two-tailed tests</p> <p>Excel Practical: Hypothesis testing using Data Analysis Toolpak; Calculating p-values in Excel</p>	1
7	<p>Parametric Tests Z-test, t-test, Paired t-test, F-test, ANOVA (One-way)</p> <p>Excel Practical: Performing t-tests in Excel; ANOVA using Data Analysis Toolpak</p> <p>Business Applications: Comparing sales performance; Employee productivity analysis; Product testing</p>	2
8	<p>Non-Parametric Tests Introduction to non-parametric tests; Chi-square test; Sign test; Wilcoxon test; Kruskal-Wallis test (basic overview)</p> <p>Excel Practical: Chi-square analysis in Excel; Contingency tables; Sign test; Wilcoxon test.</p>	2
9	<p>Correlation and Regression Correlation analysis; Pearson correlation coefficient; Simple linear regression; Coefficient of determination; Business forecasting applications</p> <p>Excel Practical: CORREL() function; Regression Toolpak; Trendline forecasting</p> <p>Business Applications: Sales forecasting; Demand prediction; Advertising effectiveness analysis</p>	2
	Total	14 (28 hours engagement of Practical)

Suggested Text Book(s):

1. Ken Black: Business Statistics for Contemporary Decision-Making Wiley-India (P). (2018)
2. Sanjiv Jaggi and Alison Kelly: Essentials of Business Statistics using Excel (3rd Edition), McGraw Hill Oxford, (2024)

3. Essentials of Modern Business Statistics with Microsoft® Excel®, David R. Anderson/Dennis J. Sweeney/Thomas A. Williams/Jeffrey D. Camm/James J. Cochran/Michael J. Fry/Jeffrey W. Ohlmann, Cengage, 2021.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	3	3	3	3				3	3.0
CO2	3	3	3	3	3				3	3.0
CO3	3	3	3	3	3				3	3.0
CO4	3	3	3	2	3				3	2.8
Average	3.0	3.0	3.0	2.8	3.0				3.0	3.0

CORPORATE SKILL DEVELOPMENT-1

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P:0-0-6

Pre-requisite: None

Course Objectives:

1. Understand communication techniques and strategies, to effectively convey messages in professional settings
2. Gain expertise in key employability skills to effectively to address workplace challenges
3. Address and give presentations to stakeholders in a confident and impactful manner
4. Prepare Resumes and reports
5. Impart employment-related communication skills

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand and apply principles of effective communication and presentation skills.	Familiarity and Usage
CO-2	Make use of communication skills to communicate effectively in the corporate world.	Assessment
CO-3	Analyze the business situations and deliver an impactful presentation.	Usage
CO-4	Create Resumes, reports, proposals and business plans	Usage

Course Contents:

Unit	Contents	Practical Required
1	Reading: Enhancement of reading ability, Styles of reading , Guidelines for effective reading	3
2	Speaking: Art of speaking, Guidelines for developing speaking Skills, Social Conversation, Effective conversation, Conversation control	3
3	Listening Skills: Process of Listening, Factors that adversely affect Listening, Characteristics of effective and ineffective Listening, Guidelines to improve Listening skills	3
4	Comprehension: Key Components of Comprehension, Strategies to Enhance Comprehension	3
5	Articulation: Key Aspects of Articulation Skills	3
6	Paraphrasing Skills: Key Elements of Paraphrasing, Importance of Paraphrasing, Steps for Effective Paraphrasing, Common Mistakes in Paraphrasing	3

7	Enhancing Skills through extempore: Extempore Discussions on current affairs and topics of social relevance	3
8	Non-Verbal Communication: Meta- paralinguistic and Kinesics, Characteristics of non-verbal communication, Ekman's classification	3
9	Self -awareness and confidence-building: Developing self-awareness through Johari Window and Life Positions, Building Confidence through Self-Efficacy and Resilience	3
10	Designing and Delivering Presentations: Planning a Presentation, Crafting presentation content, Delivering a presentation, Incorporating Technology in your presentation	6
11	Case Study Analysis: Characteristics of a case and its analysis, Process of case analysis	3
12	Writing CV/Resume and Covering letter: Curriculum Vitae C.V Writing, Use of websites to make a visually appealing CV, Do' and Don't' of Covering letter	3
13	Report Writing: Types of reports, Stages of report writing, Layout of report, Do's and Don'ts of report writing	3
	Total Practicals	42

Suggested Text Book(s):

1. P.D. Chaturvedi and M. Chaturvedi: The Art and Science of Business, Pearson Education, Ed 5th, 2024.

Suggested Reference Book(s):

1. Carol M. Lehman, Debbie D. Dufrene, Mala Sinha: BCOM, Cengage Learning, 2018.
2. Payal Mehra: Business Communication for Managers, Pearson Education, Ed 4th, 2018.
3. Kristen Bell DeTienne: Guide to Electronic Communication, Pearson education, 2017.
4. William, Krisan, Logan, Merrier: Communicating in Business, Cengage Learning Ed 8th, 2019.

Evaluation Scheme:

S. No	Exam	Marks	Coverage/Scope of Examination
1.	P-1	20	Syllabus covered up to P-1
2.	P-2	20	Syllabus covered up to P-2
3.	P-3	60	Entire Syllabus

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	3	3	3	3	2	1	3	2.6
CO2	3	2	3	3	3	3	2	1	3	2.6
CO3	3	3	3	3	3	3	3	2	3	2.9

CO4	3	3	3	3	3	3	2	1	3	2.7
Average	3	2.5	3	3	3	3	2.25	1.25	3	2.7

CORPORATE FINANCE

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P: 3-0-0

Pre-requisite: None

Course Objectives: The learning objectives of this course are as follows:

1. To provide the participants with the conceptual framework necessary to appreciate and understand the problems facing the financial manager in today's increasingly competitive and globalized world
2. To provide the participants with financial management tools and techniques that provides the basis for making sound financial decisions.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the business and various finance functions.	Familiarity
CO-2	Apply concepts of investment, financing and dividend functions.	Usage
CO-3	Analyze various financial proposals and plans.	Assessment
CO-4	Evaluate various financial proposals and plans.	Usage

Course Contents:

Unit	Contents	Lectures Required
1	Introduction to Corporate Finance and Financial Management Corporate Finance, Corporate Firm, Role of Finance Manager, Objective of Financial Management, Interface of Financial Management with Other Functional Areas. Case Study: Financial Management at Hero Honda Motors Ltd.	4
2	Sources of Finance: Equity, Debt and Money Market Instruments Overview of financial markets, Sources of financing: Ordinary shares or equity, Right issue of equity shares, Preference shares, Debentures, Term loans, external commercial borrowings.	4
3	Time Value of Money Introduction to the concept of time value, Future Value of a Single Cash Flow, Future Value Multiple Flows, Future Value Annuity, Present Value of a Single Cash Flow, Present Value of uneven Multiple Flows, Present Value Annuity. Exercises on calculation of time value of money using Formulas.	6
4	Valuation concept: Risk and Return The concepts of valuation, methods of valuation of various financial instruments, risk-return dimensions & relationship, Portfolio Management and Capital Asset Pricing Model.	4

5	Investment Decision: Capital Budgeting Introduction, Types of Projects, Techniques of Evaluation of Capital Budgeting Decisions, Accounting Rate of Return, Payback Period Method, Net Present Value Method, Internal Rate of Return Method, NPV and IRR—A Comparison. Case Study: Reliance Industries Investment in Jio Platforms	6
6	Financing Decision: Cost of Capital and Capital Structure Meaning of cost of capital, Cost of different sources of finance, Calculation of weighted Average Cost of Capital, Leverage: Financial and Operating Leverage. Capital Structure theories: Traditional approach, NOI and NI approach, MM hypothesis with and without taxes.	7
7	Working Capital Management Principles of working capital management, credit management Inventory management, Receivables management, Cash Management.	4
8	Dividend Decision Meaning and Determinants of Dividend Policy, Dividend Policies, Dividend Relevance Model: Walter's Model, and Gordon's Model. Dividend Irrelevance Theory: MM Theory of Irrelevance, Residual Dividend Policy, Factors Affecting Dividend Policy, Alternative Forms of Dividend: Bonus Shares, Stock Splits, and Share Buyback. Case Study: Infosys Share Buyback Program.	7
	Total	42

Suggested Text Book(s):

1. Prasanna Chandra: Financial Management- Theory and Practice. Tata McGraw-Hill Publishing, (2018)
2. Financial Management by R P Rustagi, seventh edition, Published by Taxmann.

Suggested Reference Book(s):

1. Van Horne, James Wachowicz, John M and Bhaduri Saumitra: Fundamentals of Financial, Management -Pearson Education, (2012)
2. Financial Management by I M Pandey, published by Vikas Publishing House, Twelfth Edition.
3. Damodaran Aswath: Applied Corporate Finance- a user manual, Wiley Publication, (2007)
4. Corporate Finance by Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe and Ram Kumar Kakani published by Tata McGraw Hill, Eleventh Edition.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quiz (2) -10

				Attendance-5
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Course Outcomes (COs) contribution to the Programme Outcomes (POs):

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	1	1			1		3	1.83
CO2	3	3	3	1	3		2		3	2.57
CO3	3	3	3	2	3		2		1	2.42
CO4	3	3	3	3	3	3	3	3	1	2.77
Average	3.00	2.75	2.50	1.75	3.00	3.00	2.00	3.00	2.00	2.39

OPERATIONS MANAGEMENT

COURSE CODE:

COURSE CREDITS:

CORE/ELECTIVE: Core

L-T-P:3-0-0

Pre-requisite: None

Course Objectives:

1. To understand how every organization transforms, through processes, a variety of inputs into products?
2. To develop both quantitative and qualitative skills for managing operations.
3. To analyse business process to uncover problems and improvement opportunities.
4. To introduces quality and productivity improvement methodologies, tools, design and implementation of the above tools and techniques for continuous improvement systems in the organizations.
5. To explore the role of emerging technologies including Artificial Intelligence, IoT, Robotics, and Digital Twins in transforming modern operations and supply chain management.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand key concepts, theories, models and tools used in operations management in both manufacturing and service sectors.	Familiarity
CO-2	Apply key concepts, theories, models and tools used in operations management into real life business situations.	Assessment
CO-3	Analyse specific operations related business issue and devise a strategy and action plans.	Assessment
CO-4	Assess various strategic options in operations in terms of process flows, projects, and operations model.	Usage

Course Contents:

Unit	Contents	Lectures Required
1	Introduction to Operations Management and Strategy: Operations Management, Why Study Operations Management?, Transformation Processes Defined, The Importance of Operations Management, Historical Development of OM, Current Issues in OM, Operations Strategy, Productivity Measures; AI & Technology Integration: Role of AI and Automation in Modern Operations, Digital Transformation of Operations, Industry 4.0 Overview; Case: Amazon's AI-Driven Operations Strategy	4
2	Product Design & Service Design: Product Development Process, Economic Analysis of Development Projects, Designing for the	5

	<p>Customer, Design for Manufacturability; AI & Technology Integration: AI-Assisted Product Design and Generative Design Tools, Digital Twins in Product Development, 3D Printing and Rapid Prototyping, AI in Demand Forecasting for New Products;</p> <p>Case: Tesla's Software-Defined Vehicle Design Process</p>	
3	<p>Process and Capacity Analysis: Process Analysis, Process Flowcharting, Types of Processes, Process Performance Metrics; AI & Technology Integration: AI-Powered Process Mining and Bottleneck Detection, Robotic Process Automation (RPA) in Service Operations, Machine Learning for Capacity Planning and Demand Sensing;</p> <p>Case: Siemens' Use of AI for Manufacturing Process Optimization</p>	5
4	<p>Manufacturing Process Selection & Design: Process Selection, Types of Processes, Process Flow Structures, Product – Process Matrix; AI & Technology Integration: Smart Manufacturing and Cyber-Physical Systems, Collaborative Robots (Cobots), Computer-Integrated Manufacturing (CIM), AI for Predictive Maintenance in Production Lines;</p> <p>Case: BMW's Smart Factory and AI-Driven Assembly Lines</p>	5
5	<p>Facility Location and Layout: Issues in Facility Location, Basic Production Layout Formats; AI & Technology Integration: Data-Driven Facility Location Using GIS and AI Analytics, Simulation Tools for Layout Optimization, IoT-Enabled Smart Warehouse Management;</p> <p>Case: Flipkart and Amazon India's AI-Optimized Fulfillment Centre Location Strategy</p>	5
6	<p>Introduction to Project Management: Network diagram – Activity on Arrow (AOA), Activity on Node (AON), Project scheduling - Analysis of project networks, Critical Path Method (CPM), Types of Floats, ES, LS, EF, LF; AI & Technology Integration: Predictive Risk Analytics in Projects, Agile and DevOps in Operations Projects;</p> <p>Case: Infosys' Use of AI Tools for Large-Scale IT Project Management</p>	8
7	<p>Inventory Management: Inventory System Defined, Inventory Costs, Independent vs. Dependent Demand, Multi-Period Inventory Models, ABC analysis; AI & Technology Integration: AI-Driven Demand Forecasting and Dynamic Replenishment, RFID and IoT for Real-Time Inventory Tracking, Vendor-Managed Inventory (VMI) with AI;</p> <p>Case: Walmart's AI and Blockchain-Based Inventory Management System</p>	5
8	<p>Technology in Operations: Evolution of ERPs, MRP – I and MRP – II, ERP; AI & Technology Integration: AI-Enhanced ERP Systems (SAP S/4HANA, Oracle Fusion), Cloud-Based Operations Platforms, Industrial Internet of Things (IIoT), AI in Quality Control (Computer Vision), Generative AI Applications in Operations Management, Ethics and Governance of AI in Operations;</p>	5

	Case: Tata Steel's AI and IoT-Enabled Smart Operations; Case: Zara's Data-Driven Supply Chain and AI-Powered Demand Response	
	Total Lectures	42

Suggested Text Book(s):

1. Mahadevan B: Operations Management – Theory and Practice, Pearson Education, Ed 3rd, 2015.

Suggested Reference Book(s):

1. William J Stevenson: Operations Management, Ed 12th, TMH.
2. Chase Richard B, Jacobs F Robert & Agrawal Nitin K: Operation Management – For Competitive Advantage, TMH.
3. Lee, Kai-Fu: AI Superpowers – Applications in Business and Operations, Houghton Mifflin Harcourt.
4. Turban, Efraim & Volonino, Linda: Information Technology for Management – Digital Strategies for Insight, Action, and Sustainable Performance, Wiley.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	3	2	2	1	1	1	1	3	1.9
CO2	3	3	3	2	1	2	1	1	3	2.1
CO3	3	3	3	2	1	2	1	1	2	2.0
CO4	3	3	3	2	1	2	1	1	1	1.9
Average	3.0	3.0	2.8	2.0	1.0	1.8	1.0	1.0	2.3	2.0

DIGITAL TRANSFORMATION IN BUSINESS

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: Core

L-T-P: 2-0-0

Pre-requisite: None

Undertaking a digital transformation exercise effectively requires an understanding of the business organization, management and information technology. The overall objective of this course is to expose the student to the full range of management issues raised by information technology. Along with an overview of the conceptual foundations, the course deals with MIS applications and covers specific types of information systems, viz. DSS, EIS, Expert Systems, and Office Automation.

Course Objectives: The learning objectives of this course are as follows:

1. Develop a digital transformation framework for an organization as the blueprint for transformation
2. Imbibe digital culture that brings together new technologies and business processes
3. Use intelligent automation to improve process efficiency
4. Data Communication, the internet, e-commerce and global information systems
5. Emerging Trends in Information Systems

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the importance of digital transformation in organizations for business strategy and competitive advantage	Familiarity
CO-2	Apply digital transactions and processes for reengineering of existing business processes.	Assessment
CO-3	Analyze issues relating to digital transformation in select industry sectors	Usage

Course Contents:

Unit	Contents	Lectures required
1	The Basics of Digital Transformation: Digital economy; Business digitization; Digital business models; AI-enabled digital business	3
2	Digital Transformation - Definition and Core Concepts: Digital maturity; Customer-centric transformation; Value creation; AI-driven transformation strategy.	2
3	Overview of Emerging Technologies: Cloud computing; IoT; Blockchain; Big data; AI and machine learning applications	2
4	How Technology Changes Business - Technologies Aiding Digital Transformation: Automation; Platform business models; Digital innovation; Mobile technologies; Social media; Cybersecurity; APIs; Intelligent process automation	3

5	Process, communicate, and store digital information: Data processing; Digital communication; Cloud storage; Databases; AI-based data analytics	2
6	Key drivers of digital transformation: opportunities and challenges : Customer expectations; Global competition; Digital disruption; Privacy concerns; AI risk and ethics	3
7	Types of Information Systems : TPS; MIS; DSS; ERP; CRM; AI-enabled decision support systems	2
8	Digital Wallets and Digital Payment Systems: UPI; Mobile wallets; FinTech; Online payment gateways; AI fraud detection	3
9	Digital transformation in selected industry sectors: Digital healthcare; Smart education; Industry 4.0; Digital banking; AI in healthcare and finance	3
10	Business Applications: E-Commerce & E- Governance: Online marketplaces; Digital services; E-governance models; AI chatbots and personalization	3
11	Green and Sustainable IT: Green computing; Energy-efficient systems; Sustainable digital practices; AI for sustainability analytics	2
	Total	28

Suggested Text Book(s):

1. D. L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age. New York, NY, USA: Columbia Business School Publishing, 2016.
2. P. Banerjee, "Digital transformation: Opportunities to create new business models," Silicon India, vol. 20, no. 10, pp. 50–52, 2017.

Suggested Reference Book(s):

1. R. Behl, J. O'Brien, and G. M. Marakas, Management Information Systems. New Delhi, India: McGraw-Hill Education, 2019.
2. K. C. Laudon and J. P. Laudon, Management Information Systems: Managing the Digital Firm, 18th ed. Harlow, U.K.: Pearson Education, 2025

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes(2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	2	1	1	1	1	1	1	1	1	1.11
CO2	2	3	3	1	1	1	2	1	1	1.67
CO3	2	3	3	1	1	1	2	1	1	1.67
Average	2.00	2.33	2.33	1.00	1.00	1.00	1.67	1.00	1.00	1.48

INDIAN ETHOS AND BUSINESS ETHICS

COURSE CODE:

COURSE CREDITS: 0 (Audit)

CORE/ELECTIVE: Core

L-T-P: 2-0-0

Pre-requisite: None

Course Objectives:

1. Development of indigenous management thought among the participants
2. Understand the rich knowledge in Indian heritage and its' significant relevance to modern economy, corporate systems and processes.
3. Interpretation of traditional Indian ethos in management education

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand fundamental knowledge about ethics, moral values and principles and different theories of ethical behavior.	Familiarity
CO-2	Utilize principles and practices of the "Indian Management Studies", for the betterment of individual and the society.	Usage
CO-3	Examine the ethical principles to solve the moral dilemma faced by managers' every day.	Assessment
CO-4	Evaluate the role of ethical business practices and their implementations for achieving long term goals of the organizations.	Usage

Course Contents:

Unit	Contents	Lectures required
1	<p>Introduction to Ethics and Theories of Ethics: Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD)</p> <p>Case: Response by Taj employees to 26/11 a case study at Harvard</p>	6
2	<p>Ethical Culture and Ethical Dilemma Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business. Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership.</p> <p>Case : Artificial Intelligence: examples of ethical dilemmas (UNESCO Case Study)</p>	6

3	Ethics and Managerial Practices in India Ethical Landscape of Management in India, Indian Principles Practiced by Indian Companies, India and International Geopolitics, Opportunities and Challenges, Emerging Technologies and Current Scenario Case : Hiring By Machine (Princeton Case Study)	8
4	Indian Ethos and s in Managerial Practices Indian Heritage in Business, Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management Case: The Global Financial Crisis of 2008 (MIT Case Study)	8
	Total Lectures	28

Suggested Text Book(s):

- Ethics in Management and Indian Ethos, Biswanath Ghosh, 2/e Vikas Publishing

Suggested Reference Book(s):

- Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
- Harper Malcolm, Wilson Kim, Griffith Matthew, Financial Promise for the Poor: How Groups Build Microsavings ,Kumarian Press, 2010.
- Max Muller F., Sacred Books of East, Motilal Banarsidas, New Delhi.
- Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
- Narayana, "Transformation to Transcendence- Breakthrough Ideas for Leadership in the New Millennium", Ahmedabad AMA, 2000.
- Narayana G., "The Responsible Leader: A Journey through Gita", Ahmedabad, AMA 2000.
- Radjou Navi, Prabhu Jaideep and Ahuja Simone, Jugaad Innovation Think Frugal, Be Flexible, GenerateBreakthrough Growth, Wiley, 2012.
- Rangnathananda Swami, Universal Message of the Bhagvad Gita, Vol. 1, 2 and 3, Caicuna, 2014.
- Shashtri J.L., Bhatt G.P. and Gangadharan N., Ancient Indian Tradition and Mythology, 1st Ed, MotilalBanarsidass, New Delhi, 2004.
- Someswarananda Swami, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
- Someshwarananda Swami, "Business Management Redefined- the Gita Way", Mumbai JaicoPublishing House, 2000.
- Velasquez, Business Ethics, Concepts & Cases, 6th edition, PHI, 2009.
- Weiss, Business Ethics concept & cases, 1st edition, Cengage Learning, 2009.
- Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd, New Delhi, 2012.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered up to T-1

2.	T-2	25	1.5 Hours	Syllabus covered up to T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO1	1	1	1	1	x	1	x	3	3
CO2	2	2	2	2	1	2	x	3	3
CO3	3	3	3	2	1	3	x	3	3
CO4	3	3	3	2	2	3	x	3	3
Average	2.25	2.25	2.25	1.75	1.33	2.25	x	3	3

LEGAL ASPECTS OF BUSINESS

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: Core

L-T-P: 2-0-0

Pre-requisite: None

Course Objectives: The learning objectives of this course are as follows:

1. To make students aware of the provisions of various laws and their applicability to various businesses and the companies.
2. To make the students learn how to follow various legal processes during the course of running a Business.
3. To understand the basic premise of Acts, that are pertinent to business operations,
4. To make students aware towards various provisions of law.

S.No.	Course Outcomes	Level of Attainment
CO-1	Interpret business and commercial laws.	Familiarity
CO-2	Apply business and commercial laws in day-to-day business activities	Usage
CO-3	Examine business problems in legal context.	Usage
CO-4	Evaluate the application of business and commercial laws in current business environment.	Assessment

Course Contents:

S. NO.	TOPICS	LECTURES REQUIRED
1	Introduction to law: Nature and sources of law; Classification of law; Indian judicial system; Civil and criminal law; Legal environment of business; Role of courts and tribunals Case Study: Corporate negligence and legal liability in the Bhopal Gas Tragedy. Discussion on civil vs criminal liability and ethical governance.	2
2	Contract Act: Essentials of valid contract; Offer and acceptance; Consideration; Capacity; Free consent; Legality of object; Void agreements; Performance and discharge; Breach and remedies; E-contracts Case Study: Analysis of the Carlill v. Carbolic Smoke Ball Co. and application to online business promotions and digital contracts. Activity: Drafting a startup partnership contract	4
3	Indemnity, Guarantee, Bailment, Pledge and Agency : Contracts of indemnity and guarantee; Rights and liabilities of surety; Bailment and	3

	pledge; Rights and duties of bailor/bailee; Agency relationship; Rights and duties of principal and agent Case Study: Banking guarantee dispute involving loan default and surety liability. Activity: Role-play on principal-agent conflict in sales management.	
4	Negotiable Instrument Act: Promissory note, bill of exchange, cheque; Holder in due course; Crossing and endorsement; Dishonour of cheque; Electronic payments and digital instruments Case Study: Cheque dishonour under Section 138 involving delayed vendor payment in a manufacturing company. Activity: Analysis of UPI and digital payment disputes.	3
5	Sale of Goods Act : Contract of sale; Conditions and warranties; Transfer of ownership; Rights of unpaid seller; Risk and delivery; E-commerce sales Case Study: Defective product dispute in an e-commerce transaction involving return and warranty claims. Activity: Comparative analysis	4
6	Limited Liability Partnership Act Profession: LLP formation and management; Comparison between LLP and company; Incorporation of companies; MOA & AOA; Directors and duties; Corporate governance; CSR Case Study: Corporate governance issues in Satyam Computer Services. Discussion on directors' duties and ethical governance. Activity: Preparation of incorporation documents for a startup venture.	3
7	Companies Act: Anti-competitive agreements; Abuse of dominant position; Competition Commission of India; Mergers and acquisitions; RTI Act and transparency Case Study: Investigation by Competition Commission of India into cartelization practices in industry. Activity: Mock RTI application drafting exercise.	3
8	Competition Act: Introduction, Objective, Key Concepts, Anti-Competitive Agreements, Abuse of Dominant Position, Combinations: Mergers, Acquisitions and Amalgamations, Competition Commission of India (CCI), Competition Law and Contemporary Business Case Study: Amazon and Flipkart competition concerns in e-commerce markets	2
9	RTI: Introduction, Key features, Procedure for Filing RTI Application, Exemptions under RTI Act, Information Commissions, RTI and Business Environment, Digital Governance and RTI Activity: Mock RTI application drafting exercise.	2
10	Insolvency and Bankruptcy Code 2016; Consumer Protection Law: Insolvency resolution process; Role of NCLT; Insolvency professionals;	2

	Bankruptcy framework; Consumer rights; Product liability; Consumer dispute redressal; E-commerce consumer protection Case Study: Insolvency proceedings involving Jet Airways under IBC 2016. Activity: Consumer complaint filing simulation for misleading online advertisements	
	TOTAL	28

Suggested Text Book(s):

1. "N.D. Kapoor, Dr Rajni Abbi, Bharat Bhushan, Rajiv Kapoor" : S. Chand, 2019
2. MC Kuchhal & Vivek Kuchhal : Business Legislation for Management, Vikas Publishing; 5th Edition
3. S S Gulshan : Mercantile Law, Excel Books, New Delhi, latest edition
4. Taxmann's Corporate Laws, latest edition
5. Kapoor and Dhamija: Taxman Company Law, 24th edition

Suggested Reference Book (s):

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered up to T-1
2.	T-2	25	1.5 Hours	Syllabus covered up to T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2) -10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	1	2	1	–	–	2	1	1.7
CO2	3	2	3	2	2	1	1	2	1	1.8
CO3	2	3	3	2	2	1	1	2	2	2
CO4	2	3	2	2	2	1	2	3	3	2
Average	2.5	2.5	2.25	2	1.75	1	1.3	2.25	1.75	

HUMAN RESOURCE MANAGEMENT

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P:3-0-0

Pre-requisite: None

Course Objectives: The learning objectives of this course are as follows:

1. To familiarize the students on how to acquire, motivate and develop people in organization
2. To explain the processes through which people management can be done
3. To integrate them for the holistic management of people and processes in various sectors

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the significance of human resource planning, recruiting, selection processes, T&D, compensation and performance management, and identify challenges of managing people	Familiarity
CO-2	Apply these concepts in overcoming the challenges	Usage
CO-3	Prepare the organization for facing the future HR challenges.	Usage
CO-4	Evaluate the alternative solutions for managing people and prepare for future HR challenges	Assessment

Course Contents:

S. NO.	TOPICS	LECTURES REQUIRED
1	Nature of Human Resource Management: Meaning, objectives, functions, evolution, importance, role of HR managers, HR challenges Case on employee dissatisfaction due to poor HR practices in a startup	3
2	Scope and Environment of Human Resource Management: Internal environment, external environment, legal environment, globalization, workforce diversity Case on how globalization changed HR policies in multinational companies	3
3	Strategic Human Resource Management: Strategic HRM, HR strategy, strategic role of HR, human capital management, HR metrics. Workforce analytics, predictive talent management, AI dashboards Case on strategic talent management at Google or Infosys	4
4	Human Resource Planning: HR forecasting, manpower planning, demand and supply forecasting, succession planning. Predictive HR analytics, demand-supply forecasting models Case on manpower shortage in healthcare or IT sector	4

5	Job Analysis, Design and Competency Mapping: Job analysis, job description, job specification, job design, competency mapping Case on redesigning jobs to improve employee motivation	4
6	Recruitment: Recruitment process, recruitment sources, recruitment policy, e-recruitment. Resume screening, applicant tracking systems, AI sourcing tools Case on ineffective recruitment leading to high turnover	3
7	Selection Methods: Selection process, tests, interviews, placement, induction, reliability and validity Case on hiring failure due to poor interview methods	3
8	Training and Development: Training process, training methods, management development, evaluation of training Case on training intervention improving productivity	3
9	Performance Management: Performance appraisal, MBO, 360-degree feedback, counseling, appraisal errors Case on biased performance appraisal system	3
10	Compensation Management: Wage administration, incentives, job evaluation, compensation structures, executive compensation Case on employee dissatisfaction regarding unequal pay	4
11	Career and Succession Planning: Career development, mentoring, succession planning, leadership development Case on leadership crisis due to poor succession planning	3
12	Managing Employee relations and Labour Laws: Trade unions, collective bargaining, grievance handling, discipline, labour laws Case on industrial dispute and collective bargaining	2
13	Employee welfare and benefits: Employee welfare, benefits, occupational safety, work-life balance, health programs. Mental health chatbots, wellness tracking, burnout prediction systems Case on workplace stress and employee burnout	3
	TOTAL	42

Suggested Text Book(s):

1. Ivancevic. G.: Human Resource Management, 9th Ed, New Delhi: Tata McGraw Hill, (2015)
2. P.Jyothi and D.N. Venkatesh: Human Resource Management, New Delhi: Oxford University Press, (2006)

Suggested Reference Book(s):

1. Dessler, G. and Varkey B.: Human Resource Management, 12th Ed., Delhi: Pearson Education, (2018)

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
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1.	T-1	15	1 Hour.	Syllabus covered up to T-1
2.	T-2	25	1.5 Hours	Syllabus covered up to T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes(2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	2	1	1	2	1	2	2	1.7
CO2	2	3	2	2	1	2	2	2	2	2
CO3	2	3	3	2	2	2	2	2	3	2
CO4	3	3	3	2	2	3	3	2	3	2.6
Average	2.5	2.75	2.5	1.75	1.5	2.25	2	2	2.25	

INNOVATION & ENTREPRENEURSHIP

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: Core

L-T-P:2-0-0

Pre-requisite: None

Course Objectives: The learning objectives of this course are as follows:

1. To provide students with an understanding of the nature of enterprise and entrepreneurship
2. To introduce the role of the entrepreneur, innovation in the entrepreneurial process.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand what is meant by entrepreneurship and innovation from both a theoretical and practical perspective.	Familiarity
CO-2	Identify the attitudes, values, characteristics, behavior, and processes associated with successful entrepreneurial behavior.	Assessment
CO-3	Examine the role of creativity in entrepreneurship and review the components of the creative process.	Assessment
CO-4	Develop and critique a business plan for implementing entrepreneurial activities in a globalized and competitive environment being responsible for the social, ethical and culture issues.	Usage

Course Contents:

Unit	TOPICS	Lecture Required
1	The Revolutionary Impact of Entrepreneurship Explore and debunk the myths of entrepreneurship, define and explore the major schools of entrepreneurial thought, set forth a comprehensive definition of entrepreneurship Case Study: Gazelle or Turtle – The Entrepreneurial Growth Dilemma	5
2	The Individual Entrepreneurial mind-set and personality: Describe the entrepreneurial mind-set, discuss the "dark side" of entrepreneurship, examine entrepreneurial motivation. Case Study: Ratan Tata – Ethical and Strategic Entrepreneurial Mind-set	4
3	Corporate Entrepreneurial Mindset: Need for entrepreneurial thinking in organizations, considerations involved in reengineering corporate thinking, methods of developing managers for corporate entrepreneurship. Case Study: Apple Inc. – Innovation Ecosystem Strategy	5

4	Method to Initiate Ventures: Major pathways and structures for entrepreneurial ventures, elements involved in acquiring an established venture, benefits and drawbacks of franchising.	4
5	Legal challenges in Entrepreneurship Case: A Patent Matter –A Question of Incorporation	3
6	The search for entrepreneurial capital: Entrepreneurial Funding and Valuation of a Start-up	3
7	Business Plan Preparation for new ventures Assessment of Entrepreneurial Opportunities Case Study: BYJU'S EdTech Business Expansion	4
	TOTAL	28

Suggested Text Book(s):

1. Kuratko, D. F., & Rao, T. V. (2016). Entrepreneurship: A South Asian perspective. Cengage Learning.

Suggested Reference Book(s):

1. Hisrich, R. D., Manimala, M. J., Peters, M. P., & Shepherd, D. A. (2016). Entrepreneurship (9th ed.). McGraw Hill.
2. Drucker, P. F. (1985). Innovation and entrepreneurship: Practice and principles. Harper & Row.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered up to T-1
2.	T-2	25	1.5 Hours	Syllabus covered up to T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quiz (2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs):

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	2	2	2	1	1	1	2	1.77
CO2	2	2	3	2	2	1	2	2	2	2.00
CO3	3	3	2	2	2	1	2	3	2	2.22
CO4	3	3	3	2	2	2	2	3	2	2.44
Average	2.75	2.50	2.50	2.00	2.00	1.25	1.75	2.25	2.00	2.11

MANAGEMENT ACCOUNTING

COURSE CODE:

COURSE CREDITS: 3

AREA: MANAGEMENT ACCOUNTING

CORE/ELECTIVE: Core

L-T-P: 3-0-0

Pre-requisite: None

Course Introduction

This course provides students with an appreciation of management accounting concepts related to the management functions of planning, control, and decision making. The course introduces a number of management accounting tools and quantitative techniques that can be used to analyze how business processes consume resources, create value for a firm and its customers, and how this value may be enhanced through activity and process improvement

Course Objectives

1. To understand the terminology, importance and scope of cost, management accounting
2. To acquaint students with the basic and advance concepts of cost and management accounting and various methods involved in cost ascertainment systems
3. To familiarize students with management accounting tools and techniques that provides the basis for making sound financial decisions

S.No.	Course Outcomes	Level of Attainment
CO-1	Comprehend and summarize different concepts and fundamentals of management accounting.	Familiarity
CO-2	Utilize the concepts of management accounting in different financial decisions.	Usage
CO-3	Analyze the Management Accounting information for planning, control and performance evaluation.	Assessment
CO-4	Appraise management accounting tools and techniques to solve complex management problems	Usage

Course Contents:

Unit	Contents	Lectures required
1	Meaning, Nature and Scope of Mgmt. Accounting , Mgmt. Accounting vs. Financial Accounting, Relationship between Cost Accounting and Mgmt. Accounting and its managerial implications, Meaning and Scope of Cost Accounting, Objectives and limitations of Cost Accounting, Cost Accounting Versus Financial Accounting, Elements of Cost: Material, labour and other expenses. Activity: Developing need analysis reports of management accounting for real world organisations	6

2	Classification of Costs , Types of Costing, Methods of Costing, Concept of Cost Sheet, Cost sheet: features and format. Activity: Creating a cost sheet for any service organisation	5
3	Introduction to Cost Volume Profit Analysis , Break Even Point, Contribution, Profit Volume Ratio, Margin of safety. Activity: Practice numericals	7
4	Break even Analysis , Algebraic Method, Graphical Presentation, Break - even Application, Relevant Costs and Decision-Making Case Study on analysis and presentation of CVP for a specific enterprise.	5
5	Budgets and Budgetary control, Types of Budgets: operating and financial budgets Role play on managerial implications of the budgeting exercise.	6
6	Meaning of Standard Cost and Standard Costing , Advantages, Limitations and Applications; Material, Labour and Overhead and variances. Activity: Research on cost standards in various industries.	6
7	Introduction to Target Costing , Life Cycle Costing, Quality Costing, and Activity based Costing. Activity: Cases on each of these to be discussed by way of group presentations	7
	TOTAL	42

Suggested Text Book(s):

1. Srikant M Datar, Madhav V Rajan, Horngren's Cost Accounting : A Managerial Emphasis, Pearson, Sixteenth edition, 2022 Impression

Suggested Reference Book(s):

1. Don R. Hansen, Maryanne M. Mowen, Managerial Accounting, Cengage Learning, 8th Edition
2. Jiambalvo, J., & Srinivasan, P. (2025). Managerial accounting (7th ed.). Wiley.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Assignment -5 Presentation-10 Quizzes (2)-5 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Avg.
CO1	3	2	1	1	1	1	1	1	3	1.56
CO2	3	3	3	2	2	1	1	2	2	2.11
CO3	3	3	3	1	2	1	1	2	2	2
CO4	3	3	3	2	2	1	1	2	1	2
Avg.	3.0	2.8	2.5	1.5	1.8	1.0	1.0	1.8	2.0	

BUSINESS RESEARCH METHODS

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: Core

L-T-P: 2-0-0

Pre-requisite: None

The intent of this course is to provide a basic grounding in, fundamental research methods as they relate to the modern practice of business management and academics. The topics that will be covered, as well as the tools and practices that will be used will assist the participants in being more effective designers and consumers of applied research related to all the domains of management practice across disciplines.

Course Objectives:

1. To develop an appreciation of research process from problem identification to interpretation of results.
2. To design effective research studies.
3. To interpret statistical results, use statistical information meaningfully.
4. To use a statistical package (SPSS) on computer to have a hands-on experience.

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Comprehend and summarize the basic concepts of business research and its process.	Familiarity
CO-2	Apply various concepts and approaches of business research.	Usage
CO-3	Evaluate the research articles based on the standard methodology of business research.	Assessment
CO-4	Prepare the research report for management problems.	Usage

Course Contents:

S. NO.	TOPICS	LECTURES REQUIRED
1	Introduction to Business Research: Nature and scope of business research, applied vs basic research, ethics, role of research in decision-making	3
2	The Research Process: Problem definition, literature review, research objectives, hypothesis development, research framework	3
3	Research Design: Exploratory, descriptive and causal designs, validity, reliability, pilot study	3
4	Measurement of variables: Types of variables, scaling techniques, questionnaire design, measurement scales	3

5	Methods of data collection: Primary and secondary data, surveys, interviews, observation, focus groups, online data collection	3
6	Sampling: Sampling design, probability and non-probability sampling, sample size determination	2
7	Overview of Quantitative Data Analysis: Descriptive statistics, correlation, regression, hypothesis testing, introduction to SPSS/Excel	3
8	Coding and data entry: Data coding, classification, tabulation, data cleaning, database preparation	2
9	Overview of Qualitative Data Analysis: Thematic analysis, content analysis, coding qualitative responses, interpretation techniques	3
10	Research Report Writing: Structure of research report, referencing styles, interpretation of findings, presentation and plagiarism issues	3
	TOTAL	28

Suggested Text Book(s):

1. U. Sekaran and R. Bougie, Research Methods for Business: A Skill Building Approach, 9th ed. Hoboken, NJ, USA: Wiley, 2025.
2. W. G. Zikmund, B. J. Babin, J. C. Carr, and M. Griffin, Business Research Methods, 9th ed. Boston, MA, USA: Cengage Learning, 2013

Suggested Reference Book(s):

1. D. R. Cooper and P. S. Schindler, Business Research Methods, 14th ed. New York, NY, USA: McGraw-Hill Education, 2026
2. M. Saunders, P. Lewis, and A. Thornhill, Research Methods for Business Students, 9th ed. Harlow, U.K.: Pearson Education, 2023)

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes(2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	1	1	1	1	1	1	1	1.33
CO2	3	3	3	1	1	1	3	1	1	1.89
CO3	3	3	3	1	1	1	3	1	1	1.89

CO4	3	1	1	2	1	1	1	1	1	1.33
Average	3.00	2.25	2.00	1.25	1.00	1.00	2.00	1.00	1.00	1.61

BUSINESS ANALYTICS

COURSE CODE:

COURSE CREDITS:

CORE/ELECTIVE: Core

L-T-P:3-0-0

Pre-requisite: None

Course Objectives:

1. To demonstrate the ability to apply analytical tools and techniques to support data-driven decision-making processes in business contexts.
2. To study the usage of the Business Analytics models as problem-solving tool.
3. To appreciate how organizations can leverage the benefits of Business Analytics models for maximum benefit.
4. To embrace cutting edge business strategies based on novel insights from various types of business data.
5. To Understand the ethical implications of data collection, storage, and analysis, ensuring responsible use of analytics in business practices.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the basics of Business Analytics.	Familiarity
CO-2	Apply Business Analytics techniques to gain business insights.	Assessment
CO-3	Analyse the business data for decision making.	Assessment
CO-4	Create Analytical and decision models.	Usage

Course Contents:

Unit	Contents	Lectures Required
1	Introduction: Overview of Business Analytics, Types of Business Analytics, Business Analytics Models	2
2	Database Analytics: Data Collection and Data Quality, Types of data, Key performance indicators, Basics of Data Integration	4
3	Descriptive analytics- I: Data Visualization, Data Classification	3
4	Descriptive analytics- II: Frequency Distribution, Descriptive Statistics	5
5	Predictive Analytics: Simple Linear Regression, Building Regression Models, Forecasting Techniques, Time series forecasting	7
6	Advanced Analytics Techniques: Data Mining, Introduction to machine learning, K-means clustering	5
7	Prescriptive Analytics- I: Introduction to optimization techniques, Linear Optimization Models	6

8	Prescriptive Analytics- II: Optimization Analytics, Decision Analysis, Decision Trees, Sensitivity Analysis	7
9	Ethical Considerations in Business Analytics: Ethical issues in data collection and usage, Bias in data and decision-making algorithms, Privacy laws and regulations	3
	Total Lectures	42

Suggested Text Book(s):

1. James R. Evans: Business Analytics, Pearson Education, Ed 3rd, 2021.

Suggested Reference Book(s):

1. Tanushri Banerjee & Arindam Banerjee, Business Analytics: Text and Cases, Sage Publications, 2019.
2. S. Christian Albright, Wayne L. Winston, Business Analytics: Data Analysis & Decision Making, 7th Ed., Cengage, 2012.
3. RN Prasad and Seema Acharya Fundamentals of Business Analytics, Wiley India, 2012

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	1	2	3	3	2	1	2	2.1
CO2	3	2	1	2	3	3	2	1	2	2.1
CO3	3	3	2	2	3	3	3	2	2	2.6
CO4	3	3	3	3	3	3	2	1	2	2.6
Average	3.0	2.5	1.8	2.3	3.0	3.0	2.3	1.3	2.0	2.3

CORPORATE SKILL DEVELOPMENT – 2

COURSE CODE:

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P:0-0-6

Pre-requisite: None

Course Objectives:

1. Develop students' ability to effectively communicate in professional settings through verbal and non-verbal communication techniques.
2. Enhance students' understanding of professional appearance, body language, and business etiquette required in corporate environments.
3. Equip students with the necessary skills to build a strong personal brand and create professional resumes using digital tools.
4. Provide practical exposure through mock interviews and group discussions to improve employability and career readiness.

S.No.	Course Outcomes	Level of Attainment
CO-1	Analyze verbal and non-verbal communication techniques used in mock interviews and group discussions (GDs) to enhance employability.	Familiarity and Usage
CO-2	Evaluate the key aspects of professional appearance, body language, and business etiquette to present oneself formally in corporate settings.	Usage
CO-3	Create a compelling resume and develop a strong personal brand using digital tools like LinkedIn.	Usage

Course Contents:

Module	Contents	Practicals Required
1	Resume Building & Personal Branding: Resume writing techniques – ATS (Applicant Tracking System)-friendly resumes - LinkedIn profile optimization - Crafting a personal brand statement	6
2	Communication & Public Speaking Skills: Fundamentals of verbal & non-verbal communication - Overcoming stage fear - Elevator pitches - Storytelling in personal branding	6
3	Mock Interviews & Group Discussions (GDs): - STAR technique for answering questions - Handling stress interviews - Case-based GDs - Feedback and self-assessment	10

4	Business Etiquette & Professional Appearance: - Dress code and grooming - Workplace communication-Writing business emails - Corporate networking strategies	6
5	Career Growth & Industry Readiness: Negotiating job offers - Understanding workplace culture - Career roadmap planning	6
6	Final Assessments: Resume evaluation - Mock interviews - Group discussions - Personal branding presentations	8
	Total Practicals	42

Suggested Text Book(s):

1. Steve Dalton: The 2-Hour Job Search, Ten Speed Press, 2012.
2. Ann Marie Sabath: Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Eds 3rd, 2010
3. Olivia Fox Cabane, Emma Ladji, et. al: The Charisma Myth: How Anyone Can Master the Art and Science of Personal Magnetism, Penguin Audio, 2026.

Additional Resources:

YouTube Resources:

1. Harvard Business Review (HBR) - Career Tips: <https://www.youtube.com/user/HBRVideo>
2. LinkedIn Learning - Personal Branding Masterclass
3. TED Talks on Communication & Body Language: <https://www.ted.com/talks>
4. <https://capd.mit.edu/resources/the-star-method-for-behavioral-interviews/>

Podcasts:

1. "The Art of Charm" – Covers professional networking and confidence building.
2. "HBR Ideacast" – Discussions on career growth and professional skills.
3. "How I Built This" – NPR – Insights into personal branding and entrepreneurship.

Evaluation Scheme:

S. No	Exam	Marks	Coverage/Scope of Examination
1.	P-1	20	Syllabus covered up to P-1
2.	P-2	20	Syllabus covered up to P-2
3.	P-3	60	Entire Syllabus

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	2	3	3	3	2	3	1	2	3	2.5
CO2	2	3	3	3	3	2	1	2	3	2.5
CO3	2	2	3	3	2	2	2	3	3	2.5
Average	2	2.7	3	3	2.4	2.4	1.4	2.4	3	2.5

BUSINESS SIMULATION

COURSE CODE:

COURSE CREDITS: 2

CORE/ELECTIVE: CORE

L-T-P: 0-0-4

Pre-requisite: None

Course Introduction:

It will help students to develop critical thinking skills and problem-solving abilities essential for success in the corporate world. These experiential learning opportunities help students grasp the intricacies of decision-making processes within organizations, preparing them for future leadership roles. Business simulations will enhance decision-making skills. These simulations present complex scenarios where students must analyse information, assess risks, and make strategic choices. By engaging in these simulated environments, students can practice decision-making under pressure.

Course Objectives:

1. The aim is to define the basics of simulation modelling and replicating the practical situations in organizations.
2. Explain Verification and Validation of simulation model.
3. Analysis of Simulation models using input analyser, and output analyser.

S.No.	Course Outcomes	Level of Attainment
CO-1	Understand the business operations and processes impacting the operational and financial performance of an organization.	Familiarity
CO-2	Apply simulation scenarios to construct and execute goal-driven business models.	Usage
CO-3	Analyse real world situations for taking strategic decisions based on business requirements and goals.	Assessment
CO-4	Evaluate the simulated business models for decision making	Assessment

Course Contents:

Units	Contents	No. of Practicals Required
1	Introduction to Business Simulation, advantage and scope of simulation activities: Meaning and concept of business simulation, importance and scope, types of simulation models, advantages and limitations, simulation tools and software, variables and assumptions, business decision-making through simulation, introduction to KPIs, simulation-based learning, basic simulation exercises and case discussions.	7

2	Understating different factor that may affect the business ecosystem. Apply the conceptual models for core business activities and analyse their effect on the business: Business ecosystem, internal and external business factors, economic and technological influences, market and consumer analysis, demand and supply factors, forecasting techniques, conceptual models for marketing, finance, operations and HR, risk and uncertainty analysis, interrelationship among business functions, through practical simulation activities.	7
3	Solving the case-based scenario on the software: Application to achieve the desired results in terms of ROI, ROE, profit margins, gross and net profit. Analyse the business as a dynamic process and see the affect of changing factors on the profits of the business.	7
4	Implementing the analysis of different factors involved in business to solve the case study given and maximize the profit: Strategic decision making, business problem analysis, analytical tools in simulation, profit maximization techniques, cost reduction strategies, risk management, inventory and supply chain decisions, customer and market strategies, performance evaluation using KPIs, simulation-based strategy implementation.	7
	Total Practicals	28

Suggested Text Book(s):

1. Averill M Law, W David Kelton, Simulation Modelling & Analysis, McGraw Hill International Editions – Industrial Engineering series, 4th Edition

Suggested Reference Book(s):

1. B. Gerardus, Business simulation A Clear and Concise Reference, 5starcooks

*Cases can be referred from Cesim Business Simulations.

Evaluation Scheme:

S. No	Exam	Marks	Coverage/Scope of Examination
1.	P-1	20	Syllabus covered upto P-1
2.	P-2	20	Syllabus covered upto P-2
3.	P-3	60	Entire Syllabus

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Average
CO1	3	2	2	1	1	1	1	1	2	1.56
CO2	2	2	3	1	2	2	2	1	2	1.89
CO3	2	3	3	2	2	2	2	1	2	2.11
CO4	2	3	2	2	2	1	2	2	3	2.11

Average	2.25	2.5	2.5	1.5	1.75	1.5	1.75	1.25	2.25	
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