

Regulations 2025
Curriculum and Syllabi
(As approved by the 24th Academic Council)
August - 2025

M.B.A.
(Master of Business Administration)



REGULATIONS 2025

**CURRICULUM AND SYLLABI (I & II semesters)
(As approved by 24th Academic Council)**

August - 2025

**M.B.A.
MASTER OF BUSINESS ADMINISTRATION**

VISION AND MISSION OF THE INSTITUTION

VISION

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio- Economic progress of the Country in a sustainable manner.

MISSION

- To blossom into an internationally renowned Institute.
- To empower the youth through quality and value-based education.
- To promote professional leadership and entrepreneurship.
- To achieve excellence in all its endeavors to face global challenges.
- To provide excellent teaching and research ambience.
- To network with global Institutions of Excellence, Business, Industry and Research Organizations.
- To contribute to the knowledge base through scientific enquiry, Applied Research and Innovation.

VISION AND MISSION OF CRESCENT SCHOOL OF BUSINESS

VISION

Crescent School of Business aspires to be an industry integrated world-class B-school.

MISSION

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

VISION

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

MISSION

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES

MASTER OF BUSINESS ADMINISTRATION

PROGRAMME EDUCATIONAL OBJECTIVES

The students of MBA programme would be able to

1. Perform cross functional management tasks efficiently
2. Initiate and participate in organizational change process
3. Demonstrate multi-faceted leadership skills in business scenario
4. Practice ethics in management
5. Become successful entrepreneurs

PROGRAMME OUTCOMES

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur

REGULATIONS–2025**MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAMME*****(Under Choice Based Credit System)*****1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE**

- 1.1 "Programme"** means a Postgraduate Degree Programme (MBA).
- 1.2 "Course"** means a theory or practical subject that is normally studied in a semester, like Management concepts, Computers and Business Application Lab, etc.
- 1.3 "Institution"** means B.S. Abdur Rahman Crescent Institute of Science and Technology.
- 1.4 "Academic Council"** means the Academic Council, which is the apex body on all academic matters of this Institute.
- 1.5 "Dean (Academic Affairs)"** means the Dean (Academic Affairs) of the Institution who is responsible for the implementation of relevant rules and regulations for all the academic activities.
- 1.6 "Dean (Student Affairs)"** means the Dean (Students Affairs) of the Institution who is responsible for activities related to student welfare and discipline in the campus.
- 1.7 "Controller of Examinations"** means the Controller of Examinations of the Institution who is responsible for the conduct of examinations and declaration of results.
- 1.8 "Dean of the School"** means the Dean of the School of the department concerned.
- 1.9 "Head of the Department"** means the Head of the Department concerned.

2.0 ADMISSION REQUIREMENTS

- 2.1** Students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply. To be considered for selection, the student should have either appeared for MAT/ CAT/ XAT/ TANCET or Crescent Entrance Test. Admission is based on the combined scores of (a) UG degree marks (b) Entrance test (MAT/CAT/XAT/TANCET/Crescent Entrance Test, etc.), (c) Group discussion, and (d) personal interview.
- 2.2** Eligibility conditions for admission such as class obtained, number of

attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

3.0 DURATION AND STRUCTURE OF THE PG PROGRAMME

3.1 The minimum and maximum period for completion of the PG Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA (Full Time)	4	8

3.2 The PG programmes consist of the following components as prescribed in the respective curriculum

- i. Core courses
- ii. Functional /General elective courses
- iii. Summer Internship
- iv. Research work
- v. Skill Development Courses
- vi. Ability Enhancement Courses
- vii. Case studies
- viii. Seminars
- ix. Mini Project
- x. Management Games
- xi. Industry exposure

3.3 The curriculum and syllabi of MBA programme shall be approved by the Academic Council of this Institute.

3.4 The minimum number 101 credits to be earned for the successful completion of the MBA programme as specified in the curriculum of the MBA programme.

3.5 Each academic semester shall normally comprise of 90 working days. Semester-end examinations will follow immediately after the last working day.

3.6 Credits will be assigned to the courses for all MBA Programmes as given below:

- One credit for 10 hours of teaching- learning in theory, tutorial period and 20 hours of practical sessions per semester.
- One credit for two weeks of summer internship / Research work.

3.7 The functional electives from the curriculum are to be chosen with the

approval of the Head of the Department / School Dean. A student can do dual specialisation not exceeding 15 credits in one functional area.

3.8 The medium of instruction, seminar and project reports will be English.

3.9 SUMMER INTERNSHIP

3.9.1 Students are required to undergo summer internship for a minimum period of 8 weeks in a business organization (after the end term examination of II Semester).

3.9.2 Summer internship shall be carried out under the supervision of a Faculty member in the Department and an officer of the organization. For details, the project work guidelines are to be referred to. Summer Internship shall be pursued for a minimum of 8 weeks or 320 hours.

3.9.3 The project report duly signed by the supervisors and the Head of the Department / School Dean is to be submitted as per the guidelines and timelines.

3.9.4 If a student fails to submit the summer internship report on or before the specified deadline, he / she is deemed to have not completed the Internship and shall re-register the same in a subsequent semester.

3.10 APPLIED BUSINESS RESEARCH

As part of the MBA programme, each student must complete a research work in their final semester. The applied business research is a research-based project on a topic related to industrial problem or application in the specialisation, chosen by the student with the approval of the faculty guide. It allows the student to apply the knowledge and skills gained during the course to a real-world problem or area of interest. The research work must be carried out under the supervision of a faculty member and submitted in the prescribed format within the given deadline.

The project report duly signed by the supervisor and the Head of the Department / School Dean is to be submitted as per the guidelines and timelines.

3.11 ONLINE COURSES

Students are permitted to undergo department approved online courses under SWAYAM up to 40% of credits of courses in a semester excluding fourth semester with the recommendation of the Head of the Department / Dean of School and with the prior approval of Dean Academic Affairs during his/ her period of study. The credits earned through online courses shall be

transferred following the due approval procedures. The online courses can be considered in lieu of core courses and elective courses.

4.1 CLASS ADVISOR

A faculty member shall be nominated by the HOD / Dean of School as Class Advisor for the whole class. He/she is responsible for maintaining the academic, curricular and co- curricular records of all students throughout their period of study.

4.2 FACULTY ADVISOR

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department / Dean of School of the students shall attach a certain number of students to a faculty member of the department who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters, and guide the students in taking up courses for registration and enrolment in every semester.

5.0 CLASS COMMITTEE

5.1 A class committee comprising faculty members handling the classes, student representatives and a senior faculty member not handling the courses as chairman will be constituted in every semester.

5.2 The composition of the class committee will be as follows:

- i) One senior faculty member preferably not handling courses for the concerned semester, appointed as chairman by the Head of the Department
- ii) Faculty members of all courses of the semester
- iii) All the students of the class
- iv) Faculty advisor and class advisor
- v) Head of the Department – Ex-officio member

5.3 The class committee shall meet at least three times during the semester. The first meeting shall be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages for each component of assessment shall be decided for the first and second assessment. The second meeting shall be held within a week after the date of midterm assessment report, to review the students' performance and for follow up action.

5.4 During these two meetings the student members, shall meaningfully interact and

express opinions and suggestions to improve the effectiveness of the teaching-learning process, curriculum and syllabus.

- 5.5** The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

6.0 COURSE COMMITTEE

- 6.1** Each common theory / laboratory course offered to more than one group of students shall have a "Course Committee" comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Head of the Department / Dean (Academic Affairs) depending upon whether all the teachers handling the common course belong to a single department or from several departments. The Course Committee shall meet as often as possible to prepare a common question paper, scheme of evaluation and ensure uniform evaluation of the assessment tests and semester end examination.

7.0 REGISTRATION AND ENROLLMENT

- 7.1** The students of first semester shall register and enroll at the time of admission by paying the prescribed fees.
- 7.2** For the subsequent semesters registration for the courses shall be done by the student one week before the last working day of the previous semester.
- 7.3** A student can withdraw from an enrolled course at any time before the first assessment test for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.
- 7.4** A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

8.0 TEMPORARY BREAK OF STUDY FROM THE PROGRAMME

- 8.1** A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of two semesters for

reasons of ill health or other valid grounds. A student can avail the break of study before the start of first assessment test of the ongoing semester. However, the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only in the subsequent year. The student availing break of study is permitted to write arrear examinations by paying the prescribed fees.

9.0 MINIMUM REQUIREMENTS TO MOVE TO THIRD SEMESTER

- 9.1** A student is permitted to move to third semester, if he/she has earned the minimum of 28 credits.
- 9.2** If the student has not earned minimum number of credits specified, he/she has to earn the required credits, at least to the extent of minimum credits specified in clause 9.1 and then move to the third semester.

10.0 ATTENDANCE

- 10.1** To be eligible for the semester-end examination in any course, a student must maintain a minimum of 75% attendance in scheduled contact hours. A maximum relaxation of 25% may be granted for valid reasons such as medical emergencies or approved participation in co-/extra-curricular activities. Students with attendance below 75% after applying permissible relaxation will receive an "I" (Incomplete) grade and must complete the course in a future semester as per institutional academic policies when it is offered by the department in a subsequent semester.
- 10.2** The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in the concerned course to the class advisor. The class advisor shall consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department / Dean of the School. Thereupon, the Dean (Academic Affairs) shall officially notify the names of such students prevented from writing the semester end examination in each course.
- 10.3** If a student's attendance in any course falls between 65% and 75% due to medical reasons (e.g., hospitalization, illness) or participation in institution-approved events, they may be granted exemption from the minimum

attendance requirement and allowed to appear for the semester-end exam. The student must submit valid documents to the class advisor upon rejoining, with approval from the HoD/Dean. Final approval for condonation will be granted by the Vice Chancellor based on the Dean (Academic Affairs)'s recommendation.

- 10.4** A student who has obtained an "I" grade in all the courses in a semester is not permitted to move to the next higher semester. Such students shall repeat all the courses of the semester in the subsequent academic year.
- 10.5** The student awarded "I" grade, shall enroll and repeat the course when it is offered next. In case of "I" grade in an elective course either the same elective course may be repeated or a new elective course may be taken with the approval of the Head of the Department / Dean of the School.
- 10.6** A student who is awarded "U" grade in a course shall have the option to either write the semester end arrear examination at the end of the subsequent semesters, or to redo the course when the course is offered by the department. Marks scored in the continuous assessment in the redo course shall be considered for grading along with the marks scored in the semester end (redo) examination. If any student obtains "U" grade in the redo course, the marks scored in the continuous assessment test (redo) for that course shall be considered as internal mark for further appearance of arrear examination.
- 10.7** If a student with "U" grade, who prefers to redo any particular course, fails to earn the minimum 80% attendance while doing that course, then he / she is not permitted to write the semester end examination and his / her earlier "U" grade and continuous assessment marks shall continue.

11.0 REDO COURSES

- 11.1** A student can register for redo courses with a maximum of 8 credits per semester without affecting the regular semester classes, whenever such courses are offered by the concerned department, based on the availability of faculty members and subject to a specified minimum number of students registering for each of such courses.
- 11.2** The number of contact hours and the assessment procedure for any redo course shall be the same as regular courses, except there is no provision for any substitute examination and withdrawal from a redo course.

12.0 ASSESSMENTS AND EXAMINATIONS

12.1 For lecture- based courses, one mid - term examination and one another assessment will be conducted during the semester. The assessment may be combination of any of the following like tests / case studies / mini projects / seminars, quiz / assignments etc. The assessment procedure as decided in the Class Committee for each batch of students, will be announced to the students right from the beginning of the semester by the course teacher.

12.2 There shall be one examination of three / two hours duration, at the end of the semester depending on the credit for the course.

12.3 For laboratory integrated theory courses (LIT), the theory and practical components shall be assessed separately for 100 marks each and consolidated by assigning a weightage of 75% for theory component and 25% for practical component (For 3 credit LIT course). Grading shall be done for this consolidated mark.

Assessment of theory components shall have one mid - term examination and one another assessment to be conducted during the semester, and a semester end examination. The assessment may be a combination of any of the following like tests / case studies / mini projects / seminars, quiz / assignments etc. The assessment procedure as decided in the Class Committee for each batch of students, will be announced to the students right from the beginning of the semester by the course teacher.

Mid-term examination and other assessment components carry 60% weightage, and semester – end examination carries 40% weightage. The student shall secure a separate minimum of 40% in the semester end theory examination. The evaluation of practical components shall be through continuous assessment.

12.4 The evaluation of the research work will be based on periodic reviews, the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned, and an external Examiner.

12.5 The evaluation of the summer internship will be based on the report submitted by the student, the feedback from the organization where the student attended the internship & his / her presentation of the internship experience before the panel of internal examiners and an external examiner. A progress report from the industry will also be considered for evaluation. The weightage for report shall be decided by the respective class committees of the batches.

13.0 WEIGHTAGES

13.1 The following shall be the weightages for different courses:

i) Lecture based courses

Mid-term examination	25%
other Continuous assessment components	35%
Semester-end examination	40%

ii) Skill Development / Laboratory

Laboratory work assessment	75%
Semester-end examination	25%

iii) Ability Enhancement

Continuous assessment	100%
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iv) Summer Internship / Applied Business Research

Periodic reviews	50%
Evaluation of Project Report by External Examiner	20%
Viva-Voce Examination	30%

13.2 Appearing for semester end examination for each course (Theory and Practical) is mandatory and a student should secure a minimum of 40% marks in semester end examination for the successful completion of the course.

13.3 The markings for all tests, tutorial, assignments (if any), laboratory work and examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 13.1.

13.4 For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance shall be considered for grading along with the marks scored in the semester end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination to award grades and the internal assessment marks secured during the course of study shall not be considered.

14.0 SUBSTITUTE EXAMINATIONS

14.1 A student who is absent, for genuine reasons, may be permitted to write a substitute examination for mid-term assessment test of a course by paying the prescribed substitute examination fee. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee

constituted by the Head of the Department / Dean of School for that purpose. However, there is no substitute examination for semester end examination.

14.2 A student shall apply for substitute exam in the prescribed form to the Head of the Department / Dean of School within a week from the date of assessment test. However, the substitute examination will be conducted only after the last working day of the semester and before the semester end examination.

15.0 SUPPLEMENTARY EXAMINATION

15.1 Final Year students can apply for supplementary examination for a maximum of three courses thus providing an opportunity to complete their degree programme. Likewise, students with less credit till the II semester can also apply for supplementary examination for a maximum of three courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results in both odd and even semesters.

16.0 PASSING, DECLARATION OF RESULTS AND GRADE SHEET

16.1 All assessments of a course shall be made on absolute marks basis. The class committee without the student members shall meet to analyse the performance of students in all assessments of a course and award letter grades following the relative grading system. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade Points
S	10
A	9
B	8
C	7
D	6
E	5
U	0
W	-
I	-

"W" denotes withdrawal from the course.

"I" denotes inadequate attendance and hence prevented from appearing for semester end examination

“U” denotes unsuccessful performance in the course

- 16.2** A student who earns a minimum of five grade points ('E' grade) in a course is declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- 16.3** Upon awarding grades, the results shall be endorsed by the chairman of the class committee and Head of the Department / Dean of the School. The Controller of Examinations shall further approve and declare the results.
- 16.4** Within one week from the date of declaration of result, a student can apply for reevaluation of his / her semester end theory examination answer scripts of one or more courses, on payment of prescribed fee to the Controller of Examinations. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a reevaluation committee consisting of Chairman of the Class Committee as convener, the faculty member of the course and a senior faculty member knowledgeable in that course as members. The committee shall meet within a week to re-evaluate the answer scripts and submit its report to the Controller of Examinations for consideration and decision.
- 16.5** After results are declared, grade sheets shall be issued to each student, which contains the following details:
- list of courses enrolled during the semester including redo courses / arrear courses, if any;
 - grades scored;
 - Grade Point Average (GPA) for the semester and
 - Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards. GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.

If C_i , is the number of credits assigned for the i^{th} course and GPI is

$$GPA = \frac{\sum_{i=1}^n (C_i)(GPI)}{\sum_{i=1}^n C_i}$$

the Grade Point in the i^{th} course

Where n = number of courses

The Cumulative Grade Point Average (CGPA) is calculated in a similar manner, considering all the courses enrolled from first semester.

“I” and “W” grades are excluded for calculating GPA.

"U", "I", and "W" grades are excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent percentage of marks shall be as follows:

$$\text{Percentage Equivalent of Marks} = \text{CGPA} \times 10$$

16.6 After successful completion of the programme, the Degree shall be awarded upon fulfillment of curriculum requirements and classification based on CGPA as follows:

Classification	CGPA
First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the minimum prescribed period.
First Class	6.50 and above and completing the programme within a minimum prescribed period plus two semesters.
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained 'U' or 'I' grade in any course during his/her period of study and should have completed the PG programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study plus two semesters. For this purpose, the authorized break of study is not considered. The students who do not satisfy the above two conditions shall be classified as second class. For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

17.0 DISCIPLINE

17.1 Every student is expected to observe disciplined and decorous behaviour both inside and outside the campus and not to indulge in any activity which tends to affect the reputation of the Institution.

17.2 Any act of indiscipline of a student, reported to the Dean (Student Affairs), through the HOD / Dean shall be referred to a Discipline and Welfare Committee constituted by the Registrar for taking appropriate action.

17.3 Students have to follow the dress code recommended by the Institute.

18.0 ELIGIBILITY FOR THE AWARD OF THE MASTERS DEGREE

18.1 A student shall be declared to be eligible for the award of the Master's Degree, if he/she has:

- i. Successfully acquired the required credits as specified in the curriculum corresponding to his/her programme within the stipulated time.
- ii No disciplinary action is pending against him/her.

18.2 The award of the degree must have been approved by the Institute.

19.0 POWER TO MODIFY

Notwithstanding all that have been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

**B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND
TECHNOLOGY**

REGULATIONS 2025

**CURRICULUM & SYLLABI FOR
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER I

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSF 6101	Foundations of Management	2	0	0	2
2.	CC	MSF 6102	Managerial Economics	3	0	0	3
3.	CC	MSF 6103	Quantitative Methods for Managerial Decisions	2	1	0	3
4.	CC	MSF 6104	Accounting for Managers	2	1	0	3
5.	CC	MSF 6105	Organizational Behaviour	2	0	0	2
6.	CC	MSF 6106	Legal Aspects of Business	3	0	0	3
7.	CC	MSF 6107	Entrepreneurship Development	3	0	0	3
8.	CC	MSF 6108	Business Environment	2	0	0	2
Skill Development							
(a)	CC	MSF 6109	Computer Applications in Business Laboratory	0	0	2	1
(b)	CC	MSF 6110	Business Communication	2	0	0	2
Ability Enhancement							
(i)	CC	MSF 6111	Continuous Industry Readiness Programme I	0	0	2	1
(ii)	CC	MSF 6112	Business Practicum I	0	0	2	1
(iii)	CC	MSF 6113	Business Quest I	0	0	2	1
Credits							27

SEMESTER II

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSF 6201	Strategic Management	3	0	0	3
2.	CC	MSF 6202	Human Resources Management	3	0	0	3
3.	CC	MSF6203	Financial Management	2	1	0	3
4.	CC	MSF 6204	Operations Management	2	1	0	3
5.	CC	MSF 6205	Marketing Management	3	0	0	3
6.	CC	MSF 6206	Research Methodology and Data Analysis	2	1	0	3
7.	CC	MSF 6207	Business Analytics	2	1	0	3
8.	CC	MSF 6208	Management Information System	3	0	0	3
Laboratory							
(a)	CC	MSF 6209	Current Affairs in Business Lab	0	0	2	1
Ability Enhancement							
(i)	CC	MSF 6210	Continuous Industry Readiness Programme II	0	0	2	1
(ii)	CC	MSF 6211	Business Practicum II	0	0	2	1
(iii)	CC	MSF 6212	Business Quest II	0	0	2	1
Credits							28

Students have to undergo 'Summer Internship' after the end-term examination of II semester for 8 weeks. The report on 'Summer Internship' along with the company certificate should be submitted within one week of the opening date of third semester. Other details relating to 'Summer Internship' are given in regulation.

SEMESTER III

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSF 7101	International Business Management	2	0	0	2
2.	CC	MSF 7102	Project Management	3	0	0	3
3.	CC	MSF 7103	Sustainability Management and ESG	2	0	0	2
4.	CC	MSF 7104	Design Thinking	2	0	0	2
5.	FEC		Functional Elective I	2	0	0	3
6.	FEC		Functional Elective II	2	0	0	3
7.	FEC		Functional Elective III	2	0	0	3
8.	FEC		Functional Elective IV	2	0	0	3
9.	PROJ	MSF 7105	Summer Internship *	0	0	8	4
Ability Enhancement							
(i)	CC	MSF 7106	Continuous Industry Readiness Programme III	0	0	2	1
(ii)	CC	MSF 7107	Business Practicum III	0	0	2	1
(iii)	CC	MSF 7108	Business Quest III	0	0	2	1
Credits							28

* Though the 'Summer Internship' is mentioned in the III semester, Students have to undergo this in a business organisation after the end - term examination of II semester. Details are given in the regulation.

SEMESTER IV

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC		Functional Elective V	3	0	0	3
2.	FEC		Functional Elective VI	3	0	0	3
3.	FEC		Functional Elective VII	3	0	0	3
4.	FEC		Functional Elective VIII	3	0	0	3
5.	PROJ	MSF 7201	Applied Business Research	0	0	6	3

Ability Enhancement

(i)	CC	MSF 7202	Continuous Industry Readiness Programme IV	0	0	2	1
(ii)	CC	MSF 7203	Business Practicum IV	0	0	2	1
(iii)	CC	MSF 7204	Business Quest IV	0	0	2	1
Credits							18

Total Credits – 101

LIST OF FUNCTIONAL ELECTIVE COURSES**Specialisation I – Marketing Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 001	Retail Marketing	3	0	0	3
2.	FEC	MSFY 002	Services Marketing	3	0	0	3
3.	FEC	MSFY 003	Marketing Communications and Media Management	3	0	0	3
4.	FEC	MSFY 004	Consumer Behaviour	3	0	0	3
5.	FEC	MSFY 005	Product and Brand Management	3	0	0	3
6.	FEC	MSFY 006	Business-to-Business Marketing	3	0	0	3
7.	FEC	MSFY 007	Customer Relationship Management and Marketing	3	0	0	3
8.	FEC	MSFY 008	Sales and Distribution Management	3	0	0	3
9.	FEC	MSFY 009	Digital and Social Media Marketing	3	0	0	3
10.	FEC	MSFY 010	Marketing Analytics	3	0	0	3

Specialisation II – Financial Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 016	Behavioural and Personal Finance	2	1	0	3
2.	FEC	MSFY 017	Derivatives Management	2	1	0	3
3.	FEC	MSFY 018	Strategic Financial Management	2	1	0	3
4.	FEC	MSFY 019	Financial Markets and Services	3	0	0	3
5.	FEC	MSFY 020	Financial Technology	3	0	0	3
6.	FEC	MSFY 021	International Financial Management	2	1	0	3
7.	FEC	MSFY 022	Risk Management and Insurance	3	0	0	3
8.	FEC	MSFY 023	Security analysis and Portfolio Management	2	1	0	3
9.	FEC	MSFY 024	Banking Management	3	0	0	3
10.	FEC	MSFY 025	Financial Modelling using Spread sheet	1	2	0	3

Specialisation III – Human Resources Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 031	Managerial Behaviour and Strategic Leadership	3	0	0	3
2.	FEC	MSFY 032	Human Resources Accounting and Audit	3	0	0	3
3.	FEC	MSFY 033	Performance Management and Training	3	0	0	3
4.	FEC	MSFY 034	Industrial Relations and Labour Legislation	3	0	0	3
5.	FEC	MSFY 035	Organisational Structure and Design	3	0	0	3
6.	FEC	MSFY 036	Strategic Human Resource Management	3	0	0	3
7.	FEC	MSFY 037	International Human Resources Management	3	0	0	3
8.	FEC	MSFY 038	Talent Acquisition and Retention	3	0	0	3

Specialisation IV – Systems Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 046	Business Analysis and System Development	3	0	0	3
2.	FEC	MSFY 047	Database Management Systems	3	0	0	3
3.	FEC	MSFY 048	E-Commerce Technology	3	0	0	3
4.	FEC	MSFY 049	Strategic Information Technology for Management	3	0	0	3
5.	FEC	MSFY 050	Enterprise Resource Planning and Management	3	0	0	3
6.	FEC	MSFY 051	Web Technologies	3	0	0	3
7.	FEC	MSFY 052	Decision Support System	3	0	0	3

Specialisation V – Operations Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 061	Supply Chain Management	3	0	0	3
2.	FEC	MSFY 062	Purchase Management	3	0	0	3
3.	FEC	MSFY 063	Logistics Management	3	0	0	3
4.	FEC	MSFY 064	Materials Management	3	0	0	3
5.	FEC	MSFY 065	Total Quality Management	3	0	0	3
6.	FEC	MSFY 066	Service Operations Management	3	0	0	3
7.	FEC	MSFY 067	Management of Manufacturing System	3	0	0	3
8.	FEC	MSFY 068	Applied Operations Research	2	1	0	3

Specialisation VI – Alternative Finance

Sl. No.	Course Group	Course Code	CourseTitle	L	T	P	C
1.	FEC	MSFY 076	Introduction of Islamic Economics	3	0	0	3
2.	FEC	MSFY 077	Fundamentals of Islamic Finance	3	0	0	3
3.	FEC	MSFY 078	Islamic Insurance (Takaful)	3	0	0	3
4.	FEC	MSFY 079	Islamic Bonds (Sukuk)	3	0	0	3
5.	FEC	MSFY 080	Islamic Asset and Fund Management	3	0	0	3
6.	FEC	MSFY 081	Islamic Banking Products and Services	3	0	0	3

Specialisation VII – Entrepreneurship

Sl. No.	Course Group	Course Code	CourseTitle	L	T	P	C
1.	FEC	MSFY 086	Managing Family Business	3	0	0	3
2.	FEC	MSFY 087	Financial Institutions and Funding for Entrepreneurs	3	0	0	3
3.	FEC	MSFY 088	Marketing for Entrepreneurs	3	0	0	3
4.	FEC	MSFY 089	Startup Management	3	0	0	3
5.	FEC	MSFY 090	Social Enterprise Management	3	0	0	3

Specialisation VIII – International Business Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 096	EXIM Procedures and Documentation	3	0	0	3
2.	FEC	MSFY 097	International Trade and Economic Environment	3	0	0	3
3.	FEC	MSFY 098	International Legal Issues and Governance	3	0	0	3
4.	FEC	MSFY 099	International Marketing Management	3	0	0	3

Specialisation IX – Logistics and Supply Chain Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 111	Distribution and Transportation Management	3	0	0	3
2.	FEC	MSFY 112	International Logistics	3	0	0	3
3.	FEC	MSFY 113	Warehouse Management	3	0	0	3
4.	FEC	MSFY 114	Packing and Packaging Management	3	0	0	3

Specialisation X – Information Technology and Business Analytics

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSFY 121	R Programming for Business Research Analytics	1	2	0	3
2.	FEC	MSFY 122	Python Programming	1	2	0	3
3.	FEC	MSFY 124	Artificial Intelligence	1	2	0	3
4.	FEC	MSFY 125	Machine Learning	1	2	0	3
5.	FEC	MSFY 126	Big Data Analytics	1	2	0	3

Specialisation XI – List of General Electives

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	GEC	GEFY 151	Food and Agri Tech Business	3	0	0	3
2.	GEC	GEFY 152	NGO Management	3	0	0	3
3.	GEC	GEFY 153	Management of Rural Business	3	0	0	3
4.	GEC	GEFY 154	Event Management	3	0	0	3
5.	GEC	GEFY 155	Real Estate Management	3	0	0	3
6.	GEC	GEFY 156	Management Consultancy	3	0	0	3
7.	GEC	GEFY 157	Advanced Operations Research	2	1	0	3

MSF 6101	FOUNDATIONS OF MANAGEMENT	L	T	P	C
SDG 9		2	0	0	2

COURSE OBJECTIVES:

COB1: To provide an understanding into various functions and principles of management & to discuss planning, staffing and decision-making techniques

COB2: To explain and illustrate the students with organizing and staffing techniques practiced in business

COB3: To make students understand and apply various concepts in directing and controlling functions in organizations

COB4: To make students understand and employ ethical practises, recent concepts and practices in management

MODULE I INTRODUCTION AND PLANNING 6 0 0

Forms of business organizations – Management: definition, nature, process, functions, levels, science or art– Roles & skills of managers and impact of AI– Approaches to management – Schools of management thought – Overview of entrepreneurship and intrapreneurship

Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, policies, objectives and influences of AI– Management by objectives: process, benefits and limitations – Management by exception – Decision making: Importance, types & process

MODULE II ORGANIZING AND STAFFING 5 0 0

Organizing: definition, purpose, process – Organization: chart and manual – Types of organizations – Line & staff authority/relationship – Departmentation – Span of control –Line vs staff – Centralization & Decentralization – Delegation – Staffing: definition, overview of the sub-functions –Trends in organization structures

MODULE III DIRECTING AND CONTROLLING 5 0 0

Directing: meaning, requirements – Motivation; definition, types of motives, theories – Leadership: definition, styles, theories, managers vs leaders – Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.

MODULE IV RECENT CONCEPTS AND PRACTICES 4 0 0

Managerial ethics: importance, sources, influencing factors, benefits – Principles of

ethical conduct – Examples of ethics in marketing, advertising, operations, product safety, accounting, HR, cyberspace – Values: concept, importance – Corporate Social Responsibility: concept, importance – Corporate Governance: significance, strategies – Sustainability: importance, sustainable development goals – Contributions of eminent Indian business/management gurus – Management systems/quality audit: purposes, types – Benefits of business process reengineering and blue ocean strategy.

L – 20; T – 0; P – 0; Total Hours:20

TEXT BOOKS:

1. Koontz, H., Weihrich, H., & Cannice, M. V.(2020). *Essentials of Management* (11th ed.). McGraw Hill Education.

2.

REFERENCES:

1. Prasad, L.M. (2025). *Principles and Practice of Management* (11th ed.). Sultan Chand & Sons.
2. Tripathy, P.C., Reddy, P.N., & Bajpai, A. (2021). *Principles of Management* (7th ed.). McGraw Hill Education.

COURSE OUTCOMES:

CO1: Able to sketch different types of functional plans and take suitable managerial decisions & construct organizational charts and explain staffing process

CO2: Able to analyse the right ways and means to delegate, motivate and lead teams

CO3: Able to formulate appropriate control techniques through a fitting leadership style

CO4: Able to appraise ethical practices and recent concepts in management

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2		3	2	
CO2	3		3		3	3	
CO3	3		3		3	2	
CO4	1		3		3		3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

In management context, this goal underlines the role of effective planning, leadership, and organizational strategies in building resilient infrastructure, promoting sustainable industrial growth. The course aligns SDG 9 with key management functions like business planning, organizing and control resource allocation etc. and thus helping students understand the managerial role in driving industrial and technological progress.

MSF 6102	MANAGERIAL ECONOMICS	L	T	P	C
SDG: 12		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To introduce students to the fundamentals of economics relevant from a managerial perspective so that they can understand the issues and develop better decision-making skill
- COB2:** To familiarize students with the application of economic theory into a practical business and make them understand intricacy of business
- COB3:** To develop understanding of economic tools and analyses that help make better business decisions and forward planning
- COB4:** To make students understand how to apply micro economic concepts and techniques in evaluating business decisions taken by firms
- COB5:** To make students understand how economic variables are interpreted, analyzed to solve managerial problem

MODULE I INTRODUCTION 5 0 0

Economics: Definition, Meaning, Importance – Microeconomics, Macroeconomics–Basic economic terms and concepts - Managerial economics: Definition, Importance, Nature and Scope–Basic economic problems - Basic principles of Managerial economics: Marginal and Incremental principles, Opportunity cost and Equi-Marginal principle, Time perspective and Discounting principle etc.

MODULE II DEMAND AND SUPPLY ANALYSIS 6 0 0

Demand: Determinants - Demand function - Law of demand: Demand schedule, Demand curve, Shift in demand curve– Exceptions to law of demand

Supply: Determinants - Supply function - Law of supply: Supply schedule, Supply curve, Shift in supply curve - Market equilibrium: Meaning, Excess supply, Excess demand, Price adjustment mechanism

MODULE III ELASTICITY OF DEMAND AND DEMAND FORECASTING 7 0 0

Elasticity of demand: Price elasticity, Income elasticity, Cross elasticity, Promotional elasticity–Importance of elasticity of demand - Degrees of price elasticity of demand – Elasticity of supply - Methods of measuring elasticity: Percentage method, Average

method - Demand forecasting: Meaning, Importance and Methods

MODULE IV MARKET STRUCTURE

6 0 0

Forms of market: Perfect competition, Monopoly, Monopolistic competition, Oligopoly, Duopoly etc.

MODULE V COST, REVENUE AND PROFIT

6 0 0

Kinds of costs: Money cost, Real cost, Opportunity cost, Implicit cost, Explicit cost, Social cost, Replacement cost, Direct and Indirect cost, Production and Selling cost - Fixed and Variable cost -Total, Average and Marginal cost–Economies of scale, Economies of scope - Revenue: Total, Average and Marginal revenue – Cost, Revenue and Profit functions - Link Between Cost, Revenue and Output; Profit Maximization Rule (MR=MC)

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Geetika, Ghosh, P., & Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.). Tata McGraw-Hill Education.
2. Salvatore, D., & Srivastava, R. (2020). Managerial Economics: Principles and Worldwide Applications (9th ed.). Oxford University Press.
3. Dwivedi, D. N. (2018). Macroeconomics: Theory and Policy (5th ed.). Tata McGraw-Hill Education.

REFERENCES:

1. Mankiw, N. Gregory (2012). Principles of Economics (6th ed.). Cengage Learning.
2. Ahuja, H.L. (2017). Managerial Economics (9th ed.). S. Chand Publishing.
3. Mehta, P.L. (2016). Managerial Economics: Analysis, Problems and Cases. Sultan Chand & Sons

COURSE OUTCOMES:

CO1: Able to explain basic concepts of economics, applied in managerial decision making and analyse real-world business problems with a systematic theoretical framework

CO2: Able to calculate demand function, supply function, the equilibrium price and quantity etc., and apply them analytically in decision making

CO3: Able to compare and contrast different market structures and evaluate their impact on managerial decisions

CO4: Able to differentiate various types of cost and evaluate them for cost minimization decision

CO5: Able to calculate cost function, revenue function and profit function and evaluate economies of scale and scope and their pros and cons

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	1	2	3	3	
CO2	3	3	1	2	3	2	
CO3	3	3	1	2	3	3	
CO4	3	1	1	3	3	2	
CO5	3	1	1	3	3	2	

Note: 1- Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 12: Ensuring sustainable consumption and production patterns.

The understanding of the theories and concepts of managerial economics encourages people towards responsible and efficient production, consumption and distribution of goods and services in an economy.

MSF 6103	QUANTITATIVE METHODS FOR MANAGERIAL	L	T	P	C
SDG: 8	DECISIONS	2	1	0	3

COURSE OBJECTIVES:

- COB1:** To help students understand the role of statistics in business and apply probability concepts and descriptive statistical measures for informed decision-making.
- COB2:** To enable students to explain the concepts of sampling, distribution, and estimation, and evaluate the relevance of confidence intervals in business applications.
- COB3:** To guide students to describe and apply appropriate statistical tests and forecasting methods for solving business problems.
- COB4:** To encourage students to identify and solve business-related problems using core mathematical tools such as matrices, progression, and set theory.
- COB5:** To enable students to formulate optimization problems and analyse solutions using operations research techniques.

Note: Only business applications are to be covered; theoretical treatments are not allowed.

MODULE I FUNDAMENTALS OF STATISTICS AND PROBABILITY 4 2 0

Introduction to statistics in business – Scope and importance – Descriptive statistics: Measures of central tendency and dispersion – Probability basics: Conditional probability, Bayes' theorem – Standard normal distribution

MODULE II SAMPLING, DISTRIBUTIONS AND ESTIMATION 5 2 0

Sampling technique: Probability and non-probability – Sampling distributions: Mean and proportion – Central limit theorem: Concepts and implications – Point and interval estimation: Concepts and business applications – Confidence intervals for population mean

MODULE III STATISTICAL TESTING AND TIME SERIES ANALYSIS 4 2 0

Parametric tests: Z-test, t-test (one sample), F-test – ANOVA: One-way – Chi-square test – Pearson and rank correlations – Simple linear regression – Time series: Weighted average, moving averages, least squares

MODULE IV BUSINESS MATHEMATICS APPLICATIONS 3 2 0

Introduction to business mathematics – Basic problems in set theory – Permutation – Combination – Arithmetic progression – Geometric progression – Matrix algebra: Multiplication, addition, transpose – Determinants

MODULE V OPERATIONS RESEARCH AND DECISION MODELS 4 2 0

Introduction to operations research: Objectives, scope and applications – Linear programming: Formulation and graphical method – Transportation problem – Assignment problem – Traveling salesman problem – Introduction to decision theory

L – 20; T – 10; P – 0; Total Hours: 30

TEXTBOOKS:

1. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2022). *Business statistics: A first course* (8th ed.). Pearson.
2. Levin, R. I. Rubin, D. S. Rastogi, S., & Siddiqui, M. H. (2021). *Statistics for management* (8th ed.). Pearson India.
3. Kapoor, V. K., & Kapoor, S. (2014). *Operations research: Quantitative techniques for management* (9th rev. ed.). Sultan Chand & Sons.
4. Sancheti, D. C., & Kapoor, V. K. (2014). *Business mathematics* (11th rev. ed.). Sultan Chand & Sons.
5. Bhardwaj, R. S. (2012). *Mathematics and statistics for business* (1st ed.). Excel Books India.

REFERENCES:

1. Black, K. (2025). *Business statistics: For contemporary decision making* (11th ed., Indian adaptation). Wiley India.
2. Taha, H. A. (2019). *Operations research: An introduction* (10th ed.). Pearson India.
3. Arora, S. R., & Gupta, K. (2021). *Business mathematics* (Reprint 2021 ed.). Taxmann Publications.

COURSE OUTCOMES:

Students will be able to:

- CO1: Explain statistical measures and apply probability concepts such as Bayes' Theorem and normal distribution in business decision-making.**

- CO2:** Illustrate sampling and estimation techniques and evaluate confidence intervals for solving business problems.
- CO3:** Apply statistical tests such as the Z-test, t-test, ANOVA, and regression, and analyse time series data for forecasting.
- CO4:** Identify and solve business mathematics problems involving progressions, permutations, combinations, and matrices.
- CO5:** Formulate and analyse business problems using linear programming, transportation, and decision theory models.

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2				1	
CO2	2	3				2	
CO3		2				1	
CO4	3	3				1	1
CO5	3	3				2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

This course aligns with SDG 8 by fostering analytical and decision-making skills that contribute to sustainable economic growth, productive employment, and decent work through efficient business practices.

MSF 6104	ACCOUNTING FOR MANAGERS	L	T	P	C
SDG: 9		2	1	0	3

COURSE OBJECTIVES:

- COB1:** To understand the accounting system and apply the concept for recording the daily transactions of the business.
- COB2:** To understand the reporting standards and prepare financial statements in compliance with reporting standards.
- COB3:** To analyze the company's performance using ratio analysis and appraise analytical outcomes for decision-making.
- COB4:** To understand cost structures and use of marginal costing techniques for decision-making in business
- COB5:** To employ different types of budgets and to have a control over the budget

MODULE I INTRODUCTION 4 2 0

Accounting concepts and conventions – Double entry system of book-keeping – Preparation of Journal, Ledger and Trial Balance

MODULE II PREPARATION FINANCIAL STATEMENTS 6 2 0

Reporting Standards - Preparation of financial statements (As per Companies Act 2013): Profit and Loss A/c, Balance Sheet. - Cash flow statement - Shareholders' equity

MODULE III FINANCIAL STATEMENT ANALYSIS 4 2 0

Financial ratio analysis: managerial uses, major classifications, computation of financial ratios, limitations, preparation of financial statements using financial ratios.

MODULE IV COST CONCEPTS FOR MANAGERIAL DECISION MAKING 3 2 0

Cost Accounting: Meaning, importance - Types of Costs: Direct, Indirect, Fixed, Variable, Semi-variable - Break-even Analysis: Contribution Margin, Profit Volume (PV) Ratio – Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision – Overview of Activity Based Costing (ABC).

MODULE V BUDGETING 3 2 0

Budget: classifications, Preparation of fixed budget, Flexible budget, and Cash Budget - Zero Based Budgeting (ZBB): Uses and limitations.

L – 20; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Maheshwari, S.N., Suneel K. Maheshwari, & Sharad K. Maheshwari (2022). *A Textbook of Accounting for Management* (5th ed.). Vikas Publishing House.
2. Arora, M.N. (2025). *Cost and Management Accounting* (12th ed.). Vikas Publishing House.

REFERENCES:

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). *Financial accounting* (12th ed.). Vikas Publishing House.
2. Gupta, S. K., Sharma, R. K., & Gupta, N. (2017). *Management accounting: Principles & practice* (15th ed.). Kalyani Publishers.
3. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2022). *Financial and management accounting* (6th ed.). Sultan Chand & Sons.

COURSE OUTCOMES:

- CO1: Able to Describe accounting concepts and conventions; Record financial transactions using the journal and ledger and prepare a trial balance**
- CO2: Able to Describe reporting standards and summarize the components of financial statements; Prepare the Profit & Loss Account, Balance Sheet, and Cash Flow Statement for a company**
- CO3: Able to Calculate & Analyse financial statements using ratios and evaluate the financial health of a business**
- CO4: Differentiate between types of costs; Apply marginal costing techniques and assess break-even point for pricing and product mix decisions**
- CO5: Classify different types of budgets and compare their applicability in various business situations**

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3					1
CO2	3	3		3	2		
CO3	3	3		2	2	2	1
CO4	3	3			2	2	1
CO5	3	3			2	2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

This course develops financial and managerial skills essential for informed decision-making in industry. It supports sustainable and inclusive industrial growth by enhancing financial literacy, promoting transparent reporting, and strengthening the foundation for innovative and resilient business infrastructure—aligning with the goals of SDG 9.

MSF 6105	ORGANIZATIONAL BEHAVIOUR	L	T	P	C
SDG: 8		2	0	0	2

COURSE OBJECTIVES:

COB1: To make students understand the fundamental concepts and significance of Organizational Behaviour and apply them in workplace

COB2: To enable students to identify and analyse individual behaviour at work

COB3: To develop students' skill to analyse and evaluate group behaviour and organizational dynamics in the workplace

COB4: To make students understand and examine the impact of organizational change and contemporary workplace issues

MODULE I	INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR	4	0	0
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Introduction to organizational behaviour: importance – Key lessons from early workplace studies (Hawthorne studies) – AI impact on Workforce utilization - Challenges and approaches to organizational behaviour

MODULE II	INDIVIDUAL BEHAVIOUR AT WORK	6	0	0
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Personality: types, key theories, methods of assessing personality – Perception: factors influencing perception, perceptual errors – Learning and behaviour – Types of values – Affective, Behaviour, Cognitive (ABC) components of attitude – AI Capabilities and Functionalities impact on work - Motivation: theories, linking motivation to job outcomes – Motivation, Ability, Role Perception, Situational (MARS) factors model

MODULE III	GROUP BEHAVIOUR AT WORK	5	0	0
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Group: types, group development stages - Leadership: concept, styles, Transactional vs Transformational leadership theories and practices – Team structure and effectiveness – Power and politics – Conflict: causes, types, resolution – Organizational culture and climate

MODULE IV	ORGANIZATIONAL DIMENSION	5	0	0
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Change: leading and managing change (Lewin's 3-step model) – Need of Job design and Organization Design based on Business strategy , Agile workforce , Promoting diversity and inclusion in the workplace – Environmental, Social, and Governance (ESG): definition, three pillars of ESG and importance of ESG in diversity, equity and inclusion – Enhancing employee engagement and work-life balance – Work-life stress – Adaptation to technology:

remote/hybrid work environment and its implications

L – 20; T – 0; P –0; Total Hours: 20

TEXTBOOKS:

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2022). *Organizational behaviour* (18th ed.). Pearson Education India.
2. Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational behaviour: An evidence-based approach*. McGraw-Hill Education.

REFERENCES:

1. Ross, S. C. (2021). *Organizational behaviour today* (1st ed.). Routledge.
2. Champoux, J. E. (2020). *Organizational behaviour: Integrating individuals, groups, and organizations* (6th ed.). Routledge.
3. Aswathappa, K. (2010). *Organisational behaviour* (12th ed.). Himalaya Publishing House.
4. Zeinab Younis, Marwa Ibrahim, Habiba Azzam, The Impact of Artificial Intelligence on Organizational Behavior: A Risky Tale between Myth and Reality for Sustaining Workforce, *European Journal of Sustainable Development* (2024), 13, 1, 109-126 ISSN: 2239-5938 Doi: 10.14207/ejsd.2024.v13n1p109
5. Singh, P. (2025). A Need to Balance Between Human Behaviour & Artificial Intelligence. *Digital Repository of Theses - SSBM Geneva*. Retrieved from <https://repository.e-ssbm.com/index.php/rps/article/view/656>

COURSE OUTCOMES:

The students will be able to:

- CO1: Understand and apply key concepts and the importance of Organizational Behaviour in workplace settings**
- CO2: Analyse and interpret individual differences including personality, perception, values, and motivation that influence work behaviour**
- CO3: Analyse and apply leadership styles, team dynamics, power, conflict, and organizational culture affecting group performance**
- CO4: Understand and implement strategies for managing organizational change, diversity, employee engagement, and adapting to current and future work environments**

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2		3		3	3	
CO2	2		3		3	3	
CO3	2		3		3	3	
CO4	2		3		3	3	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The course supports SDG 8 by equipping students with an understanding of human behaviour in the workplace to promote productive, ethical and inclusive work environments. It underscores the importance of motivation, leadership, teamwork and organizational culture in promoting employee well-being, enhancing performance and supporting sustainable economic growth.

MSF 6106	LEGAL ASPECTS OF BUSINESS	L	T	P	C
SDG: 16		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To provide an understanding of the principles, provisions in contracts and their use in various business environment
- COB2:** To impart knowledge on the legal framework governing sales of goods and GST in India and their application in practical world
- COB3:** To provide students a comprehensive view about business organizations covering incorporation, management, governance, compliance requirements and make them examine the suitable structure
- COB4:** To familiarize students with key industrial and corporate compliance and social security laws in India and their application in corporate world
- COB5:** To explain students about stakeholder and statutory laws so that they can apply and relate the same in real world scenario

MODULE I INDIAN CONTRACT ACT 6 0 0

Indian Contract Act: Classification of contracts, Essential elements of a contract, Performance of contract, Remedies for breach of contract - Alternative dispute resolution: Arbitration and Conciliation

MODULE II SALE OF GOODS ACT AND INDIRECT TAXATION 5 0 0

Sale of Goods Act: Rights of buyer and seller, Rights of unpaid seller, Transfer of title and Risk of loss, Conditions and Warranties - Goods and Sales Tax(GST): Overview, Salient features, Taxation and Rates, Input tax credit, Forward Charge Mechanism (FCM)and Reverse Charge Mechanism(RCM)

MODULE III BUSINESS ORGANIZATIONS 7 0 0

Companies Act: Major principles, Nature and types of companies, Important documents and financial disclosures, Powers, duties and liabilities of director, Winding up of company, Corporate governance, Functions of NCLT (National Company Law Tribunal) - Partnership Act: Rights and duties of partners, Formation and dissolution of partnership firm

MODULE IV INDUSTRIAL & CORPORATE COMPLIANCE AND SOCIAL SECURITY LAWS 7 0 0

Factories Act: Overview, Salient features, Rules related to safety, Welfare and health of

workers - Industrial Disputes Act: Overview, Salient features, Types of disputes, Dispute solving machineries - Workmen Compensation Act: Overview, Salient features, Liability, Types of compensations covered - Payment of Wages Act: Objective, applicability and permissible deductions - Prevention of Sexual Harassment Act(POSH Act): Definition, scope and committees - Maternity Benefit Act: Salient features and provisions–EPF (Employees' Provident Fund) and Gratuity Act: Applicability, eligibility and timelines

MODULE V STAKEHOLDER AND STATUTORY LAWS 5 0 0

Consumer Protection Act: Overview, Salient features, Consumer rights, Forums and commissions - Information Technology Act: Overview, Salient features, Legal recognition, Cyber offences - Competition Act: Overview, Salient features, Anti-competitive agreements, Dominance, Competition law enforcement - Intellectual Property Rights (IPR): Characteristics of Patents, Copyrights, Trademarks and Trade secrets

L – 30; T – 0; P – 0; Total Hours: 30

TEXT BOOKS:

1. Kapoor, N. D. (2024). *Elements of Mercantile Law* (39th ed.). Sultan Chand & Company.
2. Kapoor, N. D. (2022). *Business Law* (23rd ed.). Sultan Chand & Company.
3. Pillai, R. S. N., & Bagavathi. (2011). *Legal Aspects of Business* (1st ed.). S. Chand & Company.

REFERENCES:

1. Balachandran, V., & Thothadri, S. (2023). *Legal Aspects of Business* (2nd ed.). Vijay Nicole Imprints Pvt. Ltd.
2. Gogna, P. P. S. (2015). *A Textbook of Mercantile Law* (Commercial Law). S. Chand & Co. Ltd.
3. Datey, V. S. (2024). *Indirect tax laws & practice*. Taxmann Publications Pvt. Ltd.
4. Albuquerque, D. (2015). *Legal Aspect of Business* (2nd ed.). Oxford University Press.

COURSE OUTCOMES: Students will be able to:

- CO1: Analyze and apply contractual laws in different business scenarios with legal context**
- CO2: Explain legal principles governing the sale of goods and tax implications under GST in India and distinguish the applicability to various scenarios**
- CO3: Contrast the legal framework of governing business organizations and select the suitable structure that deems fit**

- CO4: Employ dispute resolutions, analyze the compensation issues in workplace and relate whether the regulatory compliance met in the organization**
- CO5: Contrast the scenarios and apply the principles and provisions of stakeholder and statutory laws to real-world scenarios in India**

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				3			
CO2				3			
CO3				3			
CO4				3			
CO5				3			

Note: 1- Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 16: Promote peaceful and inclusive societies and sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all level

Understanding the laws of business helps people to act properly ensuring rule of law, eliminating corruption, promoting a transparent governance and peaceful society free of fraud and deception.

MSF6107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
SDG: 8		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To provide an understanding of the principles of entrepreneurship and create entrepreneurial mindset
- COB2:** To enable students to apply the process of idea generation and transformation of idea into a business venture
- COB3:** To make students understand the entrepreneurial ecosystem and its components
- COB4:** To develop students' skill to differentiate the various go-to-market strategies and modern marketing tools
- COB5:** To encourage students to create investor-ready business models and pitch decks

MODULE I INTRODUCTION TO ENTREPRENEURSHIP 5 0 0

Entrepreneurship: entrepreneurial vs managerial mind-set, characteristic of successful entrepreneurs –Types of entrepreneurship: tech, social, family business, intrapreneurship – Need and benefits of entrepreneurship ventures – Thematic Apperception Test (TAT)

MODULE II IDEATION AND VENTURE DEVELOPMENT 8 0 0

Business opportunity and sources: market gaps, trends, technology – Idea generation– Idea validation: environment scanning,problem-solution-fit, value proposition, business model canvas and customer discovery – Technology driven business models: recent models and choosing the feasible model

MODULE III ENTREPRENEURIAL ECOSYSTEM 5 0 0

Types of companies: Limited liability partnership, private limited company, one-person company, registration process – Government promotional support: start-up India, make in India, Micro, Small and Medium Enterprise (MSME),Department for Promotion of Industry and Internal Trade (DPII),Entrepreneurship Development Institute of India (EDII),Confederation of Indian Industry (CII),Industrial estates– Business incubators & accelerators: roles and functions– Start-up fundraising support: central and state government start-up funding schemes, venture capital funds, angel investment

MODULE IV GO-TO-MARKET STRATEGIES**4 0 0**

New Product Development (NPD) – Product-market-fit – Go-to-Market (GTM) strategy: attention, Interest, Desire and Action (AIDA) model and funnel strategy, Objectives and Key Results (OKRs) – Pricing models: freemium, subscription – Digital marketing tools – Discussion on recent cases of market success and failure

MODULE V BUSINESS PLAN AND FEASIBILITY**8 0 0**

Components of business plan: feasibility analysis, cost, revenue models, funding structure, Customer Acquisition Cost (CAC), burn rate, unit economics, etc. – Social impact and Environment, Social and Governance (ESG) framework – Pitching activity: presentation of business plan

L – 30; T – 0; P – 0; Total Hours:30**TEXT BOOKS:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd. (2020). *Entrepreneurship*, Tata McGraw Hill, India.
2. Rashmi Bansal (2019). *Arise Awake: The Inspiring Stories of 10 Young Entrepreneurs who graduated from college into a Business of their own*. Bushfire Publishers. India.
3. Steve Blank & Bob Dorf (2020). *The Startup Owner's Manual*, John Wiley & Sons, India.
4. Eric Ries (2011). *The Lean Startup*, Crown.
5. Ash Maurya (2012). *Running Lean*, O'Reilly Media, USA.

REFERENCES:

1. Rashmi Bansal (2014). *Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream*, Westland, India.
2. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry (2014), *Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle*, Collins Business, India.
3. Shereen Bhan & Syna Denuhgara (2014). *Young Turks: Inspiring Stories of Tech Entrepreneurs*, Random House India.
4. Ronnie Screwvala (2015). *Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover*, Rupa Publication, India.

COURSE OUTCOMES: Students will be able to:

- CO1: Understand the various concepts related to entrepreneurship**
- CO2: Identify the business opportunity and develop the business idea**
- CO3: Understand the entrepreneurial ecosystem and support systems**
- CO4: Formulate and differentiate the various go-to-market strategies**
- CO5: Develop and pitch investor-ready business ideas with professionally**

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3				2	1	2
CO2	3	3	1		1	2	3
CO3	2	2	2	3	2	2	2
CO4	2	3		2		3	3
CO5	3	3		1	1	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The holistic understanding of entrepreneurship leads to create an opportunity to start a new venture.

MSF 6108	BUSINESS ENVIRONMENT	L	T	P	C
SDG: 8		2	0	0	2

COURSE OBJECTIVES:

- COB1:** To make students to understand the concepts and significance of business environment and its various dimensions
- COB2:** To familiarize students with economic, political, legal, social, technological and natural environment so as to analyse their impact on business decision
- COB3:** To make students understand structure of different economic systems and key macroeconomic indicators like GDP, inflation to assess business conditions
- COB4:** To enable students to understand and evaluate the role of government policies, liberalization, privatization, and globalization (LPG) in shaping the business environment

MODULE I INTRODUCTION 4 0 0

Business environment: Meaning, importance and nature – Micro and macro aspects of business environment – Summary of economic, political, legal, social, cultural, technological, natural and ecological environment and their impact on business – Overview of internal environment

MODULE II ECONOMIC ENVIRONMENT 6 0 0

Economic systems and their effect on business - Concepts of National Income: GDP, GNP, NDP, NNP, - Nominal GDP Vs Real GDP - Growth and Development, Business cycle: Various phases and its effects on business - Inflation: Types and effects of inflation - Measurement of inflation: Price Indices (WPI & CPI) - Unemployment: Various types of unemployment and its effects on Business

MODULE III GOVERNMENT POLICIES 6 0 0

Monetary Policy and Fiscal Policy - Measures of money supply and RBI – New Industrial Policy 1991 and Reforms: Liberalization, Privatization and Globalization (LPG)

MODULE IV LEGAL, SOCIAL, TECHNOLOGICAL & OTHER ENVIRONMENT 4 0 0

Technology transfer – Environment protection and Climate change – Legal changes – Demographic environment – Natural environment and business sustainability - International trade and Balance of Payment (BoP)

L – 20; T – 0; P – 0; Total Hours: 20

TEXT BOOKS:

1. Pailwar, V. K. (2023). Business Environment (2nd ed.). PHI Learning Pvt. Ltd.
2. Saleem, S. (2020). Business Environment (4th ed.). Pearson Education.

REFERENCES:

1. Cherunilam, F. (2024). Business Environment: Text and Cases (31st ed.). Himalaya Publishing.
2. Ahmed. F., & Alam, M.A. (2017). Business Environment: Indian and Global Perspective (2nd ed.). PHI Learning.

COURSE OUTCOMES: Students will be able:

- CO1:** To explain different components and aspects of business environment and analyse how they affect the business operations.
- CO2:** To explain and evaluate the Impact of economic, political, legal, socio-cultural, and technological factors on business decisions.
- CO3:** To asses influence of liberalization and globalization on domestic business and explain how government policies affect investment, production, consumption and employment.
- CO4:** To interpret macroeconomic indicators and business cycle to evaluate business conditions and able to monitor trends and make informed managerial decisions

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		1		2	1		
CO2		1		2	3		
CO3		1		2	3		
CO4		1		2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

In the context of the business environment, this goal underscores the importance of creating favorable economic, legal, and social conditions that enable businesses to grow responsibly, generate employment, and contribute to equitable economic development. This helps students understand how macroeconomic policies, government policies and globalization influence sustainable growth and decent work opportunities.

MSF 6109	COMPUTER APPLICATIONS IN BUSINESS	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

- COB1:** To enable students to describe and explain basic spreadsheet operations, including data entry, formatting, and the use of simple formulas
- COB2:** To equip students with skill to implement and use intermediate spreadsheet functions to manage and analyze structured data effectively
- COB3:** To develop students 'skill to differentiate and interpret data using analysis and visualization tools to derive meaningful insights
- COB4:** To develop students 'ability to construct and design interactive dashboards using financial and business intelligence tools for informed decision-making
- COB5:** To train students to develop and generate automated tasks and custom spreadsheet solutions for enhanced operational efficiency

MODULE I BASICS OF SPREADSHEET 0 0 4

Introduction to spreadsheet: Navigation and interface, Data entry and formatting – Cell references: Absolute, Relative and Mixed – Sorting, Filtering, Freezing – Basic functions in spreadsheet: SUM, COUNT, MIN, MAX and AVERAGE – Introduction to basic charts: Line, Bar and Pie charts

MODULE II INTERMEDIATE SPREADSHEET FUNCTIONS 0 0 4

Logical functions – Lookup functions: VLOOKUP, HLOOKUP, INDEX and MATCH – Text functions – Data validation and Conditional formatting – Rounding functions – Formula arrays – Working with tables and structured references

MODULE III ADVANCED DATA ANALYSIS 0 0 4

Pivot table and Pivot chart – Advanced charting tools: Combo chart, Hierarchical charts: Sunburst, Tree map, Scatter plot, Histogram, Box and Whisker chart, Waterfall chart – What-If Analysis: Goal seek, Scenario manager, Data tables – Data cleaning and transformation using Power Query

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		3			2	2	1
CO2		3			2	2	2
CO3		3			2	3	2
CO4		3			2	3	3
CO5		3			2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The course aligns with SDG 8 by developing students' technological competence which enhances productivity and decision-making ability and thus increases employability in the modern workforce.

MSF 6110	BUSINESS COMMUNICATION	L	T	P	C
SDG: 8		2	0	0	2

COURSE OBJECTIVES:

COB1: To make students understand how verbal and non-verbal communication skills are essential for business success

COB2: To build students' capability to deliver effective business presentations and negotiations

COB3: To develop students' writing skill to prepare clear and professional business letters, reports and resumes

COB4: To train students to adapt communication strategies in cross-cultural and digital business context

MODULE I	UNDERSTANDING	BUSINESS	4	0	4
	COMMUNICATION				

Nature and scope of business communication – Process, types of communication, principles of effective communication, barriers of communication – The seven Cs for effective communication – The impact of IT in business communication

MODULE II	BUSINESS COMMUNICATION SKILLS	6	0	4
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Oral communication in business: Significance and principles – Speaking skills: guidelines for developing speaking skills – Reading skills: Nature and style of reading – Effective listening: Listening and sequencing of sentences – Business presentation and public speaking – Interactive communication: Interview, meetings and conferences, group discussion, team briefing – Recruitment correspondence

MODULE III	BUSINESS CORRESPONDENCE	5	0	4
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Business correspondence: Importance, purpose, types of business message, business letter writing – Internal communication – Memos, reports and meetings documentation – Persuasive writing: Circular and sales letters, press relations and press releases, business letters

MODULE IV	CROSS CULTURAL AND TECHNOLOGY	5	0	4
	ENABLED BUSINESS COMMUNICATION			

Concept of cross-cultural communication – Cultural variables and communication – Business communication in the information age: Technology-based communication tools – Business etiquette: Significance, non-verbal and verbal etiquette, meeting

etiquette

L – 20; T – 0; P –0; Total Hours: 20

TEXTBOOKS:

1. Guffey, M. E., & Loewy, D. (2022). *Essentials of business communication* (12th ed.). Cengage Learning.
2. Taylor, S., & Chandra, V. (2010). *Communication for business: A practical approach* (4th ed.). Pearson India.

REFERENCES:

1. Bovee, C. L., & Thill, J. V. (2021). *Business communication today* (15th ed.). Pearson.
2. Tuleja, E. A. (2017). *Intercultural communication for global business: How leaders communicate for success* (2nd ed.). Routledge.
3. O'Hair, D., Friedrich, G. W., & Dixon, L. D. (2021). *Strategic communication in business and the professions* (9th ed.). Pearson.

COURSE OUTCOMES: Students are able to:

- CO1: Make use of emerging digital and remote modes of communication.**
- CO2: Make effective business presentation and negotiate successfully in professional scenarios**
- CO3: Analyse various business communication scenarios to determine the most effective written response.**
- CO4: Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.**

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			2		1		
CO2			2		1		
CO3			1		1		
CO4			2		1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The course aligns with SDG 8 by developing students' professional communication skills essential for productive employment and workplace efficiency. By developing competencies in written, verbal, non-verbal and digital communication, the course prepares students to contribute effectively to organizational growth, teamwork and leadership in diverse professional scenarios.

MSF 6111	CONTINUOUS INDUSTRY READINESS	L	T	P	C
SDG: 4	PROGRAMME I	0	0	2	1

COURSE OBJECTIVES: Students will

- COB1:** Learn to interpret data visualizations-bar, pie, line charts-and solve ratio/proportion problems.
- COB2:** Learn to logically think and interpret different situations
- COB3:** Work on grammar precision and professional lexicon to enhance written expression and formal communication.
- COB4:** Focus on professionalism, effective communication, and career readiness through interactive exercises.
- COB5:** Get trained on entrepreneurial mindset, decision-making frameworks, and professional presentation standards.

MODULE I QUANTITATIVE ABILITY **0 0 4**
 Charts & Graphs, Data Sufficiency, Ratio & Proportions

MODULE II LOGICAL ABILITY **0 0 4**
 Coding & Decoding, Syllogisms, Direction Sense, Blood Relations

MODULE III VERBAL ABILITY **0 0 4**
 Sentence Correction, Business Vocabulary

MODULE IV SOFT SKILLS **0 0 4**
 Work Ethics, Communication, Resume Writing, Group Discussion, Interview Skills

MODULE V ENTREPRENEURSHIP SKILLS **0 0 4**
 Entrepreneurship Basics, Qualities, Decision Making, Presentation Skills, Business Etiquette

L – 0; T – 0; P – 20; Total Hours: 20

TEXT BOOKS:

1. Aggarwal, R. S. (2025). *Quantitative aptitude (Revised ed.)*. S. Chand and Company Ltd.
2. Sharma, A. (2022). *How to prepare for quantitative aptitude for the CAT (10th ed.)*. McGraw Hill Education.
3. Sharma, A. (2021). *How to prepare for logical reasoning for the CAT (6th ed.)*. McGraw Hill Education.

4. Covey, S. R. (2019). *The 7 habits of highly effective people* (12th ed.). Simon & Schuster.
5. Wesley, C. (2022). *A guide to syllogism, or, a manual of logic*. Legare Street Press.
6. Lewis, N. (2015). *Word power made easy*. Penguin Random House India Pvt. Ltd.

REFERENCES:

1. Ashisha, A. (2015). *Data interpretation and data sufficiency*. Arihant Publications.
2. Chaney, L. H. (2007). *The essential guide to business etiquette*. Praeger.
3. Drucker, P. F. (2006). *Innovation and entrepreneurship*. Harper Business.

COURSE OUTCOMES: Students will be able to:

- CO1:** Interpret data visualizations-bar, pie, line charts-and solve ratio/proportion problems.
- CO2:** Logically think and interpret different situations
- CO3:** Communicate with grammar precision and professional lexicon.
- CO4:** Act professionally with effective communication.
- CO5:** Develop entrepreneurial mindset and exhibit professional presentation standards.

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3					
CO2		3	3	2	2	1	
CO3			3	2	2	1	
CO4						2	
CO5							3

Note: 1 - Low Correlation 2- Medium Correlation 3 - High Correlation

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The course aligns with SDG 4 by providing MBA students with the practical skills, competencies and professional mindset required to succeed in the dynamic corporate environment. Through skill-based learning, personality development and lateral thinking skill etc. the course enhances quality education that promotes lifelong learning and prepares students for employment and career advancement.

MSF 6112	BUSINESS PRACTICUM I	L	T	P	C
SDG: 8		0	0	2	1

COURSE OBJECTIVES:

- COB1:** To encourage students to apply concepts and theoretical knowledge to real-world business challenges
- COB2:** To develop students' ability to analyze business problems, propose solutions, and evaluate outcomes based on actual data and market conditions
- COB3:** To enhance skills such as communication, teamwork, leadership, time management and decision-making
- COB4:** To prepare students to develop innovative thinking and provide creative solutions while addressing real-world business issues

COURSE CONTENT

- 1. Live Industry Projects:** Students have to closely work with organizations (corporates, startups, NGOs) on business problems such as
 - Market research
 - Financial analysis
 - Employee retention
 - Inventory management, etc.
- 2. Practical Learning Projects (Action Learning Projects):**
 - Symposia
 - Competitions
 - Business simulations
 - Entrepreneurship facilitating events
- 3. Student Club Activities:** Domain specific clubs on functional areas and other managerial/business aspects that enhance creativity, collaboration, teamwork and leadership ability.
 - Marketing Club
 - Finance Club
 - HR Club
 - Operations Club
 - CSR Club, etc.

Guidelines

- 1. Student Teams:** Student teams will be formed by the faculty coordinator based on the project received from organizations.
- 2. Mentorship:** Mentors will be assigned by the coordinator to monitor student teams. Dual mentorship is also possible by a faculty guide and an industry

supervisor.

3. **Deliverables:** Project proposal, mid-term progress report, final presentation and a comprehensive written report.
4. **Evaluation:** Based on the process and the outcome, including teamwork, critical thinking, analytical rigor, problem-solving capabilities and client satisfaction, student teams will be evaluated.
5. **Rubrics:** Rubrics for evaluation will be designed for individual projects based on its scope.

Student Responsibilities

- Identify and register for a practicum opportunity (with faculty approval).
- Maintain regular contact with the industry mentor and faculty guide.
- Conduct structured research and document findings and insights.
- Follow academic integrity and confidentiality norms.

Mentor Responsibilities

- Guide students in scoping and structuring the project.
- Provide milestone reviews and academic support.
- Ensure academic rigor and alignment with learning objectives.
- Coordinate with industry mentors for feedback and final evaluation.

Project Ideas (Sample)

Domain	Sample Projects
Marketing	Ad-campaigns, Social media audit, digital campaign ROI, market entry research
Finance	Working capital optimization, Fintech competitor analysis
HR	Employee engagement survey analysis, HRMS process improvement
Operations	Inventory management study, logistics process benchmarking
Strategy	New market feasibility, competitive intelligence mapping
Analytics	Product buying pattern analysis, Sales trend analysis, Customer segmentation
Entrepreneurship	Practical study and learning of successful start-ups

L – 0; T – 0; P – 20; Total Hours:20

COURSE OUTCOMES: Students will be able to:

- CO1:** Apply theoretical concepts in areas like marketing, finance, strategy or operations to actual business situations
- CO2:** Analyze problems, think critically and propose practical solutions.
- CO3:** Demonstrate their interpersonal, presentation, leadership and teamwork skills.
- CO4:** Grab internship or employment opportunities through networking.

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		2	
CO2	2	1		2			
CO3			2		2		
CO4							1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The course aligns with SDG by enhancing their employability and professional competencies. Through industry projects, practical learning and specific club activities, the course prepares students to contribute productively to the workforce and develop skills needed for sustainable economic growth.

MSF 6113	BUSINESS QUEST I	L	T	P	C
SDG: 4		0	0	2	1

COURSE OBJECTIVE:

The objective of the course is to expose students to current business practices, emerging trends and career pathways through interactions with accomplished industry leaders, domain experts, entrepreneurs, alumni and companies visit.

COURSE CONTENT**1. INDUSTRY EXPERT SESSIONS**

Industry expert sessions are aimed at bringing experienced professionals from the corporate or industrial world to share their knowledge, insights, and experiences with students. These lectures aim to bridge the gap between academic learning and real-world industry practices, providing a practical perspective that complements theoretical understanding.

Structure & Frequency: 2 guest lectures per semester, for two hours each.

Speaker Profile: Mid-to-senior level professionals (min. 5+ years industry experience) from diverse sectors relevant to MBA domains

Thematic Areas for Guest Lectures:

Domain	Suggested Topics
Marketing	Digital marketing trends, brand strategy, market research in the digital age
Finance	Fintech evolution, corporate finance, investment banking basics
HR	Emerging HR tech, talent analytics, DEI practices
Operations	Supply chain resilience, lean systems, ERP trends
Analytics	AI in business, data-driven decision making, industry use cases
Entrepreneurship	Entrepreneurship, innovation, sustainability, ESG in business

2. WORKSHOPS

Workshops offers interactive, hands-on learning experiences that complement classroom instruction. Unlike lectures, workshops focus on practical skill-building, peer collaboration and experiential learning, enabling students to apply concepts in a dynamic, real-world context. They are designed to enhance both technical and soft skills, promote creativity, and foster a deeper understanding of contemporary business challenges and solutions.

Structure & Frequency: 2 workshops per semester. Each workshop can be conducted for half a day.

Resource Person: Workshops are to be conducted by skilled industry professionals from different domains

3. ALUMNI INTERACTION SERIES

Alumni Interaction offers students the opportunity to connect with graduates who have transitioned successfully from campus to corporate. These sessions create a bridge between academic life and industry realities, allowing students to gain firsthand insights into career paths, workplace dynamics, and professional growth. Alumni serve as mentors, motivators, and role models who share their real-world experiences, helping current students make informed decisions about their own journeys.

Structure & Frequency: 2 alumni interactions per semester, for two hours each.

4. ENTREPRENEUR'S TALK SERIES

The Entrepreneurial Talk Series is a dynamic platform designed to inspire, educate, and engage students through firsthand accounts from entrepreneurs, startup founders, and investors. This series bridges the gap between theoretical knowledge and the real challenges of entrepreneurship by showcasing real journeys — including the failures, pivots, breakthroughs, and scaling strategies of successful and emerging entrepreneurs.

Structure & Frequency: 2 entrepreneurial talks per semester, for two hours each.

5. INDUSTRIAL VISITS

An industrial visit is an educational trip organized for students to visit a company or industrial facility, offering them first-hand insight into how real-world organizations operate. These visits are an integral part of experiential learning, bridging the gap between classroom theories and practical implementation in the professional environment.

Structure & Frequency: 1 industry visit per semester, either half a day or one day.

Type of companies that can be approached:

- Manufacturing plants and production units
- FMCG, Pharma, and Automobile companies
- IT and Business Process Outsourcing (BPO) firms
- Logistics and supply chain hubs
- Startups and innovation centers
- Banks, NBFCs, and financial institutions

L – 0; T – 0; P – 20 ; Total Hours: 20

COURSE OUTCOME: Students will be able to:

- CO1** Cope with the realities of business environment and industry challenges.
- CO2** Catch up with emerging trends, learn new tools and techniques and apply it in industry.
- CO3** to explore and grab better placement and entrepreneurial opportunities.

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		2	
CO2	2	1		2			
CO3			2		2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

The course aligns with SDG4 by promoting quality education and encouraging students towards lifelong learning through various forms of industry interactions and hands on learning experiences to meet industry expectations.

MSF 6201	STRATEGIC MANAGEMENT	L	T	P	C
SDG: 4		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To make students understand the concepts and systematically outline the procedures involved in strategic planning and implementation
- COB2:** To develop skill to classify and evaluate case-based environmental appraisals using industry and competitive analysis models
- COB3:** To familiarize the students with various types of generic and grand strategies so that they can differentiate and analyze them for the choice of suitable strategy
- COB4:** To enable students to understand, apply and analyze business portfolio analysis tools for strategic decision-making
- COB5:** To make students understand the importance of strategy control and apply its key tools for evaluating performance of a company

MODULE I INTRODUCTION 4 0 0

Strategy: Meaning–Strategic Management: Definition, Meaning and Importance–Levels of strategy– Strategic intent: Vision and Mission – Strategic management process.

MODULE II ENVIRONMENTAL SCANNING 8 0 0

Environmental scanning -Tools & Techniques: SWOT analysis and TOWS matrix– External analysis: PESTEL, Porter’s Five Forces model, Blue Ocean strategy– Internal analysis: VRIO, Value Chain analysis– Scenario Planning and its steps – Strategic perspective on Force Majeure situations like pandemic, warfare and other unforeseen circumstances in business.

MODULE III STRATEGY FORMULATION 8 0 0

Generic strategies: Cost leadership, Differentiation, Cost focus, Differentiation focus–Grand strategies: Stability strategy, Growth strategy, Retrenchment strategy, Combination strategy – Functional level strategy.

MODULE IV STRATEGY ANALYSIS AND CHOICE 5 0 0

Process of strategy choice - Factors affecting strategy choice - Business portfolio analysis: Importance and Objectives – Business portfolio models: BCG (Boston Consulting Group) Matrix – GE-McKinsey Nine Cell Matrix.

MODULE V STRATEGY IMPLEMENTATION, CONTROL AND MANAGING DISRUPTION 5 0 0

Strategy implementation - Approaches to Strategy Implementation - Strategy control:

McKinsey 7-S framework – Balanced Score Card (BSC) – Disruptive technology and strategic management: Strategic failures in wake of disruption (Kodak & Nokia case), Disruptive digital strategy in emerging markets, Creating Strategic Moats with Disruptive Technologies

L – 30; T – 0; P – 0; Total Hours: 30

TEXT BOOKS:

1. Pearce, J.A., Robinson, R.B. & Mital, A.(2018).Strategic Management: Planning for Domestic and Global Competition (14thed.). McGraw Hill Education.
2. Kazmi, Azhar & Kazmi, Adela. (2020). Strategic Management (5thed.). McGraw Hill Education.

REFERENCES:

1. Dess, G., McNamara, G., Eisner, A. & Sauerwald, S. (2021). Strategic Management: Text and Cases (9th ed.). McGraw-Hill Education.
2. Rothaermel, F.T. (2023). Strategic Management (5th ed.). McGraw-Hill Education.

COURSE OUTCOMES:

- CO 1:** Able to explain the concepts, strategic intents and process of strategic management and analyse them to align with organization strategy
- CO 2:** Able to gain insights into environmental analysis using various tools and techniques and evaluate them for suitable organizational analysis.
- CO 3:** Able to classify and compare various corporate and business level strategies and evaluate their suitability for strategy formulation and choice.
- CO 4:** Able to explain business portfolio analysis, evaluate and apply different business models for strategy analysis and judge which one is more suitable.
- CO 5:** Able to explain and differentiate various approaches to strategy implementation and apply different tools for strategy control and assess organizational performance.

Board of Studies (BoS):

18thBoS of CSB held on 27.06.2025

Academic Council:

24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2					2	
CO2	3	3		2		3	
CO3	3			1		3	
CO4	3	2				3	
CO5	3	2				3	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 4: To empower students with knowledge and skills on strategic formulation and implementation and promote learning for better decision-making skill

This course provides to impart knowledge, insight and skills and helps to formulate and implement proper strategy for achieving sustainable organizational goals.

MSF 6202	HUMAN RESOURCES MANAGEMENT	L	T	P	C
SDG: 8		3	0	0	3

COURSE OBJECTIVES:

COB1: To make students understand the evolution of HRM and apply its strategic role in global and local business contexts

COB2: To enable students to discuss and analyse the skills required in talent acquisition, inclusive hiring, on boarding, training, and succession planning

COB3: To develop students' ability to analyse and interpret the performance management systems, compensation strategies, employee benefits, and industrial relations

COB4: To build students' capability to analyse and evaluate the applications of HR Information Systems (HRIS), HR Analytics and the role of HR in driving organizational change

COB5: To make students to understand and apply HR's contribution to sustainability, ESG integration and adapting to contemporary workforce trends

MODULE I INTRODUCTION TO HRM 5 0 0

Evolution and importance of HRM in organizations - HR Sense and Business Partner - HRM approaches– Ulrich's HR Model– Role of HR manager in global and local contexts

MODULE II TALENT ACQUISITION, ENGAGEMENT AND DEVELOPMENT 7 0 0

Human Resourcing planning – Inclusive hiring – Sourcing techniques – Internal , Social Media, Consultants , Media releases , References - Talent poaching, On boarding and placement , Employee induction and socialization – Employee engagement - Training: Benefits, on-the-job and off-the-job training methods – Succession planning and Leadership Development - HRM issues in the context of outsourcing manpower

MODULE III PERFORMANCE MANAGEMENT, REWARD SYSTEM TOTAL 6 0 0

Performance management systems – methods and importance – Skills metrics: key

elements, its benefits and purpose in various contexts – Compensation: structure, pay, and benefits – Overview of employee benefits and wellness programs – Human Capital Return on investment through Total Reward System

MODULE IV HR AUTOMATION, ANALYTICS, AND CHANGE MANAGEMENT 6 0 0

HR Process System requirements - Overview and applications of Human Resource Information Systems (HRIS) – Fundamentals of HR Analytic and use of Dashboards – MIS: HR's strategic role in leading organizational change and transformation for process re-engineering , structure , optimization and Job Evaluation

MODULE V CONTEMPORARY HR TRENDS 6 0 0

Role of HR in integrating ESG principles – Green HRM practices in HR functions – Future of work: gig economy, automation, hybrid and remote work, facing skilled shortages - Employee Relation in the context of value building and cultural policies – Managing Workplace Disruptions and Transformation - HR Challenges on Knowledge workers integration

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Dessler, G. & Varkkey, B. (2023). *Human Resource Management* (17thEd.). Pearson Education.
2. Armstrong, M & Taylor, S (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th Ed.). Kogan Page.
3. Aswathappa, K & Dash, S. (2023). *Human Resource Management: Text and Cases* (10th Ed.). McGraw Hill.
4. Singh, K. & Soundararajan, R. (2025). *Winning on HR Analytics: Leveraging Data for Competitive Advantage* (2nd Ed.). Atlantic Publishers & Distributors (P) Ltd.

REFERENCES:

1. Dr. Pon Mohaideen Pitchai (2024). *HR - "Seen & Unseen": Untold Stories*. Blue Rose Publishers.
2. Mello, J. A. (2023). *Strategic Human Resource Management* (1st Ed). Cengage Learning India Pvt. Ltd.
3. Walsh, M. J. (2021). *HR Analytics Essentials You Always Wanted To Know* (1st Ed.), Vibrant Publishers.

COURSE OUTCOMES:

Students learn how to apply human resource theories to improve individual, team, and organizational effectiveness.

- CO1:** Explain the evolution of HRM and apply its strategic importance in both global and local business environments.
- CO2:** Understand and analyse the effective methods of talent acquisition, inclusive hiring, on boarding, training, and succession planning in organization.
- CO3:** Analyse and evaluate the performance management systems, compensation frameworks, employee benefits, and the basics of industrial relations.
- CO4:** Illustrate and assess the use HR technology and data tools to help manage HR tasks and support changes in the organization
- CO5:** Understand and apply the HR's role in promoting sustainability, integrating ESG principles, and managing future workforce trends.

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			3	3	2	2	
CO2			3	3	2	2	
CO3			3	3	2	2	
CO4			3	3	2	2	
CO5			3	3	2	2	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The course supports SDG 8 by preparing students to design and implement HR practices that promote fair employment, employee development and organizational productivity. It emphasizes ethical recruitment, inclusive policies, skill development and employee engagement strategies that contribute to sustainable economic growth and dignified work for all.

MSF 6203	FINANCIAL MANAGEMENT	L	T	P	C
SDG: 9		2	1	0	3

COURSE OBJECTIVES:

- COB1:** To provide an understanding of financial management and to apply the concept of time value of money.
- COB2:** To enable students to apply capital budgeting techniques to appraise the investment opportunities.
- COB3:** To equip students to calculate and analyze the cost of capital from various sources and understand the impact of leverage on financial performance.
- COB4:** To develop an understanding of dividend decisions and evaluate the implications of dividend policy on shareholder value.
- COB5:** To explain the components of short-term assets and liabilities, analyze the need and determinants of working capital, and apply strategies for effective management of short-term financial resources.

MODULE I INTRODUCTION 4 1 0

Financial Management: Meaning, Definition, Objectives, Scope and functions – Sources of financing – Time value of money: meaning, simple applications of present and future values.

MODULE II INVESTMENT DECISIONS 4 4 0

Capital budgeting: Meaning and importance – Capital budgeting techniques: Payback period, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI) – Capital budgeting using spread sheet

MODULE III FINANCING DECISIONS 6 5 0

Cost of capital: Meaning, importance – Cost of capital for different sources of finance: equity, preference, debt (before and after tax), retained earnings, weighted average cost of capital (book value and market value as weights) – Leverages: operating, financial and combined leverages

MODULE IV DIVIDEND DECISIONS 3 0 0

Dividend decisions: meaning, significance – Dividend Policy: forms of dividend policy – Types of dividend

MODULE V LIQUIDITY DECISIONS**3 0 0**

Working capital management: meaning, concepts, need, and determinants – Cash management: meaning of cash, motives for holding cash, techniques – Meaning, importance, and techniques of receivables management – Payables management - Meaning and importance of inventory management

L – 20; T – 10; P – 0; Total Hours:30**TEXT BOOKS:**

1. I. M. Pandey (2021). *Financial Management*, 12th Edition, Pearson India.
2. Prasanna Chandra (2022). *Financial Management: Theory and Practice* (11th ed.), McGraw Hill India.

RENCES:

1. Gupta, S. K., Sharma, R. K., & Gupta, N. (2023). *Financial Management: Theory and Practice* (10th ed.). Kalyani Publishers.
2. Maheshwari, S. N. (2019). *Financial Management: Principles and Practice* (15th rev. ed.). Sultan Chand & Sons.
3. Khan, M. Y., & Jain, P. K. (2018). *Financial Management: Text, Problems and Cases* (8th ed.). McGraw Hill Education India.

COURSE OUTCOMES:**Students will be able to**

- CO1:** Explain the functions of financial management; analyse various sources of financing for business needs; and apply the concept of time value.
- CO2:** Illustrate the significance of capital budgeting, apply various techniques and evaluate investment decisions based on these techniques.
- CO3:** Describe the significance of cost of capital, compute the cost of various sources of finance and analyse the impact of leverages on a firm's financial performance.
- CO4:** Illustrate the significance of dividend decisions, distinguish between various forms and types of dividends, and to justify the implications of dividend policy on shareholder value.
- CO5:** Explain the determinants of working capital management; analyse the components; and apply appropriate techniques to manage these components.

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1		2	1	1	1
CO2	1	3		2	3	3	3
CO3	1	3		2	3	3	3
CO4	1	2		2	2	2	2
CO5	1	2		2	2	2	2

Note: 1 - Low Correlation 2 - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

By fostering financial literacy and analytical skills, this course supports SDG 9 by preparing learners to contribute effectively to the development of sustainable business practices, innovative financial strategies, and resilient economic infrastructure.

MSF 6204	OPERATIONS MANAGEMENT	L	T	P	C
SDG: 12		2	1	0	3

COURSE OBJECTIVES:

- COB1:** To familiarize students with the basic concepts of operations management so as to examine current issues in the field.
- COB2:** To enable students, arrange facility resources and estimate capacity needs for effective decision making.
- COB3:** To make students understand operational processes and apply suitable methods to enhance efficiency.
- COB4:** To develop skill of analysing scheduling techniques and summarising inventory control practices in organizations.
- COB5:** To make students to evaluate the importance of quality management and propose service operations to improve business performance.

MODULE I INTRODUCTION TO OPERATIONS MANAGEMENT 4 1 0

Nature, importance, and evolution of operations management –Differences between goods and services; system perspective of operations–Classification of operations, challenges, and recent trends – Operations strategy – Building operations strategies on competitive priorities

MODULE II FACILITY DESIGN AND CAPACITY PLANNING 4 2 0

Facility location: theories, steps in selection, location models – Capacity planning: types, developing capacity alternatives, considerations and approaches – Facility layout: principles, types, planning tools and techniques

MODULE III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 4 3 0

Product design: influencing factors, approaches, stages, legal, ethical, and environmental issues – Process design: planning, selection, strategy, and major decisions – Overview of Material Requirements Planning (MRP), Manufacturing Resource Planning (MRP II), Enterprise Resource Planning (ERP), and Demand-Driven Material Requirements Planning (DDMRP)– Work study: method study, motion study, and work measurement

MODULE IV SCHEDULING AND CONTROL OF OPERATIONS 4 2 0

Scheduling: work centres, nature, importance, priority rules and techniques, and shop floor control – Flow shop scheduling: Johnson’s algorithm –Basic inventory models: Economic Order Quantity (EOQ), Economic Batch Quantity (EBQ), Reorder Point (ROP), safety stock– Classification and codification of stock: Always Better Control (ABC) classification, procedure for stock control, Just-In-Time (JIT) – Overview of Vendor Disclosure Agreement (VDA)

MODULE V QUALITY MANAGEMENT AND SERVICE OPERATIONS 4 2 0

Concept of quality: definition, quality Gurus, Total Quality Management (TQM) concepts, Quality Function Deployment (QFD), quality costs, quality management tools – Quality systems: design of quality assurance systems, introduction of International Organization for Standardization (ISO) standards, six sigma methodology – Service operations management: introduction, service encounter, service processes, and service delivery

L – 20; T – 10; P – 0; TOTAL HOURS:30

TEXTBOOKS:

1. Stevenson, W. J. (2022). *Operations management* (13th ed.). McGraw-Hill Education.
2. Heizer, J., Render, B., Munson, C., & Sachan, A. (2017). *Operations management* (12th ed.). Pearson Education.
3. Slack, N., & Brandon-Jones, A. (2018). *Essentials of operations management* (2nd ed.). Pearson Education.

REFERENCES:

1. Jacobs, F. R., Chase, R. B., & Shankar, R. (2023). *Operations and supply chain management* (17th ed.). McGraw-Hill Education.
2. Schroeder, R. G., & Goldstein, S. M. (2024). *Operations management in the supply chain: Sustainability and resilience* (ISE ed.). McGraw-Hill Education.
3. Bozarth, C. B. (2017). *Introduction to operations and supply chain management* (4th ed.). Pearson Education.

COURSE OUTCOMES:

Students will be able to:

CO1 Explain key principles and apply current trends of operations management in business decisions.

CO2 Apply appropriate methods to arrange facility layouts, evaluate

location choices, and estimate capacity needs.

CO3 Analyse product and process strategies, and assess work systems to enhance operational efficiency.

CO4 Apply scheduling techniques and evaluate inventory management practices to reduce costs and improve flow.

CO5 Identify quality management approaches and propose improvements for service operations and customer satisfaction.

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3						
CO2	3	2		1		1	
CO3	3	2		3		3	
CO4	3	2					
CO5	3			3		3	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 12: Ensure sustainable consumption and production patterns

This course aligns with SDG 12 by covering key topics such as resource efficiency, facility planning, process and product design, inventory control, and quality management, which in turn contribute to promoting responsible consumption and sustainable production practices.

MSF 6205	MARKETING MANAGEMENT	L	T	P	C
SDG: 12		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To Familiarize students with the fundamentals and core concepts of Marketing
- COB2:** To make students understand the bases of market segmentation and identify strategies for differentiating, targeting & positioning and determine strategies to meet competition
- COB3:** To enable students to gain insight about consumer decision making & purchasing behavior, get acquainted with marketing research process & some marketing metrics /analytics
- COB4:** To make students have conceptual insights about product and price elements of marketing mix
- COB5:** To provide knowledge about place and promotion elements

MODULE I MARKETING: BASIC CONCEPTS 6 0 0

Marketing: definition, evolution, objectives, concepts, process, organization structure, relationship with other functions - Impact of micro and macro environment on marketing; Marketing mix for products and services - Typology of products and markets - Goods & Services, Durables, FMCG, White goods etc. - B2B and B2C – Services Marketing - Marketing ethics - Trends in marketing: Introduction to Relationship marketing, Demarketing, Neuro marketing, Viral marketing, Web enabled marketing, Digital marketing, Remarketing, Social media marketing, Green marketing, Societal marketing.

MODULE II S-T-P AND COMPETITIVE STRATEGIES 6 0 0

Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes-Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning – Purposes - Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets – Guerrilla marketing - Ansoff's Matrix - Michael Porter's generic strategies.

MODULE III MARKETING RESEARCH, ANALYTICS AND CONSUMER BEHAVIOUR 6 0 0

Marketing information system - Steps in marketing research - Essential features of marketing research - Marketing metrics & analytics: definition, importance - Consumer behavior: need, overview of the influencing (individual and group) factors - Organizational & institutional customers - Influencing factors - Consumer decision process - Post purchase behavior - Consumer adoption process and diffusion

MODULE IV PRODUCT AND PRICE 6 0 0

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, Product line decisions - New product development stages – Product planning- Product life cycle and Strategies – Packaging- Labeling- Branding - Types of brands - Pricing: objectives, strategies, methods.

MODULE V PLACE AND PROMOTION 6 0 0

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members - Promotion Mix: elements / promotion tools - Integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. (2025). *Marketing Management* (17th ed.). Pearson Education.
2. Kotler, P. (2017). *Marketing Management*. Prentice-Hall of India.

REFERENCES:

1. Baines, P., Fill, C., Page, K., & Sinha, K. P. (2015). *Marketing*. Oxford University Press.
2. Schiffman, L. G., Wisenblit, J., & Ramesh Kumar, S. (2018). *Consumer Behaviour* (12th ed.). Pearson Education.
3. Saxena, R. (2017). *Marketing Management*. Himalaya Publishing House.
4. Ramaswamy, V. S., & Namakumari, S. (2019). *Marketing Management* (3rd ed.). Macmillan.

COURSE OUTCOMES: Students will be able to:

- CO1: Recognize and apply the knowledge of marketing concepts**
CO2: Choose the right bases for segmenting a market and design strategies to differentiate, target and position the products as well as strategies to meet competition

- CO3: Explain the marketing research process & consumer decision process and identify some marketing metrics**
- CO4: Identify products and services suitable to target markets and choose appropriate pricing techniques**
- CO5: Suggest distribution channels and promotional tools suitable for target markets**

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2			3			
CO2	1	3	3			3	2
CO3	1	3	3	1	2	3	2
CO4	2	3	3	3	2	3	2
CO5	2	3	3	3	2	3	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 12: Ensure sustainable consumption and production patterns

The course supports SDG 12 by encouraging students to develop marketing strategies that promote ethical promotion, sustainable product choices and responsible consumer behaviour which in turn influences demand patterns, reducing overconsumption and integrating sustainability into product positioning.

MSF6206	RESEARCH METHODOLOGY AND DATA	L	T	P	C
SDG: 8	ANALYSIS	2	1	0	3

COURSE OBJECTIVES:

- COB1:** To provide students with the ability to *define* and *describe* foundational knowledge of research principles and objectives
- COB2:** To guide students to *identify* appropriate research strategies and *classify* effective measurement instruments
- COB3:** To equip students to *construct* proper data collection methods and *classify* appropriate sampling techniques
- COB4:** To train students to *interpret* research data and *evaluate* findings using appropriate tools in statistical software
- COB5:** To facilitate students to *demonstrate* adherence to research ethics and *compose* professional research reports

MODULE I BASICS OF RESEARCH 4 0 0

Business research: Definition – Objectives of research – Types of research – Research process – Research approaches – Theoretical and Empirical Framework – Research questions – Research hypotheses – Role of business research in managerial decision making – Hallmarks of scientific investigation

MODULE II RESEARCH DESIGN AND MEASUREMENT 4 2 0

Research Design: Definition – Types of research design – Measurement and scaling – Types of variables – Rating and Ranking scales – Instrument design – Guidelines for questionnaire design – Validity and Reliability of instrument

MODULE III DATA COLLECTION AND SAMPLING 5 2 0

Sources of data: Primary and Secondary – Data collection methods: Structured , Unstructured, Face-to-Face and Telephone interviews – Observational surveys: Types – Sampling Plan – Sample Size – Optimal sample Size – Sampling techniques – Sampling methods

MODULE IV DATA ANALYSIS USING STATSTICAL PACKAGE 4 6 0

Data preparation: Editing, Coding, and Validation – Data analysis – Frequency and

Descriptive statistics – Parametric tests: Independent sample T-Test, Paired sample T-Test, ANOVA, Correlation, Simple and Multiple regression analysis – Non-Parametric tests: Chi-Square analysis, Mann-Whitney U Test, Wilcoxon signed rank test, Kruskal-Wallis test

MODULE V RESEARCH REPORTING AND ETHICS 3 0 0

Research report: Types – Contents of a report – Need for an executive summary – Guidelines for preparing a good research Report – Oral presentation: Delivery and handling Questions – Plagiarism: Types, Reasons, and Ways to Overcome – Ethics in business research

L – 20; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2018). *Business research methods (SIE)* (12th ed.). McGraw Hill Education.
2. Sekaran, U., & Bougie, R. J. (2016). *Research methods for business: A skill building approach* (7th ed.). John Wiley & Sons Inc.
3. Kothari, C. R., & Garg, G. (2023). *Research methodology* (Rev. ed.). New Age International.

REFERENCES:

1. Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate data analysis* (8th ed.). Cengage India Private Limited.
2. Bell, E., Harley, B., & Bryman, A. (2022). *Business research methods* (6th ed.). Oxford University Press.

COURSE OUTCOMES:

- CO1: Students can demonstrate and describe an understanding of the fundamental concepts, types, and objectives of research.**
- CO2: Able to Identify and construct suitable research strategies and valid measurement instruments.**
- CO3: Able to apply appropriate data collection methods and choose correct sampling techniques in research activities.**
- CO4: Able to analyze and interpret data using relevant statistical tools and software**
- CO5: Able to employ ethical standards in research and create professional research report for effective presentation.**

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	3			3	3	1
CO2		3		2	3	3	
CO3		3		2	2	3	2
CO4		3		2	3		
CO5					3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The course equips students with knowledge to analyse business practices and make better decisions which can Impact economic growth and generate employment opportunities.

MSF 6207	BUSINESS ANALYTICS	L	T	P	C
SDG: 9		2	1	0	3

COURSE OBJECTIVES:

- COB1:** To enable students to identify and explain the fundamental concepts and applications of Business Analytics
- COB2:** To make students describe and differentiate methods for collecting, cleaning, and organizing data
- COB3:** To develop students' ability to interpret and summarize data using descriptive statistics and visual representations
- COB4:** To prepare students to evaluate and analyse predictive techniques for forecasting future outcomes
- COB5:** To equip students with analytical techniques to analyse and apply them for supporting business decision-making

MODULE I BUSINESS ANALYTICS FUNDAMENTALS 3 1 0

Introduction to business analytics – Types of analytics: descriptive, diagnostic, predictive, and prescriptive – Comparison of analytics, business intelligence, and data science – Role of big data in business analytics – Applications and emerging trends in business analytics

MODULE II DATA PREPARATION AND INTEGRATION 4 2 0

Data types: structured, semi-structured, and unstructured – Data sources and formats– Data cleaning and transformation – Data integration processes – Data warehousing and data marts – Data integration technologies

MODULE III DESCRIPTIVE AND DIAGNOSTIC ANALYTICS 4 2 0

Exploratory data analysis – Descriptive statistical measures – Data distributions – Charts and graphs – Dashboard design principles – Use of visualization techniques

MODULE IV PREDICTIVE ANALYTICS 4 3 0

Introduction to predictive modeling – Forecasting techniques: moving average, exponential smoothing – Autocorrelation – Logistic regression – Cluster analysis – Applications of predictive analytics in decision-making

MODULE V PRESCRIPTIVEANALYTICS**5 2 0**

Overview of prescriptive analytics – Introduction to optimization – Linear and integer programming models – Decision analysis – Applications in business decision-making

L – 20; T – 10; P – 0; Total Hours: 30**TEXTBOOKS:**

1. Evans, J. R. (2021). *Business analytics* (3rd ed.). Pearson.
2. Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M. (2022). *Business analytics principles, concepts, and applications: What, why, and how* (2nd ed.). Pearson.

REFERENCES:

1. Albright, S. C., & Winston, W. L. (2022). *Business analytics: Data analysis and decision making* (7th ed.). Cengage Learning.
2. Jaggia, S., Lertwachara, K., Kelly, A., Chen, L., & Guha, A. (2023). *Business analytics: Communicating with numbers* (2nd ed.). McGraw Hill.
3. Cheong, M. L. F., & Laik, M. N. (2024). *Data and decision analytics for business operations: Principles, problems, and practice*. Springer.

COURSE OUTCOMES:

Students will be able to:

- CO1: Identify key terms and distinguish types of Business Analytics.**
- CO2: Collect, clean, and organize data for analysis.**
- CO3: Analyse data and interpret visualizations using descriptive techniques.**
- CO4: Evaluate and analyse predictive models using statistical and forecasting methods.**
- CO5: Analyse and apply optimization and simulation techniques to support decision-making.**

Board of Studies (BoS):

18thBoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1					1	
CO2	2	2					
CO3	2				3	2	
CO4	2				3	2	
CO5	1	2				2	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

This course aligns with SDG 9 by equipping students with analytical skills to improve business processes, support sustainable industrial growth and foster innovation. It contributes to building efficient, resilient and inclusive systems through data-driven decision-making.

MSF 6208	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
SDG: 9		3	0	0	3

COURSE OBJECTIVES:

- COB1:** To make student understand the fundamentals of MIS and its role in business organizations
- COB2:** To enable students to explore the strategic application of enterprise information systems
- COB3:** To prepare students to gain practical knowledge of system implementation, testing, evaluation and maintenance
- COB4:** To familiarize students with structure and functioning of digital infrastructure and DBMS
- COB5:** To make students understand various security and ethical issues related to Information Systems

MODULE I	FUNDAMENTALS OF INFORMATION SYSTEMS	6	0	0
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MIS concept: Definition; features; role of MIS – Information and data – Information systems – Overview of computer systems – Definition and evolution of computers – Role of computers in MIS – Computer system: Computer hardware; system software; application software – System: Types of system; elements of system; input; output; process and feedback

MODULE II	INFORMATION SYSTEM FOR BUSINESS OPERATIONS	6	0	0
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Operational level systems: Transaction processing information system; payroll system – Knowledge level system: Office automation system; knowledge workers system – Tactical level systems: MIS – Decision level system: DSS; GISS; GDSS – Strategic level systems: Intelligence information system; ESS; EIS – Intelligent systems: Expert systems; artificial intelligence systems – Cross-functional information system: Production/operations information system; marketing information system; accounting information system; financial information system; human resource information system

MODULE III	SYSTEM ANALYSIS AND DESIGN	6	0	0
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System analysis and design: The work of a system analyst – SDLC – System design – AGILE model – Waterfall model – Spiral model – Iterative and incremental model –

RAD model – Requirement analysis – Data flow diagram – Relationship diagram design – Implementation – Evaluation and maintenance of MIS

MODULE IV DIGITAL INFRASTRUCTURE AND DATA 6 0 0
BASE MANAGEMENT

Digital infrastructure – WWW; components of the internet – Networks; servers; protocols; URLs; domain names; IP addresses – Web browser software – Search engines; browser extensions; privacy controls – Internet technologies – Communications software – Collaboration platforms – Database management system: Relational database model – Data mining – Data lakes

MODULE V EMERGING TECHNOLOGIES AND 6 0 0
ETHICAL, SOCIAL AND SECURITY ISSUES

Cloud computing – Big data – Artificial intelligence & machine learning – IoT – Edge computing – BYoD– Augmented and virtual reality – Digital twin technology – Blockchain – Green IT and sustainable computing – Data governance and compliance – Legal, ethical, security and social issues in information systems

L – 30; T – 0; P – 0; Total Hours: 30

TEXTBOOKS:

1. Laudon, K. C., & Laudon, J. P. (2021). *Management information systems: Managing the digital firm* (17th ed., Global ed.). Pearson Higher Ed.
2. Jawadekar, W. S. (2020). *Management information systems* (6th ed.). McGraw-Hill Education.
3. O'Brien, J. A., & Marakas, G. M. (2011). *Management information systems* (10th ed.). McGraw-Hill Education.

REFERENCES:

1. Oka, M. M. (2022). *Management information systems: Text and cases* (6th ed.). Himalaya Publishing House.
2. Reynolds, G. W. (2018). *Ethics in information technology* (6th ed.). Cengage Learning.
3. Turban, E., Sharda, R., & Delen, D. (2014). *Business intelligence and analytics: Systems for decision support* (10th ed.). Pearson Education.
4. Joshi, G. (2014). *Information systems for managers* (2nd ed.). Oxford University Press.

COURSE OUTCOMES: The students will be able to:

- CO1:** Explain the fundamental concepts, components and types of Management Information Systems and their relevance in business decision-making.
- CO2:** Apply the strategic role of enterprise systems and evaluate how MIS supports various business functions such as HR, Finance, Marketing, and Production.
- CO3:** Apply MIS tools and techniques like DSS, ESS and BI to structured and unstructured decision-making scenarios in organizations.
- CO4:** Analyse the components of digital infrastructure and apply database management concepts to organize, retrieve, and manage data efficiently for business applications.
- CO5:** Synthesize the impact of emerging technologies in MIS and associated legal, ethical, and cybersecurity issues.

Board of Studies (BoS):18thBoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	2	1	3	3	2
CO2	2	2	2	1	3	3	2
CO3	2	2	3	1	3	3	2
CO4	2	2	3	1	3	3	2
CO5	2	2	3	1	3	3	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

The course supports SDG 9 by equipping students with the knowledge and skills to design, manage and apply information systems that enhance organizational efficiency, support innovation and strengthen digital infrastructure. It develops students' ability to use technology for innovation and operational excellence.

MSF 6209	CURRENT AFFAIRS IN BUSINESS	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

- COB1:** To enable students to be updated on the recent trends in the business and gain insight on emerging situations to take better decision
- COB2:** To make the student understand various drivers of change in business and industry
- COB3:** To develop students' skill to analyse business related information for use of better managerial decision
- COB4:** To make students understand the role of government and society in promoting a business and protecting from risk of failure
- COB5:** To facilitate students to gain the knowledge about the entrepreneurs and key persons in businesses

PRACTICAL:

This course will help the students keep them updated with current business affairs through print and electronic media like: newspapers, business magazines, television channels and reports etc. This will encourage students to develop habit of reading newspapers regularly and explore the issues from archives.

Following are the key relevant areas for which the data and information can be collected from authentic sources:

1. Industry profile (e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
2. Company locations
3. CEOs / Boards of directors from various companies
4. Entry / Exit of companies
5. Mergers, Acquisition, Takeover, etc.
6. Products / brands launched by companies
7. Successful entrepreneurs
8. Government policies, regulations and their Impact on business
9. Inflation / Deflation
10. Stock market
11. Comparison of global and national business scenario
12. Financial institutions and regulatory bodies

L – 0; T – 0; P – 20; Total Hours: 20

PEDAGOGY / METHODS:

A proper mix of the following methods will be used for course delivery:

1. Participative learning
2. Guided training
3. Group Discussion
4. Presentation

ASSESSMENT COMPONENTS:

There will be following components for assessment:

1. Quality of presentation
2. Students' participation
3. Timely submission of presentation material
4. Quiz
5. Assignment
6. Others

COURSE OUTCOMES: Students will be able:

- CO1: To explain and analyse the recent business trends and evaluate them so as to make informed managerial decisions**
- CO2: To explain various drivers of change in business and industry and judge the market situation accordingly**
- CO3: To discuss and analyse business related information collected from different sources and apply them in prevailing market conditions for better decision**
- CO4: To identify the role of government and society for creating conducive environment and facilities for business success and devise plan to receive them**
- CO5: To recognize the leading business leaders and benchmark their business practices**

Board of Studies (BoS):

18thBoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3		3		3	2
CO2		2		3		2	2
CO3	2	3		2		2	2
CO4		2		3		2	3
CO5	2		3		1	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

In the context of Current Affairs in Business, SDG 8 underscores the role of businesses in promoting inclusive and sustainable economic growth and productive employment. MBA students are encouraged to analyze changing business trends how they impact businesses nationally and globally, job creation and employment contributing to economic development.

MSF 6210	CONTINUOUS INDUSTRY READINESS	L	T	P	C
SDG: 4	PROGRAMME II	0	0	2	1

COURSE OBJECTIVES: Students will

COB1: Learn to solve numeric operations and interest calculations essential for financial literacy.

COB2: Learn to logically think and interpret different patterns, structure, information with logic puzzles.

COB3: Learn to enhance syntactic accuracy and analytical reading comprehension.

COB4: Learn to strengthen collaboration, formal communication, and professional image.

COB5: Get trained on building self-marketing and emotional awareness for entrepreneurial success.

MODULE I	QUANTITATIVE ABILITY	0	0	4
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Number Systems, Simple/Compound Interest, Ratio & Proportions

MODULE II	LOGICAL ABILITY	0	0	4
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Coding & Decoding, Data Arrangement, Blood Relations

MODULE III	VERBAL ABILITY	0	0	4
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Articles & Prepositions, Para-Jumbles, Reading Comprehension

MODULE IV	SOFT SKILLS	0	0	4
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Team Skills, Email Etiquette, Group Discussion, Impression Management, Interview Skills

MODULE V	ENTREPRENEURSHIP SKILLS	0	0	4
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Entrepreneurship Tools, Social Media Networking, Branding, Public Speaking, Emotional Intelligence

L – 0; T – 0; P – 20; Total Hours: 20

TEXT BOOKS:

1. Aggarwal, R. S. (2025). *Quantitative aptitude* (Revised ed.). S. Chand and Company Ltd.
2. Sharma, A. (2022). *How to prepare for quantitative aptitude for the CAT* (10th ed.). McGraw Hill Education.

3. Sharma, A. (2021). *How to prepare for logical reasoning for the CAT* (6th ed.). McGraw Hill Education.
4. Wren, P. C., & Martin, H. (2020). *High school English grammar & composition*. Blackie ELT Books.
5. Carnegie, D. (2022). *How to win friends & influence people*. Classy Publishing.

REFERENCES:

1. Goleman, D. (2021). *Emotional intelligence*. Bloomsbury India
2. Covey, S. R. (2019). *The 7 habits of highly effective people* (12th ed.). Simon & Schuster.

COURSE OUTCOMES: Students will be able to:

- CO1:** Interpret data visualizations-bar, pie, line charts-and solve ratio/proportion problems.
- CO2:** Logically think and interpret different situations
- CO3:** Communicate with grammar precision and professional lexicon.
- CO4:** Act professionally with effective communication.
- CO5:** Develop entrepreneurial mindset and exhibit professional presentation standards.

Board of Studies (BoS):18th BoS of CSB held on 27.06.2025**Academic Council:**24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3					
CO2		3	3	2	2	1	
CO3			3	2	2	1	
CO4						2	
CO5							3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The course aligns with SDG 4 by providing MBA students with the practical skills, competencies and professional mindset required to succeed in the dynamic corporate environment. Through skill-based learning, personality development and lateral thinking skill etc. the course enhances quality education that promotes lifelong learning and prepares students for employment and career advancement.

MSF 6211	BUSINESS PRACTICUM II	L	T	P	C
SDG: 8		0	0	2	1

COURSE OBJECTIVES:

- COB1:** To encourage students to apply concepts and theoretical knowledge to real-world business challenges
- COB2:** To develop students' ability to analyze business problems, propose solutions, and evaluate outcomes based on actual data and market conditions
- COB3:** To enhance skills such as communication, teamwork, leadership, time management and decision-making
- COB4:** To prepare students to develop innovative thinking and provide creative solutions while addressing real-world business issues

COURSE CONTENT

- 1. Live Industry Projects:** Students have to closely work with organizations (corporates, startups, NGOs) on business problems such as
 - Market research
 - Financial analysis
 - Employee retention
 - Inventory management, etc.
- 2. Practical Learning Projects (Action Learning Projects):**
 - Symposia
 - Competitions
 - Business simulations
 - Entrepreneurship facilitating events
- 3. Student Club Activities:** Domain specific clubs on functional areas and other managerial/business aspects that enhance creativity, collaboration, teamwork and leadership ability.
 - Marketing Club
 - Finance Club
 - HR Club
 - Operations Club
 - CSR Club, etc.

Guidelines

- 1. Student Teams:** Student teams will be formed by the faculty coordinator based on the project received from organizations.
- 2. Mentorship:** Mentors will be assigned by the coordinator to monitor student

teams. Dual mentorship is also possible by a faculty guide and an industry supervisor.

3. **Deliverables:** Project proposal, mid-term progress report, final presentation and a comprehensive written report.
4. **Evaluation:** Based on the process and the outcome, including teamwork, critical thinking, analytical rigor, problem-solving capabilities and client satisfaction, student teams will be evaluated.
5. **Rubrics:** Rubrics for evaluation will be designed for individual projects based on its scope.

Student Responsibilities

- Identify and register for a practicum opportunity (with faculty approval).
- Maintain regular contact with the industry mentor and faculty guide.
- Conduct structured research and document findings and insights.
- Follow academic integrity and confidentiality norms.

Mentor Responsibilities

- Guide students in scoping and structuring the project.
- Provide milestone reviews and academic support.
- Ensure academic rigor and alignment with learning objectives.
- Coordinate with industry mentors for feedback and final evaluation.

Project Ideas (Sample)

Domain	Sample Projects
Marketing	Ad-campaigns, Social media audit, digital campaign ROI, market entry research
Finance	Working capital optimization, Fintech competitor analysis
HR	Employee engagement survey analysis, HRMS process improvement
Operations	Inventory management study, logistics process benchmarking
Strategy	New market feasibility, competitive intelligence mapping
Analytics	Product buying pattern analysis, Sales trend analysis, Customer segmentation
Entrepreneurship	Practical study and learning of successful start-ups

L – 0; T – 0; P – 20; Total Hours: 20

COURSE OUTCOMES: Students will be able to:

- CO1: Apply theoretical concepts in areas like marketing, finance, strategy or operations to actual business situations**
- CO2: Analyze problems, think critically and propose practical solutions.**
- CO3: Demonstrate their interpersonal, presentation, leadership and teamwork skills.**
- CO4: Grab internship or employment opportunities through networking.**

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		2	
CO2	2	1		2			
CO3			2		2		
CO4							1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The course aligns with SDG by enhancing their employability and professional competencies. Through industry projects, practical learning and specific club activities, the course prepares students to contribute productively to the workforce and develop skills needed for sustainable economic growth.

MSF 6212	BUSINESS QUEST II	L	T	P	C
SDG: 4		0	0	2	1

COURSE OBJECTIVE:

The objective of the course is to expose students to current business practices, emerging trends and career pathways through interactions with accomplished industry leaders, domain experts, entrepreneurs, alumni and companies visit.

COURSE CONTENT**1. INDUSTRY EXPERT SESSIONS**

Industry expert sessions are aimed at bringing experienced professionals from the corporate or industrial world to share their knowledge, insights, and experiences with students. These lectures aim to bridge the gap between academic learning and real-world industry practices, providing a practical perspective that complements theoretical understanding.

Structure & Frequency: 2 guest lectures per semester, for two hours each.

Speaker Profile: Mid-to-senior level professionals (min. 5+ years industry experience) from diverse sectors relevant to MBA domains

Thematic Areas for Guest Lectures:

Domain	Suggested Topics
Marketing	Digital marketing trends, brand strategy, market research in the digital age
Finance	Fintech evolution, corporate finance, investment banking basics
HR	Emerging HR tech, talent analytics, DEI practices
Operations	Supply chain resilience, lean systems, ERP trends
Analytics	AI in business, data-driven decision making, industry use cases
Entrepreneurship	Entrepreneurship, innovation, sustainability, ESG in business

2. WORKSHOPS

Workshops offers interactive, hands-on learning experiences that complement classroom instruction. Unlike lectures, workshops focus on practical skill-building, peer collaboration and experiential learning, enabling students to apply concepts in a dynamic, real-world context. They are designed to enhance both technical and

soft skills, promote creativity, and foster a deeper understanding of contemporary business challenges and solutions.

Structure & Frequency: 2 workshops per semester. Each workshop can be conducted for half a day.

Resource Person: Workshops are to be conducted by skilled industry professionals from different domains

3. ALUMNI INTERACTION SERIES

Alumni Interaction offers students the opportunity to connect with graduates who have transitioned successfully from campus to corporate. These sessions create a bridge between academic life and industry realities, allowing students to gain firsthand insights into career paths, workplace dynamics, and professional growth. Alumni serve as mentors, motivators, and role models who share their real-world experiences, helping current students make informed decisions about their own journeys.

Structure & Frequency: 2 alumni interactions per semester, for two hours each.

4. ENTREPRENEUR'S TALK SERIES

The Entrepreneurial Talk Series is a dynamic platform designed to inspire, educate, and engage students through firsthand accounts from entrepreneurs, startup founders, and investors. This series bridges the gap between theoretical knowledge and the real challenges of entrepreneurship by showcasing real journeys — including the failures, pivots, breakthroughs, and scaling strategies of successful and emerging entrepreneurs.

Structure & Frequency: 2 entrepreneurial talks per semester, for two hours each.

5. INDUSTRIAL VISITS

An industrial visit is an educational trip organized for students to visit a company or industrial facility, offering them first-hand insight into how real-world organizations operate. These visits are an integral part of experiential learning, bridging the gap between classroom theories and practical implementation in the professional environment.

Structure & Frequency: 1 industry visit per semester, either half a day or one day.

Type of companies that can be approached:

- Manufacturing plants and production units

- FMCG, Pharma, and Automobile companies
- IT and Business Process Outsourcing (BPO) firms
- Logistics and supply chain hubs
- Startups and innovation centers
- Banks, NBFCs, and financial institutions

L – 0; T – 0; P – 20 ; Total Hours: 20

COURSE OUTCOME: Students will be able to:

- CO1** Cope with the realities of business environment and industry challenges.
- CO2** Catch up with emerging trends, learn new tools and techniques and apply it in industry.
- CO3** to explore and grab better placement and entrepreneurial opportunities.

Board of Studies (BoS):

18th BoS of CSB held on 27.06.2025

Academic Council:

24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		2	
CO2	2	1		2			
CO3			2		2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

The course aligns with SDG4 by promoting quality education and encouraging students towards lifelong learning through various forms of industry interactions and hands on learning experiences to meet industry expectations.