

**Parul<sup>®</sup> University** | **NAAC** **A++**  
Vadodara, Gujarat | **GRADE**



**Nurturing Future  
Business Leaders**

Faculty of Management Studies



Master of Business Administration (MBA)

Syllabus & Teaching Scheme

Effective from A Y 2026-27

**SEMESTER I**



PARUL INSTITUTE OF MANAGEMENT AND RESEARCH  
FACULTY OF MANAGEMENT STUDIES  
PARUL UNIVERSITY

Sub: Teaching Scheme and Examination Scheme

Course : MBA Curriculum : Management 2026 - 27

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
MC - 01	Managerial Accounting & Costing	3	3	—	—	20	—	20	60	—	50	—	100
MC - 02	Management Process & Organizational Behavior	3	3	—	—	20	—	20	60	—	50	—	100
MC - 03	<i>Economics for Managers</i>	3	3	—	—	20	—	20	60	—	50	—	100
MC - 04	<i>Mathematics &amp; Statistics for Business</i>	3	3	—	—	20	—	20	60	—	50	—	100
<b>MC - 05</b>	<b>Professional Skills- 1</b>	<b>2</b>	<b>1</b>	<b>—</b>	<b>2</b>	<b>40</b>	<b>20</b>	<b>—</b>	<b>60</b>	<b>30</b>	<b>50</b>	<b>25</b>	<b>150</b>
MC - 06	<i>Technology in Business Management</i>	3	3	—	—	20	—	20	60	—	50	—	100
<b>Total</b>	<b>Core Courses</b>	<b>17</b>	<b>16</b>	<b>—</b>	<b>2</b>								

Semester - 1 Elective-1,2

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
ME - 01	<i>Indian Government Policy and Business</i>	2	2	—	—	20	—	20	60	—	50	—	100
ME - 02	<i>Environmental, Social, and Governance (ESG)</i>	2	2	—	—	20	—	20	60	—	50	—	100
ME - 03	<i>Indian Knowledge Systems &amp; Management</i>	2	2	—	—	20	—	20	60	—	50	—	100
ME - 04	<i>Contemporary Frameworks in Management</i>	2	2	—	—	20	—	20	60	—	50	—	100
ME - 05	<i>Foreign Language (French/ German/ Japan)</i>	2	2	—	—	20	—	20	60	—	50	—	100
ME - 06	<i>Constitution of India</i>	2	2	—	—	20	—	20	60	—	50	—	100
<b>Total</b>	<b>Core Courses</b>	<b>4</b>	<b>4</b>	<b>—</b>	<b>—</b>								

Semester - 1 AEC-1

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
AEC	<i>Computer Applications In Management – MS Office</i>	2	1	—	2	40	20	—	60	30	50	25	150

Lect-Lecture, Tut-Tutorial, Lab-Lab, T-Theory, P-Practical, CE-CE, T-Theory, P-Practical

Total = 25 hrs / week  
5 days / week

Theory Passing %: 50, Practical Passing %: 50



**Course Name:** Managerial Accounting & Costing

**Semester & Year:** Semester I, First Year

**Course Code**

**Prerequisites of the Course:** Basic understanding of accounting and business mathematics.

**Rationale:** This course equips students with advanced costing techniques, budgeting tools, and strategic cost management frameworks used in consulting, corporate finance, and business analytics roles. Emphasis is placed on real-world applications, Excel-based modelling, and case-driven learning aligned with industry practices.

### Course Objectives:

1. To evaluate the role of managerial accounting in strategic business decision-making.
2. To analyse costing, budgeting, and CVP techniques for managerial planning and control.
3. To assess cost control and variance analysis methods for performance improvement.
4. To formulate strategic cost management solutions using financial analytics for business applications.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	0	0	—	3	20	20	—	60	—	100

### Course Content

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1: Introduction to Managerial Accounting &amp; Decision Framework:</b> Introduction to Managerial Accounting-Nature, scope, and objectives, Role in planning, control, and decision-making, financial vs Cost vs Managerial Accounting- Differences and interrelationships, Users and reporting focus, Financial Statement Interpretation-Basic understanding of P&L and Balance Sheet, Managerial insights from financial data based on Ratio Analysis	25%	11
2	<b>Module 2: Managerial Accounting Tools for Decision Making:</b> <b>Marginal and Absorption Costing:</b> Concepts and differences, Managerial implications, Profit Planning & sensitivity analysis – Margin of safety, P/V ratio, Impact of cost and price changes, Decision-Making Techniques – Make or buy decisions, Shutdown decisions, Product mix Optimization, Pricing decisions,	30%	11

3	<b>Module 3: Cost Accounting Fundamentals &amp; Costing Systems</b> <b>Cost Concepts &amp; Classification:</b> Detailed cost classification, Elements of cost – Material, labour, overheads, Cost Sheet Preparation- Preparation and interpretation, Material & Labour Costing- ABC analysis, Stock levels, Labour cost basics, Costing Systems- Job costing, Batch costing, Process costing, Service costing, , Contribution Analysis- Contribution, profit-volume relationship, Cost-Volume-Profit (CVP) Analysis- Break-even analysis, Multi-product scenarios.	25%	11
4	<b>Module 4:Advanced Costing, Control &amp; Strategic Cost Management:</b> Overhead Allocation & Absorption- Allocation, apportionment, absorption, Standard Costing & Variance Analysis- Material, labour, overhead variances, Responsibility Accounting- Responsibility centers and control, Activity-Based Costing (ABC)- Concept and application, Strategic Costing Techniques- Target costing, Lifecycle costing, Budgeting Techniques- Functional budgets, master budgets, Flexible and zero-based budgeting, Performance Measurement & Analytics- Balanced Scorecard, Excel-based cost analytics Self-learning & Continuous Assessment <ul style="list-style-type: none"> <li>• NPTEL course completion is mandatory (minimum 6–8 hours).</li> <li>• Case studies and numerical problem-solving</li> <li>• Assignments based on budgeting, CVP analysis, and cost-based decision-making.</li> </ul> Presentations on real-life cost structures and business applications.	20%	12
	<b>Total</b>	100	45

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Cost Accounting: A Managerial Emphasis	Horngren, Datar & Rajan	Latest	Pearson Prentice Hall
2	Managerial Accounting	Hansen & Mowen	Latest	Cengage Learning
3	Management Accounting	Khan & Jain	Latest	Taxman
4	Management & Cost Accounting	Drury	Latest	Cengage Learning India Pvt. Ltd.

#### Course Outcomes:

<b>CO1</b>	Define, explain, and classify cost concepts, cost behaviour, and costing systems used in managerial accounting.
<b>CO2</b>	Apply and evaluate marginal costing and cost-volume-profit techniques to analyze profitability and support managerial decision-making.
<b>CO3</b>	Explain budgeting concepts and analyze variances for effective cost control and performance evaluation.
<b>CO4</b>	Apply and evaluate relevant costing and strategic cost management techniques to formulate business decisions.



<b>Course Name:</b>	<b>Management Process &amp; Organizational Behavior</b>
<b>Semester &amp; Year:</b>	<b>Semester I, First Year</b>
<b>Course Code:</b>	
<b>Prerequisites of the Course:</b>	Basic understanding of organizational functioning and business environment.
<b>Rationale:</b>	This course provides a comprehensive understanding of management principles and organizational behavior, enabling students to develop managerial competencies required in dynamic business environments. It integrates foundational concepts with contemporary practices such as leadership, emotional intelligence, and change management.

### Course Objectives

1. To evaluate management theories and organizational behaviour concepts in contemporary business environments.
2. To analyse individual and group behaviour factors influencing organizational effectiveness and managerial performance.
3. To assess leadership, organizational culture, and conflict management practices for improving team and organizational outcomes.
4. To formulate change management and organizational development strategies for dynamic and diverse workplaces.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	0	0	—	3	20	20	—	60	—	100

### Course Content:

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<p><b>Module 1: Foundations of Management &amp; OB</b></p> <p><b>Introduction to Management:</b> Meaning, nature, and significance of management, Functions of management: Planning, Organizing, Leading, Controlling, Managerial roles (Mintzberg), and managerial skills (technical, human, conceptual).</p> <p><b>Evolution of Management Thought:</b> Classical Approach: Scientific Management (Taylor), Administrative Theory (Fayol) -Neo-Classical / Behavioral Approach: Human Relations Movement (Mayo, Hawthorne Studies), Modern Approaches: Systems Theory and Contingency Approach.</p> <p><b>Introduction to Organizational Behavior:</b> Nature, scope, and importance of Organizational Behavior, OB Models: Autocratic, Custodial, Supportive, Collegial, with emphasis on applying these concepts in real workplace scenarios.</p>	25%	10

2	<p><b>Module 2: Individual Behavior &amp; Motivation, Personality &amp; Perception:</b> Determinants of personality and major personality theories (Big Five Model), Perception and perceptual errors (stereotyping, halo effect, etc.), Attribution theory and its application in organizations.</p> <p><b>Learning &amp; Attitudes:</b> Learning theories: Classical Conditioning, Operant Conditioning, Social Learning, Attitudes: components, formation, and change, Job satisfaction and its organizational implications, Emotional Intelligence and its role in managerial effectiveness.</p> <p><b>Motivation Theories:</b> Content Theories: Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Needs Theory; Process Theories: Vroom's Expectancy Theory, Equity Theory with emphasis on applying these concepts in real organizational contexts</p>	30%	15
3	<p><b>Module 3: Group Behavior, Leadership &amp; Culture</b></p> <p><b>Group Dynamics:</b> Types of groups (formal and informal), Stages of group development (forming, storming, norming, performing), Team effectiveness.</p> <p><b>Leadership:</b> Leadership theories: Trait, Behavioral, Contingency, Transformational, Leadership vs Management, Leadership skills and competencies in modern organizations. <b>Power, Politics &amp; Conflict:</b> Organizational politics: causes and consequences, Conflict: types and conflict management techniques. <b>Organizational Culture:</b> Meaning and types of organizational culture, Culture formation, Culture and organizational performance, with emphasis on applying these concepts in real organizational settings</p>	25%	10
4	<p><b>Module 4: Change Management &amp; Contemporary Practices Organizational Change:</b> Nature and types of change (planned vs unplanned), Forces driving change: internal and external, Resistance to change: causes and strategies to overcome. <b>Change Management Models:</b> Kurt Lewin Three-Step Model. <b>Managing Change in Organizations:</b> Change agents and Organizational Development (OD) interventions, Case studies on successful and failed change initiatives. <b>Contemporary Topics in OB:</b> Stress management and work-life balance, managing diversity and inclusion in organizations, with emphasis on practical application through case discussions and simulations to build adaptability and change leadership skills.</p>	20%	10
TOTAL:		100	45

**Reference Books:**

No	Title	Author	Edition	Publisher
1	Organizational Behaviour	Stephen P. Robbins & Timothy A. Judge	Latest	Pearson
2	Essentials of Management	Harold Koontz & Heinz Weihrich	Latest	McGraw Hill Education
3	Organizational Behaviour	K. Aswathappa	Latest	Himalaya Publishing House,
4	Principles and Practice of Management	L. M. Prasad	Latest	Sultan Chand & Sons

**Course Outcomes:**

<b>CO1</b>	Understand management concepts
<b>CO2</b>	Analyze behaviour in organizations
<b>CO3</b>	Apply leadership and change management
<b>CO4</b>	Develop managerial skills



<b>Course Name:</b>	<b>Economics for Managers</b>
<b>Semester &amp; Year:</b>	<b>Semester I, First Year</b>
<b>Course Code:</b>	
<b>Prerequisites of the Course:</b>	Knowledge of the business domain
<b>Rationale:</b>	Business Economics focuses on applying microeconomic and macroeconomic theories to analyse how firms can optimize decision-making and resource allocation. It aims to bridge the gap between abstract economic logic and practical business management to maximize efficiency and long-term profitability.

### Course Objectives

1. To evaluate microeconomic and macroeconomic theories for effective managerial and business decision-making.
2. To analyze demand, production, cost, pricing, and market structures in dynamic economic environments.
3. To assess the impact of fiscal, monetary, and international economic policies on business and economic performance.
4. To formulate strategic business decisions using contemporary economic theories and behavioral economics concepts.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	0	0	—	3	20	20	—	60	—	100

### Course Content

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1:</b> Demand Analysis and Production Theory, Law of Demand, Elasticity of Demand (Price, Income, Cross), Demand Forecasting Techniques, Utility Analysis, Indifference Curve Analysis, Consumer Equilibrium, Law of Variable Proportions, Returns to Scale, Production Function	25 %	12
2	<b>Module 2:</b> Theory of Cost, Pricing and Market Structure, Cost Concepts, Determinants of Cost, Economies of Scale, Revenue Analysis - Total, Average and Marginal Revenue, AR and MR Relationship, Pricing Strategies - Cost plus, Peak-Load, Price Discrimination, Penetration and Skimming Pricing, Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Game Theory, Prisoner's Dilemma, Relevant Case Study	25 %	11

3	<b>Module 3:</b> Macro Economics Theories, National Income Accounting Concepts, Economic Growth and Development Models, Phases of Business Cycles, Causes and Indicators of Business Cycles, Fiscal and Monetary Policy, International Trade Theories, Inflation Theories, Relevant Case Study	25 %	11
4	<b>Module 4:</b> Contemporary Economic Theories, Behavioral Economic Theories influencing decision-making of Individuals and Firms, Public Finance-Taxation Policies, Government Spending effects, Stabilization Policy of Government, Role of International Institutions, Relevant Case Study	25 %	11
	<b>TOTAL:</b>	<b>100</b>	<b>45</b>

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Microeconomics	Robert S. Pindyck & Daniel L. Rubinfeld	Latest	Pearson Education
2	Managerial Economics	D.N. Dwivedi	Latest	Vikas Publishing House
3	Macroeconomics	H.L. Ahuja	Latest	S. Chand Publishing

#### Course Outcomes:

<b>CO1</b>	Students will be able to evaluate demand patterns, elasticity, and consumer behaviour, and apply concepts from production theory to optimize resource utilization and output decisions.
<b>CO2</b>	Students will develop the ability to analyse cost functions and apply appropriate pricing strategies under different market conditions to maximize profitability.
<b>CO3</b>	Students will be able to differentiate between various market structures and assess firm behaviour and strategic decision-making in competitive and imperfect markets.
<b>CO4</b>	Students will be able to analyse key macroeconomic indicators and apply macroeconomic theories to understand business cycles, inflation, unemployment, and the impacts of policies.



**Course Name:** Mathematics and Statistics for Business

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:** Knowledge of Basic Mathematics

**Rationale:**

Knowledge of Mathematical and Statistical tools and techniques enables management students with essential skills of understanding and analysing large amounts of data to solve business problems. The course covers basic mathematical and statistical techniques like data visualization, descriptive statistics, probability distributions, hypothesis testing, bivariate, and time-series analysis.

**Course Objectives:**

1. To analyse mathematical and statistical concepts for solving managerial and business problems.
2. To evaluate data using descriptive statistics and probability distributions for informed decision-making.
3. To assess relationships and variations in data through statistical inference and hypothesis testing techniques.
4. To formulate data-driven managerial decisions using quantitative and statistical analytical tools.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

**Course Content**

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1: Mathematics for Management:</b> Ratio, Proportion, Percentage, Different Ratios used in Management, Arithmetic Progression and Geometric Progression, Permutation and Combination Basic Concepts of Statistics, Types of Data & Scale of Measurement, Graphical Presentation of Qualitative and Quantitative Data	30 %	13

2	<b>Module 2: Descriptive Statistics and Probability Distribution:</b> Measures of Central Values, Dispersion, and the concept of Skewness, Approaches of Probability, Joint Marginal and Conditional Probability, Binomial Distribution, Poisson Distribution, Normal Distribution	25 %	11
3	<b>Module – 3 Hypothesis Testing:</b> Descriptive Statistics vs. Inferential Statistics, Concepts of Hypothesis Testing Testing Hypothesis about single population mean (t-test), difference of two population means (t-test), One-way ANOVA	20 %	10
4	<b>Module 4: Bivariate and Temporal Analysis:</b> Bivariate Analysis using Correlation and Regression Analysis, standard error and coefficient of determination Time Series Analysis, Components, Moving Averages and Exponential Smoothing Method	25 %	11
	TOTAL	100	45

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Mathematics and Statistics for Management	K B Akhilesh	Latest	Vikas Publishing House
2	Business Mathematics by P. Mariappan, PEARSON	Business Mathematics by P. Mariappan, PEARSON	Latest	PEARSON
3	Business Statistics	Ken Black	Latest	Wiley
4	Business Statistics	Naval Bajpai	Latest	Pearson
5	Statistics for Business and Economics	Anderson, Sweeney, Williams	Latest	PEARSON

#### Course Outcomes:

CO1	Understand and apply mathematical tools for problem solution.
CO2	Apply descriptive statistics and probability distribution for data analysis.
CO3	Infer about population means using various hypothesis testing techniques.
CO4	Analyze and interpret regression and time-series data.



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**University**

**FACULTY OF MANAGEMENT STUDIES**  
**Master of Business Administration**

**Course Name:** Professional Skills – I  
**Semester & Year:** Semester I, First Year  
**Course Code:**  
**Prerequisites of the Course:** Proficiency in the English language and familiarity with fundamental concepts of functional English grammar.  
**Rationale:** This course builds professional communication and employability skills, bridging academic learning with workplace expectations.

**Course Objectives:**

1. To develop effective verbal, written, and interpersonal communication skills for academic and professional success.
2. To enhance presentation, negotiation, debate, and teamwork abilities for collaborative and managerial environments.
3. To build self-awareness, professional etiquette, and goal-setting competencies for personal and career development.
4. To strengthen critical thinking, persuasion, and confidence in professional communication and decision-making situations.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
1	—	2	—	2	40		20	60	30	150

**Course Content**

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1:</b> Self-Introduction SWOT & SOAR, Body Language and Professionalism Purpose of Self-Introduction (Academic vs Professional) Structure of an Effective Self-Introduction Understanding SWOT & SOAR (Concept and Use), Professional Appearance and Grooming, and Basics of Positive Body Language	10 %	1

2	<b>Module 2:</b> Sentence correction, One-word substitution, Para- jumbles, Cloze Passages, Vocabulary-Synonyms, Antonyms, Common Grammar Rules for Sentence Correction Parts of Speech & Usage Logical Flow in Paragraphs Contextual Vocabulary Learning Synonyms & Antonyms – Word Relationships	10 %	2
3	<b>Module – 3</b> Writing Skills: Paragraph Writing, Letter Writing - Formal, Email Writing Paragraph Writing – Structure & Types, Letter & Email Writing – Formal Formats & Do’s/Don’ts	10 %	2
4	<b>Module 4:</b> Reading Comprehension (Level of Difficulty - Intermediate) – Tips and Practice, Types of Reading (Skimming, Scanning, Intensive), Identifying Main Idea & Supporting Details, Inference and Vocabulary from Context, Time Management in Reading Tests	10 %	1
5	<b>Module 5:</b> Extempore Meaning and Importance of Extempore Structure of a Short Speech: Handling Stage Fear Time Management Techniques	10 %	1
6	<b>Module 6:</b> Goal Setting, Meaning, and Importance of Goals Short-term vs Long-term Goals SMARTER Goal Concept, Personal vs Professional Goals	10 %	1
7	<b>Module 7:</b> Team Building and Convincing Skills Meaning of Teamwork Roles in a Team Qualities of a Good Team Member Basics of Persuasion & Convincing Ethical Convincing vs Manipulation	10 %	1
8	<b>Module 8:</b> Negotiation Skills Meaning and Importance of Negotiation, Types of Negotiation, Win-Win vs Win-Lose Approach, Negotiation Stages, Communication in Negotiation	10 %	2
9	<b>Module 9:</b> Presentation Skills - Do's and Don'ts - Making effective Presentations, Purpose of Presentations, Structure: Introduction–Body–Conclusion Do’s and Don’ts of Slides Common Presentation Mistakes, Visual Aids & Audience Engagement	10 %	2
10	<b>Module 10:</b> Debate, Format of a Debate, Rules and Roles (Proposition/Opposition), Argument Building & Rebuttal Logical Reasoning in Debate	10 %	2
	<b>Total</b>	100	15

**Lab (Practical)**

<b>Sr. No.</b>	<b>Content</b>	<b>W – Weightage (%)</b>	<b>T – Teaching Hrs.</b>
1	Self-Introduction – SWOT & SOAR, Body Language and Professionalism <ul style="list-style-type: none"> <li>• 60-second Self-Introduction Practice</li> <li>• SWOT/SOAR Worksheet Activity</li> <li>• Posture, Eye Contact &amp; Hand Movement Drill</li> <li>• Peer Feedback on Professional Presence</li> </ul>	10%	2
2	Sentence Correction, One-word substitution, Para-jumbles, Cloze Passages, Vocabulary-Synonyms, Antonyms <ul style="list-style-type: none"> <li>• Sentence Correction Worksheets</li> <li>• One-word Substitution Quiz</li> <li>• Para-jumble Rearrangement Game</li> <li>• Cloze Passage Practice Sets</li> <li>• Vocabulary Building through Word Games</li> <li>• Daily Word Challenge Activity</li> </ul>	10%	4
3	Writing Skills: Paragraph Writing, Letter Writing - Formal, Email Writing <ul style="list-style-type: none"> <li>• Write a Paragraph from a Given Topic</li> <li>• Write a Leave/Application Letter</li> <li>• Draft a Professional Email</li> <li>• Identify Errors in paragraph, letter and email</li> </ul>	10%	4
4	Reading Comprehension (Level of Difficulty - Intermediate) – Tips and Practice <ul style="list-style-type: none"> <li>• Timed Reading Comprehension Practice</li> <li>• Question-type Analysis</li> </ul>	10%	2
5	Extempore <ul style="list-style-type: none"> <li>• Pick-and-Speak Activity</li> <li>• 1-minute Extempore Rounds</li> </ul>	10%	2
6	Goal Setting <ul style="list-style-type: none"> <li>• Personal Goal-Setting Worksheet</li> <li>• SMARTER Goal Conversion Activity</li> </ul>	10%	2

7	<p>Team Building and Convincing Skills</p> <ul style="list-style-type: none"> <li>• Team Task Challenge</li> <li>• Problem Solving Group Activity</li> </ul> <p>Convince the Group Exercise</p>	10%	2
8	<p>Negotiation Skills</p> <ul style="list-style-type: none"> <li>• Role-play: Buyer–Seller Negotiation</li> <li>• Win-Win vs Win-Lose Approach</li> <li>• Salary Negotiation Simulation</li> </ul>	10%	4
9	<p>Presentation Skills - Do's and Don'ts - Making effective Presentations</p> <ul style="list-style-type: none"> <li>• Presentation Skills – Slide Preparation &amp; Tips</li> <li>• Create a Short Presentation</li> <li>• Individual Presentation</li> </ul>	10%	4
10	<p>Debate</p> <p>Classroom Debate Sessions</p>	10%	4

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Business Communication.	Kaul, Asha.	Latest	PHI Learning
2	Business Communication Today.	Bovee, Courtland L., and John V. Thill	Latest	Pearson India
3	Developing Communication Skills	Krishna, Mohan, and Meera Banerji	Latest	Macmillan India,
4	English Grammar in Use.	Murphy, Raymond.	Latest	Cambridge University Press
5	The Art of Public Speaking.	Lucas, Stephen E	Latest	McGraw-Hill Education

#### Course Outcomes:

<b>CO1</b>	To demonstrate effective verbal and written communication skills in professional and academic contexts.
<b>CO2</b>	To apply presentation, negotiation, debate, and team-building skills for effective interpersonal and group interactions.
<b>CO3</b>	To analyze and improve personal and professional competencies through self-assessment, goal setting, and professional etiquette.
<b>CO4</b>	To develop critical thinking, persuasion, and confidence-building skills for workplace and managerial communication.



**Course Name:** Technology in Business Management  
**Semester & Year:** Semester I, First Year  
**Course Code:**  
**Prerequisites of the Course:** Basic knowledge of computer & MS-Office.  
**Rationale:**

The course “Technology in Business Management” equips students to understand and leverage modern technologies for effective decision-making and competitive advantage. It helps integrate digital tools into business functions and prepares managers to drive innovation and digital transformation in organizations.

**Course Objectives:**

1. To develop effective verbal, written, and interpersonal communication skills for academic and professional success.
2. To enhance presentation, negotiation, debate, and teamwork abilities for collaborative and managerial environments.
3. To build self-awareness, professional etiquette, and goal-setting competencies for personal and career development.
4. To strengthen critical thinking, persuasion, and confidence in professional communication and decision-making situations.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

**Course Content**

Sr. No	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1: Enterprise Systems &amp; Business Integration :</b> Role of Technology in Business: Evolution of Business Technology, Importance of integration and efficiency, Enterprise Resource Planning (ERP): Concept and need of ERP, Functional Modules (HR, Finance and Operations), Benefits (Real time data and process integration), Customer Relationship Management( CRM): Customer Life Cycle Management, Personalization and customer retention, Supply Chain Management (SCM): Procurement to distribution Process, Inventory and Logistics Coordination, Integration of Enterprise Systems: Data flow across departments, Breaking Organizational silos Experimental Activity: Role play “Order to Delivery Process (Manual Vs. ERP-based process comparison.	30 %	13

2	<b>Module 2: Business Analytics and Technology Applications:</b> Business Analytics: Types (descriptive, diagnostic, predictive, prescriptive), Data driven Decision making, Data Visualization and Dashboards: Principles of Visualizations, Charts and KPI Dashboards, Business Intelligence Systems: Data warehousing Basics, Reporting and Performance Tracking, Experiential Component: Dashboard Creation using Power BI, Data import, charts, dashboard, insights, Show real dashboards (sales, IPL, startups)	25 %	11
3	<b>Module – 3 Technology in Functional Areas:</b> Marketing: Digital marketing, social media analytics, Finance: FinTech, digital payments UPI, Operations: SCM technologies, IoT applications	20 %	10
4	<b>Module – 4 Emerging Technologies and Contemporary Issues :</b> Artificial Intelligence and Machine Learning: Fundamentals of AI and ML, Types of ML, and business applications of ML, Recommendation systems concepts and importance in digital platform , chatbots and conversational AI, Big Data & Business Intelligence: 5Vs of Big Data, Data- driven organizations, Internet of Things (IoT): Concept and applications, Block chain Technology: Distributed ledger concept, Business use cases, Cybersecurity: Types of cyber threats, Organizational safeguards, Digital Transformation: Industry 4.0 overview, Discussion: Ethical Issues in Technology: Data privacy, algorithmic bias, Responsible AI usage	25 %	11
<b>Total</b>		<b>100</b>	<b>45</b>

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Management Information Systems	Laudan & Laudon	Latest	Pearson Education
2	Information Technology for Management	Efraim Turban	Latest	John Wiley & Sons
3	Digital Business and E-Commerce Management	Dave Chaffey	Latest	Pearson Education
4	Business Analytics	James Evans	Latest	Pearson Education

#### Course Outcomes:

<b>CO1</b>	Understand the role of technology in business integration and decision-making.
<b>CO2</b>	Apply analytics and digital tools in functional areas of business.
<b>CO3</b>	Evaluate emerging technologies and ethical issues in business contexts.



**Course Name:** Indian Government Policy and Business

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:**

Basic understanding of business environment, economics, public policy, and contemporary socio-economic issues.

**Rationale:**

The course “Indian Government Policy and Business” helps students understand how government policies influence business decisions and the overall economic environment. It enables learners to analyse policy frameworks, regulatory systems, and government initiatives, preparing them to make informed managerial decisions and adapt to policy changes effectively.

**Course Objectives:**

1. To evaluate the impact of Indian government policies on business operations and economic development.
2. To analyze regulatory, fiscal, and industrial policies influencing business decisions and market dynamics.
3. To assess the role of government interventions and public policy frameworks in shaping the business environment in India.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

**Course Content**

Sr. No	Topics	Course Content	Course Content
1	<b>Module 1: Indian Political &amp; Policy Framework:</b> Structure of Government: Legislature, Executive, Judiciary, Role of Central vs State Government in business, Policy-making process in India, NITI Aayog and planning mechanism, public policy lifecycle	25 %	8
2	<b>Module 2: Economic Policies &amp; Reforms:</b> Industrial Policy (1991 reforms and after), Liberalization, Privatization, Globalization (LPG Model), Fiscal Policy & Budget, Monetary Policy (Role of RBI), FDI Policy in India, GST and Taxation reforms	30 %	7

3	<b>Module – 3 Regulatory Environment &amp; Business Laws Interface:</b> Role of Regulatory Bodies (SEBI, RBI, TRAI, CCI), Ease of Doing Business in India, Environmental policies and sustainability, Corporate Governance and CSR policies, Labour laws and reforms	25 %	7
4	<b>Module – 4 Government Initiatives &amp; Emerging Policy Trends:</b> Make in India, Digital India, Startup India, Atmanirbhar Bharat, Public-Private Partnerships (PPP), Social sector schemes and business opportunities, Policy challenges: Inflation, unemployment, sustainability, Future trends in policy (AI regulation, ESG, green economy)	20 %	8
	Total	100	30

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Indian Economy	Ramesh Singh	Latest	McGraw-Hill Education
2	Business Environment	Francis Cherunilam	Latest	Himalaya Publishing House
3	Economic Survey of India (Latest)	Economic Survey of India (Latest)	Latest	Ministry of Finance, Government of India
4	PIB (Press Information Bureau)	PIB (Press Information Bureau)	Latest	Ministry of Information & Broadcasting, Government of India

#### Course Outcomes:

<b>CO1</b>	Understand the Indian government structure and policy framework.
<b>CO2</b>	Explain major economic policies and reforms in India.
<b>CO3</b>	Identify key regulatory bodies and business laws.
<b>CO4</b>	Understand government schemes and their impact on business.



**Parul<sup>®</sup>**  
**University**

**FACULTY OF MANAGEMENT STUDIES**  
**Master of Business Administration**

**Course Name:** Environmental, Social, And Governance (ESG)

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:** Basic understanding of organizational functioning, corporate structures, and business environment.

**Rationale:** This course provides an in-depth understanding of Environmental, Social, and Governance (ESG) principles and their integration into corporate strategy and operations. It equips students with knowledge of governance frameworks, sustainability practices, risk management, and ESG reporting standards. The course aims to develop analytical and strategic skills required to implement ESG practices and enhance long-term organizational value creation.

**Course Objectives:**

1. To evaluate the environmental, social, and governance dimensions influencing sustainable business practices and corporate performance.
2. To analyze ESG frameworks, policies, and reporting standards for responsible business decision-making.
3. To formulate sustainable and ethical business strategies aligned with ESG principles and stakeholder expectations.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

## Course Content

Sr. No	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<p><b>Module 1: Understanding of Environment and Ecology Issues:</b> Environmental Pollution Definition, causes, effects, and control measures of: air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution, and nuclear pollution. Solid waste management: causes, effects, and control measures of urban and industrial wastes, role of companies in prevention of pollution, pollution case studies, role of companies in disaster management: floods, earthquakes, cyclones, and landslides. Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, case studies: Wasteland reclamation, Consumerism and waste products, Environmental Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, public awareness.</p>	24%	7
2	<p><b>Module 2: Corporate Governance &amp; Board Effectiveness: Conceptual Framework of Corporate Governance:</b> Meaning, evolution, and significance of corporate governance, global governance codes and international best practices, Indian corporate governance framework. Legislative Framework in India: Governance requirements for listed companies, unlisted companies, public sector undertakings, banks, insurance companies, and Stewardship Code. <b>Board Structure &amp; Effectiveness:</b> Composition, diversity, and effectiveness of the board, roles, duties, and liabilities of directors and independent directors. Board Committees: Composition, roles, and responsibilities of various committees. <b>Board Processes:</b> Secretarial Standards and governance practices. Governance Issues: Conflict management, related party transactions, and prevention of insider trading. Governance Models: Professional vs promoter-driven companies. Disclosures &amp; Transparency: Board disclosures and corporate transparency practices.</p>	26%	8
3	<p><b>Module 3: ESG, Stakeholders &amp; Sustainability Practices: Fundamentals of ESG:</b> Meaning, importance, and evolution of Environmental, Social, and Governance (ESG), ESG as a business strategy and investment approach. ESG Factors &amp; SDGs: Key ESG factors and alignment with Sustainable Development Goals (SDGs). <b>Stakeholder Management:</b> Stakeholder rights including grievance redressal mechanisms, human rights, and workplace health and safety. Workforce &amp; Ethics: Gender diversity, attrition rate, supplier code of conduct, business ethics, anti-bribery policies, and code of conduct. ESG Governance: Board accountability towards ESG and sustainability practices. <b>CSR Practices:</b> CSR policy, need assessment, and impact evaluation. Environmental Sustainability: Energy consumption, emissions, water management, and waste management. Green Initiatives: Sustainability strategies and environmental initiatives. <b>Data</b></p>	26%	8

	<b>Governance:</b> Importance, challenges, and implementation framework.		
4	<b>Module 4: Sustainability Reporting &amp; ESG Evaluation</b> <b>Sustainability Assessment:</b> Sustainability audit and ESG ratings. <b>Risk Management Framework:</b> Risk identification, analysis, measurement, and mitigation strategies. Risk Governance: Role of Risk Management Committee, internal audit, and internal controls. <b>Regulatory Framework:</b> Emerging mandates and regulatory requirements related to ESG. <b>Reporting Frameworks:</b> Integrated Reporting (IR), Global Reporting Initiative (GRI), and Business Responsibility and Sustainability Reporting (BRSR). <b>ESG Disclosures:</b> Compliance requirements, reporting standards, and transparency practices. <b>Governance Role:</b> Role of governance professionals in ESG reporting and compliance. Future Trends: Emerging trends, innovations, and developments in ESG and sustainability practices.	24%	7
	<b>TOTAL</b>	100%	30

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Environmental, Social and Corporate Governance: Understanding ESG and Its Impact on Business and Society.	Hugh Webb	Latest	McGraw-Hill Education
2	Corporate Governance	Mallin, C.	Latest	Himalaya Publishing House
3	Corporate Governance: Principles, Policies & Practices	Tricker, B.	Latest	Ministry of Finance, Government of India
4	Theory and Practice of Corporate Social Responsibility	Idowu & Louche	Latest	Ministry of Information & Broadcasting, Government of India
5	State of Global Climate 2025	Report of the World Meteorological Organisation	Latest	Report of the World Meteorological Organisation
6	KPMG / EY – ESG Reports & Publications	KPMG / EY – ESG Reports & Publications	Latest	KPMG / EY – ESG Reports & Publications

#### Course Outcomes:

<b>CO1</b>	Appreciating global climate and environmental issues
<b>CO2</b>	Understand corporate governance frameworks, board structure, and regulatory environment.
<b>CO3</b>	Analyze ESG principles, stakeholder engagement, and sustainability strategies in organizations.
<b>CO4</b>	Evaluate ESG-related risks and apply risk management frameworks, including cyber and climate risks, and interpret and implement ESG reporting frameworks such as GRI, BRSR.



**Course Name:** Indian Knowledge Systems & Management

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:** General awareness of Indian history, culture, and the current business environment. Familiarity with foundational management concepts

**Rationale:** Indian Knowledge Systems & Management introduces learners to the rich heritage of Indian philosophical, ethical, and managerial thought and its relevance to contemporary business and organizational practices. The course aims to integrate traditional Indian wisdom with modern management principles to foster ethical leadership, holistic decision-making, sustainability, and value-based management. It enables students to appreciate indigenous knowledge systems and apply them in addressing current managerial and societal challenges.

**Course Objectives:**

1. Critically evaluate the relevance of Indian Knowledge Systems in modern management.
2. Analyze Indian philosophies, ethics, and leadership practices in organizations.
3. Design value-based and sustainable management strategies using Indian knowledge traditions.
4. Formulate innovative solutions using insights from Indian Knowledge Systems.

**Teaching & Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

**Course Content**

Sr. No	Topics	W – Weight age (%)	T – Teaching Hrs.
1	<b>Module 1: Foundations of IKS &amp; Indian Management Philosophy:</b> Introduction to Indian Knowledge Systems: scope, epistemology, and relevance to modern management, Indian philosophical traditions and their management implications: Vedas, Upanishads, and Darshanas, The concept of Dharma, Artha, Kama, and Moksha as a holistic framework for managerial decision-making, Indian vs. Western management paradigms: a comparative perspective (Theory K, WE Theory, Corporate Rishi Model), Indian ethos in the workplace: values, work ethics, and organizational culture, Case studies: Indian family business houses and their value- driven management (Tata, Birla, Infosys), Traditional educational institutions (Takshashila, Nalanda) as models of knowledge management and leadership development	30 %	8

2	<b>Module 2: Leadership, Governance &amp; Strategic Management from IKS:</b> Leadership lessons from the Bhagavad Gita: Nishkama Karma, Samatvam, and servant leadership, Kautilya's Arthashastra: strategic management, governance, HR management, and organizational control, Decision-making models in IKS: multi-stakeholder analysis, Panchayat systems, and consensus-based governance, Vidura Niti and Thirukkural: ethical leadership, justice, and stakeholder responsibility, Lessons from the Mahabharata and Ramayana: conflict resolution, negotiation, and crisis management, Chanakya's Saptanga model as an organizational framework: parallels with modern corporate strategy, Application of IKS principles to contemporary HR management: talent selection, meritocracy, and performance systems	30%	10
3	<b>Module 3: Business Ethics, Sustainability &amp; Innovation from IKS:</b> Indian ethos and business ethics: Satya, Ahimsa, and Asteya as corporate values, CSR and sustainable business models inspired by ancient Indian practices (Trusteeship model – Gandhi; Dana and Seva), Ayurveda and wellness industry: entrepreneurial opportunities and management of traditional knowledge enterprises, Traditional water management, agriculture (Krishi Parashara), and ecological practices as models for sustainable business, Protecting Indian traditional knowledge: Intellectual Property Rights (IPR), TKDL, and GI tags in global markets, Innovation through IKS: Jugaad (frugal innovation), traditional craft industries, and indigenous technology entrepreneurship, India's civilizational heritage as a global soft power: cultural economy, tourism management, and brand India	30 %	8
4	<b>Module 4: IKS in 21<sup>st</sup> Century</b> Relevance, Importance and Implication, Future Business Model & Business Practices using IKS Framework,	10 %	4
	<b>Total</b>	<b>100</b>	<b>30</b>

#### Reference Books:

No	Title	Author	Edition	Publisher
1	Introduction to Indian Knowledge System: Concepts and Applications	Mahadevan, B.	Latest	PHI Learning, New Delhi
2	Indian Knowledge System, Vol. I & II	Kapoor, Kapil and Singh, Avadhesh Kumar	Latest	D.K. Printworld, New Delhi
3	Traditional Knowledge System in India	Jha, Amit	Latest	Cambridge University Press
4	The Kautiliya Arthashastra	Kangle, R.P.	Latest	Motilal Banarsidass, Delhi
5	Ancient Indian Education: Brahmanical and Buddhist	Sharma, R.N	Latest	Motilal Banarsidass, Delhi

**Course Outcomes:**

<b>CO1</b>	Understand & explain the philosophical foundations of IKS and interpret key management frameworks from Arthashastra, Bhagavad Gita, Mahabharata, and Upanishads in the context of modern business.
<b>CO2</b>	Analyse & Evaluate Indian leadership, governance, and ethical frameworks by comparing them with contemporary management theories, identifying their applicability to organisational strategy, HR, and decision-making.
<b>CO3</b>	Evaluate ESG-related risks and apply risk management frameworks, including cyber and climate risks and interpret and implement ESG reporting frameworks such as GRI, BRSR.



**Course Name:** Contemporary Frameworks in Management

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:** Basic knowledge of management and organizational behaviour.

**Rationale:** This course equips students with essential knowledge of emotional intelligence, leadership principles, organizational ethics, and strategic management practices to effectively address workplace challenges and enhance organizational effectiveness in modern business environments.

### Course Objectives

1. To develop an in-depth understanding of Emotional Intelligence (EQ), its dimensions, and its application in enhancing individual effectiveness and workplace relationships.
2. To equip students with the analytical and leadership skills required to evaluate organizational excellence, discipline, and the factors contributing to the transition from good to great organizations.
3. To enable students to understand and apply leadership principles, laws, and practices for improving team performance, organizational success, and managerial effectiveness.
4. To familiarize students with ethical practices, character ethics, and organizational behaviour concepts for addressing workplace challenges and promoting organizational effectiveness

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

### Course Content

Sr. No.	Topics	W – Weightage (%)	T – Teaching Hrs.
1	<b>Module 1: Emotional Intelligence in Management:</b> Meaning of Emotional Intelligence (EQ), Benefits of Emotional Intelligence, Trait EI Model and its 5 dimensions, Application of EQ in the workplace.	20%	8
2	<b>Module 2: From Good to Great Organizations:</b> Concept of organizational excellence, Transition from good to great companies, Reasons for failure in achieving excellence, Culture of discipline in successful organizations, Role of right people (“Right people in the right place”), Leadership and discipline in organizations	30%	7

<b>3</b>	<b>Module 3: Leadership Principles and Effectiveness:</b> Overview of leadership concepts, Introduction to 21 Laws of Leadership, Applying leadership laws in real life, Impact of leadership on organizational success.	20%	8
<b>4</b>	<b>Module 4: Organizational Ethics and Effectiveness:</b> Ethical practices in organizations (Work Ethics), Common causes of team failure (communication gap, lack of trust, poor leadership), Reasons for team failure, Concept of 'True North' and 'character ethics', Aligning personal and organizational goals, Implications of work Ethics in Organizational Effectiveness.	30%	7
	<b>TOTAL</b>	100	30

### Reference Books:

No	Title	Author	Edition	Publisher
1	Emotional Intelligence	Daniel Goleman	Latest	Pearson
2	Good to Great	Jim Collins	Latest	Harper Business
3	The 21 Irrefutable Laws of Leadership	John C. Maxwell	Latest	HarperCollins Leadership
4	The 7 Habits of Highly Effective People	Stephen R. Covey	Latest	Simon & Schuster

### Course Outcomes:

<b>CO1</b>	Define Emotional Intelligence (EQ), identify its benefits, and relate the five dimensions of the Trait EI Model to management practice.
<b>CO2</b>	Describe how companies transition from good to great and discuss the reasons why many organizations fail.
<b>CO3</b>	Apply the 21 laws of leadership to improve leadership effectiveness and illustrate their impact.
<b>CO4</b>	Examine the causes of organizational politics and team failure.



**Course Name:** Foreign Language – French  
**Semester & Year:** Semester I, First Year  
**Course Code:**  
**Prerequisites of the Course:** Basic knowledge of English.  
**Rationale:** It is important to learn a foreign language in today’s globalized world.

### Course Objectives

1. To develop a foundational understanding of the French language, its historical evolution, global significance and relevance in contemporary communication and culture.
2. To equip students with the knowledge of French phonetics, pronunciation, accents, punctuation and alphabetic structures for effective language learning and communication.
3. To enable students to understand and apply basic French conversational skills, including greetings, introductions, courtesy expressions, and everyday interactions.
4. To familiarize students with the usage of numbers, dates, time expressions, days, months, and seasons in French for practical communication in real-life situations.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

### Course Contents:

Sr. No.	Topics	Weightage (%)	Teaching (Hrs.)
1	<b>Module 1:</b> Introduction: Introductory Session History of the French language Extent of the French language Reasons to learn French Advice on studying French	20%	6
2	<b>Module 2:</b> The Alphabet: Phonetics Letters Punctuation Acute accent, Grave accent, Tonic accent, Stress	20%	6
3	<b>Module 3:</b> Basic Salutations: Greetings Good-byes Names Courtesy Titles Asking for one’s name Asking how one is doing?	30%	8
4	<b>Module 4:</b> Numbers & Dates: Cardinal Numbers Ordinal Numbers Days of the week Seasons Months of the year Time of the day Asking for the time	30%	10
	<b>TOTAL</b>	<b>100</b>	<b>30</b>

**Reference Books:**

No	Title	Author	Edition	Publisher
1	Beginner's French	Catrine Carpenter	Latest	McGraw Hill
2	Oxford Beginners French Dictionary (English-French / French-English)	Oxford University Press	Latest	Oxford University Press
3	French Fast and Easy Way Book with 4 CDs	Goyal Saab	Latest	Barron's

**Course Outcomes:**

<b>CO1</b>	Apply basic French vocabulary and grammar to communicate effectively in everyday situations.
<b>CO2</b>	Evaluate the appropriateness and accuracy of French expressions used in different social and cultural contexts.
<b>CO3</b>	Create structured dialogues, presentations, or written texts in French for personal and professional communication.



**Course Name:** Constitution of India  
**Semester & Year:** Semester I, First Year  
**Course Code:**  
**Prerequisites of the Course:** Understanding the basic fundamental concepts.  
**Rationale:**

The rationale of the Constitution lies in its role as a guiding instrument for nation-building, fostering democratic values, safeguarding individual freedoms, and promoting inclusive development.

**Course Objectives:**

1. Analyse the historical evolution, philosophical foundations, and structural framework of the Constitution of India in the context of democratic governance and nation-building.
2. Evaluate the significance of Fundamental Rights, Fundamental Duties, and Directive Principles in promoting constitutional morality, social justice, and responsible citizenship.
3. Critically examine the role of the judiciary, including the Supreme Court and High Courts, in protecting constitutional values, maintaining judicial independence, and upholding the basic structure doctrine.
4. Assess constitutional provisions related to equality, liberty, religion, and constitutional remedies, and their application in contemporary legal, social, and professional contexts.

**Teaching and Examination Scheme**

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week	Tutorial Hrs. / Week	Practical Hrs. / Week	Seminar Hrs. / Week	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

**Course Contents:**

Sr. No.	Topics	Weightage (%)	Teaching (Hrs.)
1	<b>Module 1: Nature, Characteristics, and Sources of the Indian Constitution:</b> Fundamental rights and Fundamental duties – Concept of State, Right to Equality under Articles 14 and 15, Right to certain freedoms under Article 19, Right to Life and liberty under Article 21, Right to religion under Articles 25 and 26, Right to remedy under Article 32 and Fundamental duties	30%	8
2	<b>Module 2: Indian Judiciary:</b> Concept of Supreme Court and High Courts, Appointment of Judges, Independence of Judiciary, Jurisdictions of Supreme Court and High Courts	30%	8

<b>3</b>	<b>Module 3: Emergency Provisions:</b> Concept of National Emergency under Article 352, Financial Emergency under Article 360 and President's Rule under Article 356 of the Constitution	<b>30%</b>	<b>10</b>
<b>4</b>	<b>Module 4:</b> Changes in Constitution of India post-Independence and Its Implication	<b>10%</b>	<b>4</b>
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

#### Reference Books:

No.	Title	Author	Edition	Publisher
1	Introduction to the Constitution of India	Dr. Durga Das Basu	24th Edition, 2019	Lexis Nexis
2	The Constitution of India	P. M. Bakshi	17th Edition, 2020	Universal Law Publishing
3	Constitutional Law of India	J. N. Pandey	57th Edition, 2020	Central Law Agency
4	We the People	N. A. Palkhivala	1999 Edition	UBS Publishers Distributors
5	The Constitution of India	Dr. P. K. Agarwal & Virag Gupta	Latest Edition	—

#### Course Outcomes:

<b>CO 1</b>	Understand the historic evolution of the Indian Constitution, its drafting, nature and to understand the principles mentioned in its Preamble.
<b>CO 2</b>	Inculcate fundamental rights in its true sense and also the permissible restrictions upon it so as to enjoy these rights within permissible limits while simultaneously performing their duties and to apply these principles in their professional lives.
<b>CO 3</b>	Ingrain the structure of our polity and role of the Judiciary in maintaining the basic structure of the Constitution.



**Course Name:** Computer Applications in Management

**Semester & Year:** Semester I, First Year

**Course Code:**

**Prerequisites of the Course:** Basic familiarity with operating a computer and a fundamental understanding of management concepts

**Rationale:** This course equips future managers with essential digital tools to automate tasks, analyze business data, and present insights professionally in a modern corporate environment.

### Course Objectives

1. Develop advanced professional documents, executive reports, and collaborative business communications using modern productivity and cloud-based office tools.
2. Analyze and evaluate complex business data through advanced spreadsheet modelling, logical functions, financial/statistical analysis, and predictive decision-making techniques.
3. Design and construct interactive dashboards, analytical reports, and data visualization solutions that transform raw organizational data into strategic managerial insights.
4. Create and automate efficient digital workflows, presentations, and communication systems to enhance managerial productivity and organizational effectiveness.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
1	—	2	—	2	40	—	20	60	30	150

### Course Content

Sr. No.	Topics	Weightage (%)	Teaching (Hrs.)
1	<b>Module 1: Executive Documentation &amp; Professional Communication:</b> Document Architecture: Mastery of Section Breaks, Multilevel Lists, and Styles for complex reports, Referencing: Automated Table of Contents, Citations, and Bibliography management. Automation: Using Mail Merge for bulk professional communication and basic Macros for repetitive formatting. Collaboration: Real-time co-authoring via OneDrive and tracking changes for executive review.	25%	7

2	<b>Module 2: Advanced Spreadsheet Modelling &amp; Analysis:</b> Advanced Functions: Deep dive into XLOOKUP, Nested IFS, and Financial/Statistical functions. Decision Modeling: Utilizing Goal Seek, Scenario Manager, and Data Tables for business forecasting. Data Integrity: Implementing Data Validation rules and workbook protection	25%	8
3	<b>Module 3: Data Visualization &amp; Business Intelligence (Advanced Excel &amp; Power Query):</b> Reporting: Advanced Pivot Tables and Pivot Charts with Slicers and Timelines for interactivity. Advanced Charting: Creating dual-axis charts, trendlines, and customized reporting templates. ETL Basics: Introduction to Power Query for cleaning and transforming external data sources	25%	7
4	<b>Module 4: Automate workflows and manage structured relational datasets for organizational efficiency:</b> Strategic Presentations (PowerPoint): Using Slide Master, Morph Transitions, and embedding live Excel data. Operational Workflow: Managing professional communication and schedules via MS Outlook	25%	8
	<b>TOTAL</b>	<b>100</b>	<b>30</b>

#### Reference Books:

No.	Title	Author	Edition	Publisher
1	New Perspectives Collection: Microsoft 365 & Excel 2021 Comprehensive	Carey, P.	2022	Cengage Learning
2	Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365)	McFedries, P.	2023	Pearson
3	Ultimate Excel with Power Query and ChatGPT	Mwangi, C.	2023	Orange Education
4	Microsoft Excel VBA and Macros (Office 2021 and Microsoft 365)	Jelen, B., & Syrstad, T.	2022	Pearson
5	Office Organisation and Management	Arora, S. P.	2009	Vikas Publishing House

#### Course Outcomes

<b>CO 1</b>	Design high-impact, professional business documents and interactive reports using advanced formatting and cloud-based collaboration tools.
<b>CO 2</b>	Evaluate complex business scenarios by building dynamic models using advanced logical functions and predictive "What-if" analysis tools.
<b>CO 3</b>	Construct interactive executive dashboards to translate raw datasets into actionable strategic insights.
<b>CO 4</b>	Automate workflows and manage structured relational datasets for organizational efficiency.

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Master of Business Administration (MBA)

Syllabus & Teaching Scheme

Effective from A Y 2026-27

**SEMESTER II**

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
MC - 07	Marketing & Digital Marketing Management	3	3	—	—	20	—	20	60	—	50	—	100
MC - 08	Financial Management & Fin Tech	3	3	—	—	20	—	20	60	—	50	—	100
MC - 09	Human Resource Management	3	3	—	—	20	—	20	60	—	50	—	100
MC - 10	International Business	3	3	—	—	20	—	20	60	—	50	—	100
<b>MC - 11</b>	<b>Business Intelligence and Analytics</b>	<b>3</b>	<b>2</b>	<b>—</b>	<b>2</b>	<b>40</b>	<b>40</b>	<b>—</b>	<b>60</b>	<b>60</b>	<b>50</b>	<b>50</b>	<b>200</b>
MC - 12	Business Research Methods	2	2	—	—	20	—	20	60	—	50	—	100
<b>Total</b>	<b>Core Courses</b>	<b>17</b>	<b>16</b>	<b>—</b>	<b>2</b>								

**Semester - 2 Elective-3,4**

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
ME - 08	System and Design Thinking	2	2	—	—	20	—	20	60	—	50	—	100
ME - 09	Production and Operations Management	2	2	—	—	20	—	20	60	—	50	—	100
ME - 10	Sustainable Development Goals & Business Practices	2	2	—	—	20	—	20	60	—	50	—	100
<b>ME - 11</b>	<b>Advance Statistical Analysis using SPSS</b>	<b>2</b>	<b>1</b>	<b>—</b>	<b>2</b>	<b>40</b>	<b>20</b>	<b>—</b>	<b>60</b>	<b>30</b>	<b>50</b>	<b>25</b>	<b>150</b>
<b>ME - 12</b>	<b>Professional Skills -2</b>	<b>2</b>	<b>1</b>	<b>—</b>	<b>2</b>	<b>40</b>	<b>20</b>	<b>—</b>	<b>60</b>	<b>30</b>	<b>50</b>	<b>25</b>	<b>150</b>
ME - 13	Legal Aspects of Business	2	2	—	—	20	—	20	60	—	50	—	100
<b>Total</b>	<b>Core Courses</b>	<b>4</b>	<b>2</b>	<b>—</b>	<b>4</b>								

**Semester - 2 SEC-1**

Code	Course	Credit	Lect	Tut	Lab	Internal Marks			External Marks		Passign Marks	Passign Marks	Total Marks
						T	P	CE	T	P	(Th + CE)	(Prac)	
											Int + Ext	Int + Ext	
SEC	AI for Managers	2	1	—	2	40	20	—	60	30	30	20	150

Lect-Lecture, Tut-Tutorial, Lab-Lab, T-Theory, P-Practical, CE-CE, T-Theory, P-Practical

Total = 27 hrs / week  
5 days / week

Theroy Passing %: 50, Practical Passing %: 50



**Course Name:** Marketing & Digital Marketing Management  
**Semester & Year:** Semester II, First Year  
**Course Code:**  
**Pre- Requisite of the Course:** Management Concepts, General awareness of marketing and Digital platforms  
**Rationale:** This course equips students with essential knowledge of traditional and digital marketing strategies to effectively navigate modern business environments.

### Course Objectives

1. To critically examine marketing concepts, business environment, consumer behaviour, and market dynamics for strategic managerial decision-making.
2. To design and evaluate segmentation, targeting, and positioning strategies supported by marketing research techniques for solving complex marketing problems.
3. To formulate competitive marketing strategies by integrating and optimizing product, pricing, distribution, and promotional decisions in diverse business contexts.
4. To assess and develop integrated marketing communication and digital marketing solutions for addressing contemporary organizational and customer engagement challenges.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week <b>L</b>	Tutorial Hrs. / Week <b>T</b>	Practical Hrs. / Week <b>P</b>	Seminar Hrs. / Week <b>S</b>	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

### Course Contents:

Sr. No.	Topics	Weightage (%)	Teaching (Hrs.)
1	<b>Module 1: Marketing Foundations in Digital Era</b> Nature, scope & evolution of marketing; Value creation in digital economy; Marketing environment (macro & micro); Consumer behavior in omnichannel context; B2C vs B2B markets; Market demand measurement & forecasting; Introduction to marketing analytics & data-	20%	9

	driven decision making. Case: Apple – Product & Pricing Strategy		
<b>2</b>	<b>Module 2: Marketing Strategy &amp; Analytics:</b> STP (Segmentation, Targeting, Positioning); Advanced segmentation (behavioral, psychographic, AI-based clustering); Marketing research process; Data collection methods; Tools for marketing analytics (Excel, basic SPSS/AI tools); Customer insights & decision-making frameworks, Case: Amul – Marketing Mix & Competitive Advantage Case: Airbnb – Segmentation & Platform Strategy	<b>25%</b>	<b>11</b>
<b>3</b>	<b>Module 3: Marketing Mix &amp; Competitive Strategy</b> Product & service strategy; New product development & innovation; Product Life Cycle strategies; Pricing strategies (traditional & dynamic pricing); Competitor analysis; Perceptual mapping; Market structures (leader, challenger, niche); Introduction to global marketing & branding strategies  Case: Swiggy – #VoiceOfHunger Campaign	<b>30%</b>	<b>13</b>
<b>4</b>	<b>Module 4: Integrated Marketing &amp; Digital Ecosystem</b> Integrated Marketing Communication (IMC); Digital marketing fundamentals (SEO, SEM, social media, Content Marketing); Channel management (offline & e-commerce); Retail transformation & omnichannel strategy; CRM & customer experience; Rural & B2B marketing; Emerging trends (AI, influencer marketing, social commerce), Case: Zomato – Integrated Digital Marketing Strategy: Case: Netflix – Data-Driven Consumer Behavior	<b>25%</b>	<b>12</b>
	<b>TOTAL</b>	<b>100%</b>	<b>45</b>

### Reference Books

No	Title	Author	Edition	Publisher
<b>1</b>	Marketing Management: - A South Asian Perspective	Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham & Jha, Mithileshwar	Latest	Pearson,
<b>2</b>	Marketing Management	Saxena, Rajan	Latest	Tata McGraw Hill
<b>3</b>	Digital Marketing: Strategy, Implementation and Practice	Chaffey, Dave & Ellis-Chadwick, Fiona	Latest	Pearson,
<b>4</b>	Marketing 5.0: Technology for Humanity	Kotler, Philip, Kartajaya, Hermawan & Setiawan, Iwan	Latest	Wiley
<b>5</b>	Fundamentals of Marketing	Stanton, William J	Latest	McGraw Hill,

### Course Outcomes

<b>CO1</b>	Explain fundamental marketing concepts, including environment, consumer behavior, and
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	market dynamics.
<b>C02</b>	Apply segmentation, targeting, and positioning strategies along with basic marketing research tools to solve marketing problems.
<b>C03</b>	Analyze marketing mix elements (product, price, place, promotion) to develop competitive marketing strategies.
<b>C04</b>	Evaluate integrated marketing communication and digital marketing practices to address real-world business challenges.



**Course Name:** Financial Management and FinTech

**Semester & Year:** Semester II, First Year

**Course Code**

**Pre- Requisite of the** Economics, Digital Literacy

**Course:**

**Rationale:**

This course is designed to develop a strong foundation in financial decision-making while bridging traditional finance concepts with emerging FinTech innovations. It aims to enhance learners' understanding of the financial ecosystem, regulatory framework, and industry-relevant skills aligned with current market trends and technological advancements.

### Course Objectives

1. To formulate and apply advanced financial decision-making frameworks for valuation, investment analysis, and strategic financial planning.
2. To critically evaluate financing decisions, capital structures, and business models across traditional and digital financial ecosystems.
3. To assess the impact of FinTech innovations, associated risks, and regulatory frameworks in transforming contemporary financial systems.
4. To analyse and appraise the role of emerging technologies, including blockchain and artificial intelligence, in enhancing efficiency, innovation, and competitiveness in financial services.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

**Course Contents:**

<b>Sr. No.</b>	<b>Topics</b>	<b>Weightage (%)</b>	<b>Teaching (Hrs.)</b>
<b>1</b>	Module 1: Introduction to Financial Management: Scope & Role in Business, Overview of Indian Financial System with special ref. to RBI & SEBI, Time Value of Money (PV, FV, annuities) Valuation of Bonds and Shares, Introduction to risk-return tradeoff	25%	12
<b>2</b>	Module 2: Capital Budgeting: NPV, IRR, Payback, Discounted Payback Cost of Capital, Understanding Leverages, Introduction to Valuation of the Firm based on Capital Structure Dividend Decisions	25%	11
<b>3</b>	Module 3: FinTech evolution – Introduction, FinTech Ecosystem: startups, banks, regulators, Difference between FinTech and Banks. Introduction to Business models: Digital payments (UPI, Wallets) Digital Banking/Neo-banking P2P lending Crowdfunding Insure Tech Wealth Tech (AI advisor) Case Assignments: Payment Platforms Lending Platforms Digital Banks	25%	12
<b>4</b>	Module 4: Introduction to FinTech Technologies Blockchain & distributed ledger Cryptocurrencies, Smart contracts, AI/ML in finance, NLP applications (chatbots, sentiment analysis), Introduction to Risks & Regulatory Environment Cybersecurity risks, Regulatory challenges (RBI/global) Compliance basics, Future Trends DeFi Open banking, Future of digital assets  FD vs mutual funds vs stocks – Risk-Return Analysis, Traditional Investment Decisions Vs. Startup Investment Decisions	25%	10
	<b>TOTAL</b>	100%	45

**Reference Books**

<b>No</b>	<b>Title</b>	<b>Author</b>	<b>Edition</b>	<b>Publisher</b>
<b>1</b>	Financial Management	I M Pandey	Latest	Vikas Publishing
<b>2</b>	Financial Management	Prasanna Chandra	Latest	McGraw Hill
<b>3</b>	Financial Management Practices in India	Sandeep Goel	Latest	Routledge India
<b>4</b>	Indian Financial System	M. Y. Khan	Latest	McGraw Hill
<b>5</b>	More about Indian Financial System: Reserve	Reserve Bank of India	Latest	Reserve Bank of India

	Bank of India			
<b>6</b>	Management of Banking and Financial Services	Suresh Padmalatha	Latest	Pearson Education
<b>7</b>	Investment Banking and Financial Services	Aishwarya Nagpal	Latest	McMillan Education
<b>8</b>	The FINTECH Book	Susanne Chishti and Janos Barberis	Latest	Wiely & Sons

### Course Outcomes

<b>CO1</b>	Apply financial decision-making tools for valuation and investment analysis.
<b>CO2</b>	Evaluate financing decisions and business models in traditional and digital financial systems.
<b>CO3</b>	Analyze FinTech innovations, risks, and regulatory frameworks shaping modern finance.
<b>CO4</b>	Analyze and evaluate the role of emerging technologies such as blockchain and artificial intelligence in financial services.



<b>Course Name:</b>	<b>Human Resource Management</b>
<b>Semester &amp; Year:</b>	<b>Semester II, First Year</b>
<b>Course Code</b>	
<b>Pre- Requisite of the Course:</b>	Management principles, Functional Areas of Management -Human Resource Management, Communication skills, Interpersonal skills, Organizational behavior and Quantitative techniques.

**Rationale** This course is designed to build functional and applied competencies in key HR domains such as training, performance management, and compensation management. It integrates theoretical foundations with practical applications through case-based and industry-oriented learning while incorporating emerging trends such as HR analytics, digital HR, and inclusive workplace practices to prepare students for internships and strategic HR roles.

### Course Objectives

1. To critically examine and apply contemporary Human Resource Management concepts and strategic HR frameworks in organizational contexts.
2. To design and evaluate HR systems related to recruitment, training, development, and performance management for enhancing organizational effectiveness.
3. To assess compensation structures, employee relations practices, and workplace policies to support sustainable human resource strategies.
4. To analyze and utilize modern HR tools, including HR analytics and digital HR practices, for data-driven decision-making and strategic workforce management.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

**Course Contents:**

<b>Sr. No.</b>	<b>Topics</b>	<b>Weightage (%)</b>	<b>Teaching (Hrs.)</b>
<b>1</b>	<b>Module 1: Nature and Scope of HRM</b> Definition, objectives, and importance, HRM functions and roles, Contemporary HR Trends HR analytics –Overview & types Ethics in HRM Human Resource Planning Process and importance Forecasting techniques (quantitative & qualitative) Job Analysis Process and methods Job Description & Job Specification Competency Mapping Overview - Competency-based HR systems Design Job Design Job enlargement, enrichment, rotation Job Characteristics Model (self-paced course)	20%	10
<b>2</b>	<b>Module 2: Recruitment, Selection &amp; Placement</b> Recruitment-Concept, Factors Sources: Internal & External Selection Process Screening, testing (aptitude, personality) Interview types (structured, behavioral, panel) Background verification Selection errors and biases Green HR Practices,- Concept, E-recruitment Diversity Equity and Inclusion- Concepts of Diversity, Equity, Inclusion, and Belonging, Inclusive recruitment strategies, Role of HR as DEI champion Job Evaluation-Concept & Methods Ranking, classification, point method (Self-Paced Course)	30%	12
<b>3</b>	<b>Module 3: Performance Management System</b> Performance Management Concepts Methods of Performance Appraisal Traditional methods (ranking, rating scales) Modern methods (360-degree feedback, BARS, MBO) Performance Measurement Tools KPIs, KRAs Balanced Scorecard Issues in Appraisal Biases and errors Training & Development Training Process Training Need Analysis (TNA) Training Methods On-the-job (coaching, mentoring) Off-the-job (simulation, role play, e-learning) Evaluation of Training Kirkpatrick's model ROI of training	30%	13
<b>4</b>	<b>Module 4: Concept &amp; Component Industrial Relation</b> Trade union's role and structure in india collective bargaining process and strategies negotiation skills grievance handling & discipline grievance redressal procedures disciplinary action	20%	10
	<b>TOTAL</b>	100%	45

## Reference Books

No	Title	Author	Edition	Publisher
1	Human Resource Management	Gary Dessler	Latest	Pearson Education
2	Human Resource Management	David Lepak & Mary Gowan	Latest	Pearson Education
3	Human Resource Management	K. Aswathappa	Latest	McGraw Hill Education
4	HRM: Text & Cases	VSP Rao	Latest	Excel Books
5	HR Champions	Dave Ulrich	Latest	Harvard Business School Press

## Course Outcomes

<b>CO1</b>	Understand and apply HRM concepts and strategic frameworks.
<b>CO2</b>	Analyse and design HR systems for recruitment, training, and performance management.
<b>CO3</b>	Evaluate compensation structures and employee relations practices.
<b>CO4</b>	Apply modern HR tools including analytics and digital HR for decision-making.



**Course Name**

**International Business**

**Semester & Year**

**Semester II, First Year**

**Course Code**

**Prerequisites of the Course**

Forms of business, Principles of Management, Macro Economics, and Economic developments.

**Rationale**

This course is designed to develop a comprehensive understanding of globalization and international business dynamics by integrating trade theories, FDI, INCOTERMS 2020, and global institutional frameworks. It equips students with analytical and strategic competencies required to evaluate global business environments, assess international market opportunities, and design effective international business strategies in an interconnected global economy.

**Course Objectives**

1. To critically examine the concepts of globalization, international business environment, trade theories, foreign direct investment, and regional economic integration in the context of global commerce.
2. To apply international trade theories, INCOTERMS 2020, and FDI principles for effective decision-making in international business operations.
3. To analyze global business environments, trade blocs, international institutions, and FDI trends influencing international trade and economic development.
4. To formulate and evaluate international business strategies by selecting appropriate market entry modes and integrating globalization drivers, trade theories, and institutional frameworks.

**Teaching & Examination Scheme**

<b>Teaching and Examination Scheme</b>										
<b>Teaching Scheme</b>					<b>Examination Scheme</b>					<b>Total</b>
<b>Lecture Hrs. / Week L</b>	<b>Tutorial Hrs. / Week T</b>	<b>Practical Hrs. / Week P</b>	<b>Seminar Hrs. / Week S</b>	<b>Credits</b>	<b>Internal Marks</b>			<b>External Marks</b>		
					<b>T</b>	<b>CE</b>	<b>P</b>	<b>T</b>	<b>P</b>	
3	—	—	—	3	20	20	—	60	—	100

**Course Contents:**

<b>Sr. No.</b>	<b>Topics</b>	<b>Weightage (%)</b>	<b>Teaching (Hrs.)</b>
<b>1</b>	Module 1: Foundation to International Business: Meaning of Globalization, Forms of Globalization, Drivers of Globalization, Significance of Globalization; Meaning and Importance of International Business, Impact of Globalization on International Business; Difference between Domestic Business and International Business; Opportunities and Challenges in International Business Stages/Phases of Internationalization; Modes of Entry to International Business – Trade related entry modes, Contractual related entry modes, Investment related entry modes. Closing Case:1) Case: (1) Apple’s Global Production System: How an iPhone is made across the World (2) Tata Motors - From Leader in Domestic Market to a Global Giant	<b>25%</b>	<b>12</b>
<b>2</b>	Module 2: International Business Environment and Trade Theories: Introduction - International Business Environment: Concept & Relevance. Components of International Business Environment Mercantilism Theory, Absolute Advantage Theory, Comparative Advantage Theory, Factor Endowments Theory (Heckscher-Ohlin Model), Firm Specific Theories; INCOTERMS 2020 (International Commercial Terms)  Case studies: 1) ‘Kenya – Rising Through Resilience’ 2) ‘How Starbucks Cracked the Chinese Market’	<b>25%</b>	<b>10</b>
<b>3</b>	Module3: Foreign Direct Investment & Global Expansion Basics Meaning and characteristics of FDI, Difference between FDI and FPI, Importance of FDI in global business, Role of FDI in developing economies Types and Motives of FDI, Government Policy and Regulation of FDI, Benefits and Risks of FDI, Trends in global FDI flows, Case study:1) ‘Walmart’s Entry into India: FDI Challenges and Strategic Adaptation’2) Tesla’s Global Expansion: Choosing the Right Markets for FDI’	<b>25%</b>	<b>11</b>
<b>4</b>	Module4: Regional Economic Integration & Global Institutions: Trade Blocs: ASEAN, NAFTA, and European Union – Meaning, Significance and Role Regional Economic Integration and the Role of India Introduction to key institutions: (WTO) World Trade Organization, (IMF) International Monetary Fund, (WB)World Bank Role and Functions of IMF, World Bank, WTO, Role in global economic stability  Case study: 1) India–USA Solar Panel Dispute: Role of WTO in Trade Conflict Resolution 2) Greece’s Financial Crisis: The Role of IMF in Economic Stabilization	<b>25%</b>	<b>12</b>
	<b>TOTAL</b>	<b>100%</b>	<b>45</b>

## Reference Books

No	Title	Author	Edition	Publisher
1	International Business	Prof. (Dr.) Neeta Tripathi	Latest	Taxmann Publications (P) Ltd.
2	International Business	Charles W. L. Hill, Arun Kumar Jain	5th Edition (Special Indian Edition)	McGraw-Hill
3	International Business: Environments and Operations	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, Reid W. Click	17th Edition	Pearson Education
4	International Business	Charles W. L. Hill	13th Edition	McGraw-Hill Education
5	International Business	Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett	8th Edition	Cengage Learning

## Course Outcomes

<b>CO1</b>	To explain the concepts of globalization and international business, including the international business environment, trade theories, FDI, and regional economic integration along with global institutions.
<b>CO2</b>	To apply international trade theories, INCOTERMS 2020, and FDI concepts in real-world international business decision-making.
<b>CO3</b>	To analyses global business environments, FDI trends, and the impact of trade blocs and international institutions on trade and economic development.
<b>CO4</b>	To evaluate and design international business strategies by selecting appropriate entry modes and integrating globalization drivers, trade theories, FDI, and institutional frameworks.



**Course Name:** **Business Intelligence and Analytics**

**Semester & Year:** **Semester II, First Year**

**Course Code**

**Prerequisites of the Course**

MS Office with Advanced Excel, Management Principles, Statistics, and Math's

**Rationale**

This course is designed to develop analytical and decision-making competencies by integrating Business Intelligence and data analytics concepts with practical visualization and reporting tools. It equips students with the skills to interpret business data, generate actionable insights, and create interactive dashboards using Power BI for solving real-world business problems.

### Course Objectives

1. To critically examine Business Intelligence and Analytics concepts and evaluate their strategic significance in organizational decision-making and performance enhancement.
2. To apply advanced data management and analytical techniques for interpreting business data and generating evidence-based managerial insights.
3. To design and communicate meaningful business insights through effective data visualization, reporting frameworks, and analytical storytelling practices.
4. To develop and implement interactive dashboards and analytical reports using Power BI for solving complex real-world business problems and supporting strategic decisions.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	2	—	3	40	—	40	60	60	200

### Course Contents

Sr. No.	Topics	Weightage (%)	Teaching (Hrs.)
1	Module 1: Foundations of Business Intelligence & Analytics Evolution and importance of BI in modern organizations Data-driven decision making & analytics lifecycle Types of analytics: Descriptive, Diagnostic, Predictive, Prescriptive Data types: Structured vs Unstructured, Functional applications: Marketing, Finance, HR,	25%	11

	Operations Case discussion: How companies use dashboards for decisions		
2	Module 2: Data Preparation & Management Data sources: Internal, external, APIs Data preprocessing: cleaning, missing values, transformation Basics of data integration and data pipelines Introduction to Data Warehousing & OLAP Overview of analytical techniques (basic predictive concepts) Data cleaning using Excel / CSV datasets, Preparing datasets for BI tools	25%	11
3	Module 3: data visualization & storytelling Principle of effective data visualization chart selection for business problems KPI design and performance metrics dashboard design principle (UX + usability) data storytelling for managerial communication ethics, bias, and data governance	25%	11
4	Module4: Business Intelligence using Power BI Data Handling Power BI architecture and workflow Power Query: data cleaning & transformation Data Modeling Relationships and schema design Introduction to DAX (basic functions) Visualization & Dashboarding Creating charts, tables, KPIs Filters, slicers, drill-down Deployment & Business Use Publishing to Power BI Service Real-world business dashboards	25%	12
	<b>TOTAL</b>	<b>100%</b>	<b>45</b>

### Reference Books

No	Title	Author	Edition	Publisher
1	Business Intelligence and Analytics	Sima Charan	Latest	McGraw Hill Education
2	The Definitive Guide to DAX	Alberto Ferrari and Marco Russo	Latest	Microsoft Press
3	Microsoft Power BI Cookbook	Brett Powell	Latest	Packt Publishing
4	Data Science for Business	Foster Provost and Tom Fawcett	Latest	O'Reilly Media
5	Power BI Documentation	Microsoft Corporation	Latest	Microsoft Press / Microsoft Documentation

### Course Outcomes

<b>CO1</b>	Demonstrate a comprehensive understanding of Business Intelligence and Analytics concepts and their strategic role in organizations.
<b>CO2</b>	Apply data management and analytical techniques to interpret business data for informed decision-making.
<b>CO3</b>	Design and communicate insights effectively through appropriate data visualization and reporting practices.
<b>CO4</b>	Develop interactive dashboards and analytical reports using Power BI to address real-world business problems.



	making Scientific method, theory building, types of research, research process overview Organizational ethical issues in research Problem definition, research questions, objectives, hypothesis formulation		
<b>2</b>	<b>Module 2:</b> Research Design C Data Collection Methods Research design: exploratory, descriptive, causal Qualitative research (focus groups, depth interviews, ethnography) Secondary data C digital data sources Primary data collection methods: surveys, observation, experiments Questionnaire design C measurement scales Validity and reliability	<b>25%</b>	<b>10</b>
<b>3</b>	<b>Module 3:</b> Sampling, Data Analysis C Statistical Techniques Sampling design and procedures Sample size determination Data preparation: editing, coding, tabulation Descriptive statistics C data visualization Inferential statistics: t-test, chi-square, ANOVA Correlation and regression analysis Introduction to research software's and use of AI for data analysis	<b>25%</b>	<b>7</b>
<b>4</b>	<b>Module4:</b> Research Reporting, Applications C Contemporary Issues Research report writing C presentation Literature review and citation styles Managerial decision-making using research Case-based applications (marketing, finance, HR, operations) Ethical issues, plagiarism, IPR in research Emerging trends: Big data, analytics, digital research	<b>25%</b>	<b>5</b>
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

### Reference Books

No	Title	Author	Edition	Publisher
1	Business Research Methods: A South-Asian Perspective	Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., Griffin, M.	Latest Edition	Cengage Learning India Pvt. Ltd.
2	Essentials of Marketing Research	Zikmund, W. G., Babin, B. J.	Latest Edition	South-Western Cengage Learning
3	Research Methodology (Text & Cases)	Parmar, H., Maheta, D., Rathod, H. S.	Latest Edition	Himalaya Publishing House Pvt. Ltd.
4	Research Methodology with Concepts, Cases and IPR	Murthy, S. N., Bhojanna, U.	Latest Edition	Himalaya Publishing House Pvt. Ltd.

### Course Outcomes

<b>CO1</b>	To develop a strong foundation in business research by explaining the role, types, and process of research, and formulating research problems, objectives, and hypotheses.
<b>CO2</b>	To design appropriate research studies by selecting suitable research designs (exploratory, descriptive, causal) and applying qualitative and quantitative data collection methods.
<b>CO3</b>	To construct reliable and valid research instruments by developing questionnaires, scales, and measurement frameworks for business research.
<b>CO4</b>	To analyse and interpret research data using statistical techniques (descriptive and inferential) and draw meaningful managerial insights in form of reports and research papers.



**Course Name:** System & Design Thinking

**Semester & Year:** Semester II, First Year

**Course Code**

**Prerequisites of the Course:**

Basic understanding of management principles, organizational processes, and problem-solving approaches. Familiarity with business environments and decision-making concepts will support effective learning in this course.

**Rationale:**

This course is designed to develop holistic problem-solving and innovation capabilities by integrating systems thinking and design thinking approaches. It enables learners to analyse complex business challenges, design user-centric solutions, and evaluate outcomes based on sustainability, feasibility, and strategic impact.

### Course Objectives

1. To critically analyse complex managerial and organizational problems using systems thinking concepts, tools, and analytical frameworks.
2. To design innovative, user-centric, and value-driven solutions by applying design thinking principles and methodologies.
3. To integrate systems thinking and design thinking approaches for addressing multifaceted business challenges and enhancing strategic problem-solving capabilities.
4. To evaluate and recommend sustainable business solutions based on feasibility, desirability, viability, and long-term organizational impact.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

**Course Contents:**

<b>Sr. No.</b>	<b>Topics</b>	<b>W weightage (%)</b>	<b>T Teaching (Hrs.)</b>
<b>1</b>	<b>Module 1: Foundations of Design Thinking</b> Introduction to design thinking, its evolution, relevance, and business significance, human-centered innovation and problem-solving mindset, design thinking process models including Double Diamond and IDEO framework, understanding problem contexts in managerial settings, problem framing and reframing.	<b>20%</b>	<b>8</b>
<b>2</b>	<b>Module 2: User-Centric Analysis &amp; Problem Definition</b> Empathy in managerial decision-making, Stakeholder analysis & ecosystem mapping, Tools: Empathy maps, customer journey mapping, Value Proposition Canvas, Problem structuring and reframing, “How Might We” statements, Defining success metrics and structured problem definition	<b>25%</b>	<b>7</b>
<b>3</b>	<b>Module 3: Ideation, Innovation &amp; Business Models</b> Creative thinking and idea generation techniques including brainstorming, SCAMPER, mind mapping, and lateral thinking; innovation frameworks covering incremental and disruptive innovation; concept development and screening; Business Model Canvas; feasibility analysis based on desirability, feasibility, and viability; decision-making under uncertainty. Statistical tools)	<b>30%</b>	<b>8</b>
<b>4</b>	<b>Module4: Prototyping, Testing &amp; Implementation</b> Prototyping concepts (low vs high fidelity), Minimum Viable Product (MVP), Testing assumptions & feedback loops; Kano model and value prioritization; Implementation roadmap; Storytelling and pitching solutions; Project presentation	<b>25%</b>	<b>7</b>
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

**Reference Books**

<b>No</b>	<b>Title</b>	<b>Author</b>	<b>Edition</b>	<b>Publisher</b>
1	Business Dynamics: Systems Thinking and Modelling for a Complex World	Sterman, J. D.	Latest Edition	McGraw-Hill
2	Systems Thinking, Systems Practice	Checkland, P.	Latest Edition	John Wiley & Sons
3	101 Design Methods: A Structured Approach for Driving Innovation in Your Organization	Kumar, V.	Latest Edition	John Wiley & Sons
4	Solving Problems with Design Thinking: Ten Stories of What Works	Liedtka, J., King, A., & Bennett, K.	Latest Edition	Columbia Business School Publishing
5	The Field Guide to Human-Centered Design	IDEO.org	Latest Edition	IDEO.org

**Course Outcomes:**

<b>CO1</b>	Analyze complex managerial problems using systems thinking tools and frameworks
<b>CO2</b>	Apply design thinking principles to develop innovative and user-centric solutions
<b>CO3</b>	Integrate systems and design thinking approaches for solving complex business challenges
<b>CO4</b>	Evaluate solutions based on feasibility, desirability, viability, and sustainability



<b>Course Name:</b>	<b>Production &amp; Operations Management</b>
<b>Semester &amp; Year:</b>	<b>Semester II, First Year</b>
<b>Course Code</b>	
<b>Prerequisite of the Course:</b>	Management principles, production, and operations: Basic Knowledge. Quantitative techniques

**Rationale** Production & Operations Management helps students understand the planning, coordination, and control of production and business operations. The course develops skills in quality management, productivity improvement, and efficient resource utilization. It prepares learners to make effective operational decisions in a competitive business environment.

### Course Objectives

1. To critically examine the concepts and strategic significance of production and operations management in organizational performance and competitiveness.
2. To apply forecasting, production planning, and inventory management techniques for effective operational planning and decision-making.
3. To analyse supply chain processes, logistics systems, and trade-related operations for improving efficiency and business integration.
4. To evaluate quality management practices, Industry 4.0 technologies, and e-commerce supply chain systems in the context of modern business operations.
5. To formulate innovative and effective solutions for operational, trade, and business challenges through analytical and strategic decision-making approaches.

### Teaching & Examination Scheme

Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
3	—	—	—	3	20	20	—	60	—	100

**Course Contents:**

<b>Sr. No.</b>	<b>Topics</b>	<b>W weightage (%)</b>	<b>T Teaching (Hrs.)</b>
<b>1</b>	<b>Module 1: Introduction of Production &amp; Operations</b> Production vs Operations Management Transformation Process Model, Types of Production Systems (Job, Batch, Mass, Continuous), Operations Strategy & Competitive Priorities, Product Design & Process Selection, Capacity Planning & Facility Location.  Quality Management: Total Quality Management (TQM), Six Sigma and Lean Management, Continuous Improvement (Kaizen)	<b>25%</b>	<b>8</b>
<b>2</b>	<b>Module 2: Planning &amp; Control of Operations</b> <b>Inventory Management (Fundamentals with New Trends)</b> Meaning and Importance of Inventory, ABC Analysis (Basic Classification), Just-in-Time (JIT) – Concept, Demand Forecasting (Concept Overview), Production Planning & Scheduling (Basic Concepts), Introduction to ERP Systems	<b>25%</b>	<b>7</b>
<b>3</b>	<b>Module 3: Supply Chain, Industry 4.0 &amp; E-Commerce SCM</b> Supply Chain Management: Concepts and Components of Supply Chain, Supply Chain Integration and Coordination, Logistics and Distribution Management Industry 4.0 in Operations: Introduction to Industry 4.0, Technologies: IoT, Artificial Intelligence (AI), Big Data, Automation and Smart Manufacturing, Impact on Operations and Supply Chain E-Commerce Supply Chain Management: Introduction to E-Commerce Supply Chain, Traditional vs E-Commerce Supply Chain	<b>25%</b>	<b>8</b>
<b>4</b>	<b>Module 4: Fundamentals of Logistics &amp; Project Management Objective</b> Basics of Logistics: Meaning, Scope, and Importance of Logistics, Components: Transportation, Warehousing, Inventory, Role of Logistics in Supply Chain, Logistics as a Competitive Advantage. Transportation & Inventory Overview: Modes of Transportation and Selection Factors, Basic Concepts of Distribution, Types of Inventories, Introduction to Inventory Control (Concept only). Introduction to Project Management: Meaning and Characteristics of Projects, Project Life Cycle (Initiation to Closure), Role of Project Manager, Work Breakdown Structure (WBS – basic idea).	<b>25%</b>	<b>7</b>
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

## Reference Books

No	Title	Author	Edition	Publisher
1	Production and Operations Management	S. N. Chary	Latest Edition	McGraw-Hill Education
2	Production and Operations Management	S. Anil Kumar & N. Suresh	Latest Edition	New Age International Publishers
3	Supply Chain Management: Strategy, Planning and Operation	Sunil Chopra & Peter Meindl	Latest Edition	Pearson Education
4	Supply Chain Management: Text and Cases	D. K. Agrawal	Latest Edition	Macmillan Publishers India
5	Logistics Management	Satish C. Ailawadi & Rakesh Singh	Latest Edition	Prentice Hall India
6	Operations Management	William J. Stevenson	Latest Edition	McGraw-Hill Education
7	Logistics and Supply Chain Management	Martin Christopher	Latest Edition	Pearson Education

## Course Outcomes

<b>CO1</b>	Explain the concepts of production and operations management and their role in business organizations. (Understand)
<b>CO2</b>	Apply basic techniques of demand forecasting, production planning, and inventory management for operational decision-making. (Apply)
<b>CO3</b>	Analyze supply chain processes, logistics activities, and trade-related operations in business environments. (Analyze)
<b>CO4</b>	Evaluate quality management practices, Industry 4.0 technologies, and e-commerce supply chain systems. (Evaluate)
<b>CO5</b>	Develop problem-solving and decision-making skills in operations, trade, and business contexts. (Create)



**Course Name:** **SDGs & Business Practices**

**Semester & Year:** **Semester II, First Year**

**Course Code**

**Prerequisites of the Course:** Basic understanding of business environment, management principles, and contemporary socio-economic issues. Familiarity with sustainability and corporate responsibility concepts will support better learning outcomes.

**Rationale**

This course is designed to develop awareness and understanding of Sustainable Development Goals (SDGs) and their integration into modern business practices. It enables learners to evaluate sustainable business models, apply SDG principles in managerial decision-making, and analyses sustainability-driven organizational practices for responsible and inclusive growth.

**Course Objectives**

1. To critically examine the Sustainable Development Goals (SDGs) and assess their significance in promoting global and national development.
2. To evaluate sustainable business models, corporate sustainability initiatives, and responsible business practices in contemporary organizations.
3. To apply SDG principles and sustainability frameworks in strategic business decision-making and organizational practices.
4. To analyze real-world cases of sustainability-driven organizations for identifying best practices, challenges, and opportunities in sustainable development.

**Teaching & Examination Scheme**

<b>Teaching and Examination Scheme</b>										
<b>Teaching Scheme</b>					<b>Examination Scheme</b>					<b>Total</b>
<b>Lecture Hrs. / Week L</b>	<b>Tutorial Hrs. / Week T</b>	<b>Practical Hrs. / Week P</b>	<b>Seminar Hrs. / Week S</b>	<b>Credits</b>	<b>Internal Marks</b>			<b>External Marks</b>		
					<b>T</b>	<b>CE</b>	<b>P</b>	<b>T</b>	<b>P</b>	
2	—	—	—	2	20	20	—	60	—	100

## Course Contents:

Sr. No.	Topics	W weightage (%)	T Teaching (Hrs.)
1	<b>Module 1: Foundations of Sustainable Development &amp; SDGs</b> Concept, principles, and dimensions of Sustainable Development Evolution from Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs) Detailed overview of the 17 SDGs by the United Nations SDGs in the Indian context: policy initiatives and national priorities	25%	7
2	<b>Module 2: Business Responsibility &amp; Sustainability Integration</b> Role of business in sustainable development Corporate Sustainability: concepts and frameworks ESG (Environmental, Social, Governance) principles, and Corporate Social Responsibility (CSR) Introduction to sustainable business models	25%	8
3	<b>Module 3: Sustainable Business Practices &amp; Measurement</b> Circular economy and resource efficiency green marketing and sustainable consumption Sustainable supply chain management Measuring sustainability performance and impact	30%	7
4	<b>Module 4: Contemporary Trends &amp; Future Directions in Sustainability</b> Social entrepreneurship and impact investing Startups and innovation for SDGs Role of emerging technologies in sustainability Global trends in ESG regulations and reporting	25%	8
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

## Reference Books

No	Title	Author	Edition	Publisher
1	The Age of Sustainable Development	Sachs, J. D.	2015 Edition	Columbia University Press
2	Corporate Social Responsibility and Sustainability: From Non-profit Organizations to Social Enterprises	Hopkins, M.	2016 Edition	Kogan Page
3	Demystifying ESG: Understanding Environmental, Social, and Governance in India	Dadhich, G.	2023 Edition	Taxman Publications
4	Dharmanomics: An Indigenous	Balasubramanian, S.	2024	Bloomsbury India

	and Sustainable Economic Model		Edition	
5	SDG India Index Reports & UN SDG Reports	NITI Aayog & United Nations	Latest Edition	NITI Aayog / United Nations Publications

### Course Outcomes

<b>CO1</b>	Understand SDGs and their significance for global and national development.
<b>CO2</b>	Evaluate sustainable business models and corporate practices.
<b>CO3</b>	Apply SDG principles in business decision-making
<b>CO4</b>	Analyze real-world cases of sustainability-driven organizations.



**Course Name:** Advanced Statistical Analysis using SPSS

**Semester & Year:** Semester II, First Year

**Course Code**

**Prerequisites of the Course:**

Statistical methods, MS Office

**Rationale:**

This course is designed to develop analytical and research competencies by providing practical exposure to statistical analysis using SPSS software. It equips learners with the ability to manage, analyze, and interpret data using descriptive and inferential statistical techniques for evidence-based decision-making and research applications.

### Course Objectives

1. To develop proficiency in using SPSS software for data management, visualization, and statistical analysis.
2. To apply descriptive and inferential statistical techniques for analysing business and research data.
3. To critically evaluate relationships among variables and interpret regression and hypothesis testing results for evidence-based decision-making.
4. To formulate and communicate meaningful analytical insights through statistical interpretation and SPSS-based reporting practices.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
1	—	2	—	2	40	—	20	60	30	150

### Course Contents:

Sr. No.	Topics	W weightage (%)	T Teaching (Hrs.)
1	<b>Module 1: Creating and Editing a Data file in SPSS</b> Introduction to SPSS interface, Data view Vs Variable view, Measurement scales (nominal, ordinal, scale), Entering data, importing data (from excel/csv), Editing data (inserting a new variable or case, copy-pasting	30%	10

	<p>data)</p> <p>Graphs and Charts: Introduction to Chart Builder, Bar graphs, Line graphs, Pie charts, Box plots, Histograms, Scatterplots, editing the charts (adding title, changing font, changing axis values etc.), printing the output.</p> <p>Descriptive Statistics: Frequencies, Visual display of frequencies (bar chart, histogram), Measures of Central Tendency, Measures of Variability, Skewness</p>		
2	<p><b>Module 2: Managing Data using SPSS</b></p> <p>Case summaries, replacing missing values, computing new variables, Recoding variables, Select cases, Sort cases</p> <p>Correlation and Simple Linear Regression: Product-moment correlation coefficient, Simple linear regression equation and predicted values, amount of variance explained, Coefficient of Determination and standard error, Residual plot</p> <p>Multiple Regression Analysis: Multiple regression equation, R squared and variance explained, Predicted values.</p>	25%	8
3	<p><b>Module 3: Inferential Statistics using SPSS:</b></p> <p>Parametric tests: One sample t-test, independent-samples t-test, Paired-samples t test. One-way ANOVA and post-hoc analysis</p> <p>Non-parametric tests: Chi-square test for independence of attributes, Chi-square test for goodness of fit</p>	20%	5
4	<p><b>Module4: Practical:</b></p> <ol style="list-style-type: none"> <li>1. Exercise on data entry, data import, creating and saving a data file</li> <li>2. Exercise on data visualization for categorical data- Bar graphs, Line graphs, Pie charts</li> <li>3. Exercise on data visualization for numerical data- Box plots, Histograms, Scatterplots; editing the charts</li> <li>4. Exercise on frequencies and descriptive statistics</li> <li>5. Exercise on Data management and manipulation in SPSS (case summaries, replacing missing values)</li> <li>6. Exercise on Data management and manipulation in SPSS (Compute, Recode, Select cases)</li> <li>7. Exercise on Data management and manipulation in SPSS (Sort cases, merging files: Add cases, Add variables)</li> <li>8. Computation of correlation coefficient</li> <li>9. Fitting of simple and Multiple linear regression model and prediction</li> </ol>	25%	7

	10. One sample t-test 11. Independent-samples t-test 12. Paired-samples t test 13. One-way ANOVA and post-hoc analysis 14. Chi-square test for independence of attributes 15. Chi-square test for goodness of fit		
	<b>TOTAL</b>	100%	30

### Reference Books

No	Title	Author	Edition	Publisher
1	Using IBM SPSS Statistics: An Interactive Hands-on Approach	James O. Aldrich and James B. Cunningham	2nd Edition (2016)	Sage Publications, Inc.
2	IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference	Darren George and Paul Mallery	16th Edition (2020)	Routledge (Taylor & Francis)
3	SPSS Data Analysis for Univariate, Bivariate, and Multivariate Statistics	Daniel J. Denis	1st Edition (2019)	John Wiley & Sons
4	Marketing Research	Rajendra V. Nargundkar	2007 Edition	Nirali Prakashan

### Course Outcomes

<b>CO1</b>	Apply SPSS software for data management, data visualization, and statistical analysis in business and research contexts.
<b>CO2</b>	Analyze data using descriptive statistics, correlation, and regression techniques for managerial and research decision-making.
<b>CO3</b>	Evaluate population parameters and test research hypotheses using appropriate inferential statistical techniques.
<b>CO4</b>	Interpret and communicate statistical findings effectively through SPSS-generated outputs, reports, and analytical insights.



**Course Name:** Professional Skills – II  
**Semester & Year:** Semester II, First Year  
**Course Code**  
**Prerequisites of the Course :** Knowledge of Professional Skills -I  
**Rationale:**

This course is designed to enhance professional communication, analytical thinking, and employability skills required for career readiness and workplace success. It provides practical exposure to business writing, decision-making, group discussions, interviews, LinkedIn profiling, and time management, enabling learners to develop confidence, professionalism, and effective interpersonal competencies in dynamic organizational environments.

### Course Objectives

1. To develop advanced professional communication skills including report writing, proposal drafting, meeting management, and professional presentations for workplace effectiveness.
2. To strengthen analytical, logical, and decision-making abilities through picture perception exercises, case studies, reading comprehension, and problem-solving activities.
3. To enhance employability competencies through resume building, LinkedIn profiling, group discussions, JAM sessions, and interview preparation using professional techniques such as STAR.
4. To cultivate interpersonal effectiveness, time management, stress management, confidence, and professional etiquette required for career readiness and organizational success.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
1	—	2	—	2	40	—	20	60	30	150

### Course Content

Sr. No.	Topics	W weightage (%)	T Teaching (Hrs.)
1	Picture Perception Concept of Picture Perception and Interpretation Observation, Assumptions, and Logical Thinking, Story Structure: Past–Present–Future	5%	1

<b>2</b>	Writing Skills: Report, Memo & Proposal Writing Purpose and Types of Reports, Memos, and Proposals Structure, Format, and Language Style Clarity, Objectivity, and Professional Tone	<b>10%</b>	<b>1</b>
<b>3</b>	Decision-Making & Problem Solving through Case Studies Decision-Making Process and Models Problem Identification and Root Cause Analysis Ethical and Logical Decision-Making	<b>5%</b>	<b>1</b>
<b>4</b>	Reading Comprehension (Level of Difficulty - Advanced & Case Study based) Advanced Reading Strategies (Inference, Evaluation) Understanding Case Study based Passages Critical Reading and Logical Reasoning	<b>10%</b>	<b>1</b>
<b>5</b>	LinkedIn Profiling and Resume Building – Difference between CV/Resume; Format, Heading and Application Procedure: Difference between CV and Resume, Resume Structure, Headings, and Content LinkedIn Profile Essentials, Key words and Professional Branding	<b>15%</b>	<b>2</b>
<b>6</b>	Organizing Meetings - Agenda, Minutes of Meeting Purpose and Types of Meetings Agenda Preparation and Meeting Roles Format and Language of Minutes of Meeting	<b>10%</b>	<b>1</b>
<b>7</b>	JAM Sessions Concept and Purpose of JAM Content Structuring under Time Limit Fluency, Coherence, and Confidence	<b>5%</b>	<b>1</b>
<b>8</b>	Time Management and Stress Management Importance of Time Management Prioritization Techniques (Urgent vs Important) Pomodoro technique and Eisenhower Matrix	<b>10%</b>	<b>1</b>
<b>9</b>	Group Discussions: Dos and Don'ts - Practice Sessions: Purpose and Types of Group Discussions Roles, Etiquette, and Evaluation Criteria Common Mistakes in GDs	<b>10%</b>	<b>2</b>
<b>10</b>	Interview Skills – STAR Technique- Mock interview sessions: Types of Interviews STAR Technique for answering behavioral questions	<b>20%</b>	<b>4</b>
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

**LAB (Practical)**

<b>Sr. No.</b>	<b>Topics</b>	<b>W weightage (%)</b>	<b>T Teaching (Hrs.)</b>
1	Picture Perception Picture-based Story Writing Group Discussion on Picture Interpretation	5%	2
2	Writing Skills: Report, Memo & Proposal Writing Writing a Short Report on a Given Case Drafting Internal Memos for Workplace Scenarios Preparing a Proposal	10%	2
3	Decision-Making & Problem Solving through Case Studies: Case Study Analysis in Groups: Problem–Solution Presentation Decision Justification Exercise	5%	2
4	Reading Comprehension – Advanced & Case-Based Advanced RC Practice Sets: Case study-based Group Discussion on Case Conclusions	10%	4
5	LinkedIn and Resume Building – Difference between CV/Resume; Format, Heading and Application Procedure Resume Drafting Activity LinkedIn Profile Creation/Optimization	15%	2
6	Organizing Meetings - Agenda, Minutes of Meeting, Agenda Drafting Exercise, Mock Meeting, Role-play, Writing Minutes of Meeting	10%	2
7	JAM Sessions Individual JAM Speaking Rounds Topic-based JAM Practice	5%	2
8	Time Management and Stress Management Time Log and Priority Planning Activity Stress Management Techniques Practice Group Discussion on Personal Challenges	10%	2
9	Group Discussions: Do's and Don'ts - Practice Sessions, Mock Group Discussion Sessions, Observation and Feedback Activity	10%	4
10	Interview Skills – STAR Technique- Mock Interview Sessions STAR-based Answer Framing Mock Interview Sessions, Feedback and Improvement Discussion	20%	8
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

## Reference Books

No	Title	Author	Edition	Publisher
1	Business Communication	Kaul, Asha	Latest	PHI Learning
2	Business Communication Today	Bovee, Courtland L., and John V. Thill	Latest	Pearson India
3	Personality Development and Soft Skills	Mitra, Barun K.	Latest	Oxford University Press
4	The 7 Habits of Highly Effective People	Covey, Stephen R.	Latest	Simon & Schuster India
5	Knock 'em Dead: The Ultimate Job Search Guide	Yate, Martin John	Latest	Adams Media
6	Communication Skills	Raman, Meenakshi, and Sangeeta Sharma	Latest	Oxford University Press

## Course Outcomes

<b>CO1</b>	Demonstrate effective professional communication skills through reports, memos, proposals, meeting documentation, and presentations.
<b>CO2</b>	Analyse and interpret situations using logical reasoning, critical thinking, and structured decision-making approaches in professional contexts.
<b>CO3</b>	Apply employability and career development skills including resume writing, LinkedIn profiling, JAM sessions, group discussions, and interview handling techniques.
<b>CO4</b>	Exhibit professional confidence, teamwork, time management, stress management, and interpersonal competencies for effective workplace performance and career advancement.



**Course Name:** Legal Aspects of Business  
**Semester & Year:** Semester II, First Year

**Course Code**

**Prerequisites of the Course:**

Basic understanding of business environment, management principles, and commercial practices. Familiarity with organizational processes and ethical decision-making will support effective learning of business laws and regulatory frameworks.

**Rationale:**

This course is designed to provide learners with a comprehensive understanding of business laws and their application in managerial and organizational contexts. It equips students with legal reasoning, contract interpretation, and regulatory compliance skills required for effective business decision-making and ethical corporate practices.

### Course Objectives

1. To critically examine the key provisions and regulatory frameworks of business laws applicable in India.
2. To analyze legal issues arising in business and managerial situations using appropriate legal principles and frameworks.
3. To apply legal reasoning and compliance requirements in managerial decision-making and organizational practices.
4. To interpret contracts, agreements, and statutory regulations for ensuring lawful and effective business operations.

### Teaching & Examination Scheme

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
2	—	—	—	2	20	20	—	60	—	100

### Course Content

Sr. No.	Topics	W weightage (%)	T Teaching (Hrs.)
1	<b>Module 1: Indian Contract Act – 1872: Definition of Contract, Agreement and Obligation, Difference between Agreement and Contract, Offer and Acceptance, Essentials of a valid contract, Types of contracts, Difference between Void, Voidable Contract and Illegal Agreement</b>	25%	7

2	<b>Module 2:</b> Sale of Goods Act, 1930: Definition of Contract of sale and its essentials, Difference between Sale and Agreement to Sell, Goods and their Classification, Effects of perishing of goods, Difference between conditions & warranties, Performance of contract – Rights of Buyers, Rights against the sellers in case of breach of contract and Rights of an unpaid seller	25%	8
3	<b>Module 3:</b> Companies' Act, 2013: Definition and Characteristics of a Company, Types of Companies, Special Provisions for Small Companies, Memorandum & Articles of Association, Prospectus, Remedies for Misrepresentation in Prospectus	25%	7
4	<b>Module: 4</b> Intellectual Property Rights (IPRs): Meaning and Kinds of Patents, Trademarks and Copyrights, Important provisions of registration, renewal and remedies in case of infringement.	25%	8
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

### Reference Books

No.	Title	Author	Edition	Publisher
1	Elements of Business Law	N. D. Kapoor	Latest Edition	Sultan Chand & Co.
2	Legal Aspect of Business	Akhileshwar Pathak	Latest Edition	Tata McGraw Hill Pvt. Ltd.
3	Business Laws for Management	K. R. Bulchandani	Latest Edition	Himalaya Publication
4	Business Law Including Company Law	S. S. Gulshan & G. K. Kapoor	Latest Edition	New Age International Publishers

### Course Outcomes

<b>CO1</b>	Understand the key provisions of business laws in India
<b>CO2</b>	Analyze the legal issues in business situations
<b>CO3</b>	Understand the key provisions of business laws in India
<b>CO4</b>	Analyze the legal issues in business situations



**Course Name:** AI for Managers  
**Semester & Year:** Semester II, First Year  
**Course Code**  
**Prerequisites of the Course:** Basic Computer Skills, Basic Business Knowledge, Introductory Awareness of AI Concepts

**Rationale:** This course is designed to equip future managers with conceptual understanding and practical exposure to Artificial Intelligence and Generative AI technologies. It enables learners to apply AI-driven tools, prompt engineering, and emerging technologies in managerial decision-making, innovation, and business problem-solving while emphasizing responsible and ethical AI practices.

**Course Objectives**

1. To critically examine the concepts, foundations, opportunities, risks, and ethical dimensions of Artificial Intelligence in managerial and business environments.
2. To apply Generative AI tools and prompt engineering strategies for improving managerial decision-making and functional business operations.
3. To analyze AI-driven innovations and technologies across diverse business domains including marketing, finance, supply chain, and human resource management.
4. To develop practical proficiency in the use of AI platforms and tools such as ChatGPT, Copilot, DALL-E, and Gemini for business problem-solving and innovation.
5. To evaluate advanced AI applications, including Retrieval-Augmented Generation (RAG) and responsible AI frameworks, for sustainable and strategic organizational transformation.

**Teaching & Examination Scheme**

Teaching and Examination Scheme										
Teaching Scheme					Examination Scheme					Total
Lecture Hrs. / Week L	Tutorial Hrs. / Week T	Practical Hrs. / Week P	Seminar Hrs. / Week S	Credits	Internal Marks			External Marks		
					T	CE	P	T	P	
1	—	2	—	2	40	—	20	60	30	150

**Course Content**

Sr. No.	Topics	W weightage (%)	T Teaching (Hrs.)
1	<b>Module 1:</b> Understanding AI and Its Building Blocks AI history, key concepts, and theoretical foundations Overview of Artificial Intelligence: concepts and	30%	8

	terminology, Foundations of Artificial Intelligence, Risks and Benefits of Artificial Intelligence. Responsible AI & Ethical Considerations		
2	<b>Module 2:</b> Generative AI & Business Applications Prompt Engineering Strategies for Optimizing AI Models AI in marketing and customer analytics, AI in finance and investment analysis, AI in supply chain management and logistics, AI in human resources and talent management.	30%	8
3	<b>Module 3:</b> Common AI tools and technologies for Managers Introduction to popular AI tools, Overview of AI technologies, Artificial Intelligence driven innovations, Use of AI tools and technologies in business.	20%	7
4	<b>Module 4:</b> Hands on Practical Sessions Gain practical experience using leading tools such as ChatGPT, Copilot, and DALL-E, Gemini and more Advanced concepts like prompt engineering, Retrieval-Augmented Generation (RAG), Explore how to leverage Generative AI for innovation.	20%	7
	<b>TOTAL</b>	<b>100%</b>	<b>30</b>

### Reference Books

No.	Title	Author	Edition	Publisher
1	Artificial Intelligence: A New Synthesis	J. Nilsson	Latest Edition	Elsevier Publishers
2	All-in On: How Smart Companies Win Big with Artificial Intelligence	Nitin Mittal and Thomas H. Davenport	Latest Edition	Harvard Business Review Press
3	The Future of Management in an AI World	Canals, J., & Heukamp, F. (Eds.)	Latest Edition	Palgrave Macmillan

### Course Outcomes

<b>CO1</b>	Explain the concepts, foundations, ethical considerations, risks, and benefits of Artificial Intelligence in business and managerial contexts.
<b>CO2</b>	Apply Generative AI tools, prompt engineering techniques, and AI-driven solutions to support managerial decision-making across functional domains.
<b>CO3</b>	Analyze the role of AI technologies and innovations in marketing, finance, supply chain, logistics, and human resource management.
<b>CO4</b>	Develop practical competency in using AI tools such as ChatGPT, Copilot, DALL-E, and Gemini for problem-solving, innovation, and business applications.
<b>CO5</b>	Evaluate advanced AI concepts, including Retrieval-Augmented Generation (RAG) and responsible AI practices, for enhancing organizational effectiveness and innovation