

Institute of Engineering and Management (School of University of Engineering and Management), Kolkata		
Department of Management		
TERM 1 - Theory		
Code	Paper Name	Credit
MBA101	Mathematics	3
MBA102	Financial Reporting Statements Analysis (FRSA)	3
MBA103	Micro Economics	3
MBA104	Legal Business Environment & Corporate Ethics	3
MBA105	Marketing Management	3
MBAESP101	ESP	0.5
TERM 1 - Sessional		
Code	Paper Name	Credit
MBA171	Organizational Behaviour	3
MBA172	Managerial Communication	3
MBA173	Computer Application for Business	3
MBA174	Research Methodology	1
MBASDP181	SDP	0.5
TERM 1 - Lab		
Code	Lab Name	Credit
MBA191	Excel I	2
MBA192	Entrepreneurship Lab I	2
MBA193	Language Lab I	2
MBA 194	Tally Lab	2
MBA195	Entrepreneurship Masterclass	Non-Credit
Total Credit		34

All 3/2/1 credit course classes for all subjects are scheduled for 50 minutes. 10 minutes for each class are added for quizzes, assignments.

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Credit: 3

Subject Code: MBA 101

Lecture Hours: 30

Subject Name: Mathematics

Pre-requisite:

Basic understanding of elementary mathematics, including arithmetic operations concepts, etc.

Relevant Links:

[LinkedIn](#)

[Coursera](#)

Course Description:

This course provides foundational mathematical knowledge essential for data-driven decision making in management. It introduces number systems, indices, matrices, set theory, permutations, and basic calculus, enabling students to analyze quantitative problems effectively. Emphasis is placed on applying mathematical concepts to real-world business scenarios, improving analytical thinking, problem-solving abilities, and logical reasoning. The course bridges theoretical concepts with managerial applications, supporting informed decision-making across functional domains such as finance, operations, and analytics.

Course Objectives:

To introduce basic mathematical operations required for data centric decision making in various business subjects.

Course Outcome:

CO1: Apply mathematical concepts to analyze business problems.

CO2: Utilize modern tools and techniques for quantitative analysis.

CO3: Communicate analytical findings effectively.

CO4: Understand the role of managers in society using quantitative insights.

Complete Syllabus:

Module Number	Topic	Sub-topics	Mapping with Text Book Chapter	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Number System	Origin of numbers, types of numbers, divisibility rules, base of number system, decimal-binary conversion	Rangaraj, Mallieswari, Rema – Chapter 1	International Academia Linear Algebra Mathematics MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis	3	NA

2	Indices & Surds	Simplifying expressions, rationalizing denominators, rules of indices	Rangaraj, Mallieswari, Rema – Chapter 2	International Academia Linear Algebra Mathematics MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis	3	NA
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3	Determinants & Matrices	Concept of Matrices and solving simultaneous equation with matrix method.	Mariappan – Chapter 15	International Academia Linear Algebra Mathematics MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis.	6	NA
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4	Set Theory	Concept and types of sets, set theory operations – union, intersection, compliment and subtraction, laws of set theory, problems and proofs using set theory and Venn diagram.	Mariappan – Chapter 3	International Academia Theory of Numbers Mathematics MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis.	4	NA
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5	Permutation and Combinations	Concepts, Factorial, NPR and NCR	Mariappan – Chapter 7	International Academia Introduction to Arithmetic Geometry Mathematics MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis.	4	NA
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6	Calculus	Concept and types of functions, limits, first principle of differentiation, basic differentiation rules and problems, maxima-minima and applications.	Mariappan – Chapter 17	International Academia Highlights of Calculus Supplemental Resources MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis.	10	NA
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Program Outcomes:

PO	Description
PO1: Problem Analysis	Apply analytical and critical thinking skills to identify, formulate, and solve complex business problems using quantitative and qualitative approaches.
PO2: Modern Tool Usage	Use appropriate modern management tools, techniques, and technologies to support data analysis, decision-making, and business processes.
PO3: Communication	Demonstrate effective oral and written communication skills to convey ideas clearly in professional and managerial contexts.
PO4: Ethics	Apply ethical principles and commit to professional ethics, responsibilities, and norms in business practices.

PO5: Project Management and Finance	Apply knowledge of project management principles and financial analysis to plan, execute, and control business projects efficiently.
PO6: The Manager and Society	Analyze the impact of managerial decisions on society, environment, and sustainability, and act responsibly as a global citizen.
PO7: Individual and Team Work	Function effectively as an individual and as a member or leader in diverse teams to achieve organizational goals.
PO8: Lifelong Learning	Recognize the need for continuous learning and adapt to changing business environments through self-directed learning.
PO9: Creative Business Solution	Develop innovative and creative solutions to business challenges by applying entrepreneurial thinking and strategic insight.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	2	3	-	-	-	2
CO2	2	3	-	3	3	3	-	2	2
CO3	1	-	3	-	-	-	2	-	-
CO4	-	-	1	3	-	2	-	2	2

Text Book

Business Mathematics : P. Mariappan.; Pearson

Reference Books

Business Mathematics : Rangaraj, Mallieswari and Rema ; Cengage

University of Engineering and Management Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Financial Reporting, Statements and Analysis

Credit: 3

Lecture Hours: 30

Subject Code: MBA 102

Accounting: Principles of Financial Accounting- [Coursera Link](#)

Tally Bookkeeper Professional Certificate - [Coursera Link 2](#)

Features of TallyPrime - [Coursera Link 3](#)

Importing and Reconciling Bank Statements in Tally – [Coursera Link 4](#)

Manual Bank Reconciliation in Tally - [Coursera Link 5](#)

Company Creation and Features in Tally – [Coursera Link 6](#)

Income Tax E>Returns in Tally – [Coursera Link 7](#)

Creating Payroll Masters in Tally – [Coursera Link 8](#)

[LinkedIn Learning1](#) - Financial Accounting Foundations

[LinkedIn Learning2](#) - Financial Accounting Part 1: Key topics in accounting

[NPTEL Course Link](#) - Financial Accounting, By Prof. Puran Singh | IIT Mandi

[Link of Study Material](#)

CO1 – To understand basic accounting concepts complying GAAP and their relevance in business decisions

CO2 – To employ critical thinking skills to analyse financial data in preparing various financial statements as per accounting standards

CO3 – To effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations

CO4 – To understand annual report of companies and analyse the financial statements from different perspectives of different stakeholders using ratio analysis.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Basic Financial Accounting Concept	Meaning and Scope of Accounting -Definition of accounting-classification of accounting- GAAP- Accounting Concepts and Conventions–Accounting Equation, Accounting Process, Forensic Accounting	International Academia: 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec1/ 2. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec2/ 3. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec4/ 4. https://ocw.mit.edu/courses/15-511-financial-accounting-summer-2004/resources/lec9/	2	1. Case Study and Assignment

			AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <u>Text Book:</u> <u>Financial accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)</u> Chapter 1 Chapter 2 Chapter 7 Chapter 8		
2	Preparation Of Books Of Accounts	Event-Transaction- Accounting Cycle – Golden Rule- Journal- Ledger-Trial Balance-Final Account, Bank Reconciliation Statement	International Standards 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec3/	6	1. Preparation of Balance sheet and Income Statement, books of account using ‘Tally’

			AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Exposure to Company Balance Sheet <u>Text Book:</u> <u>Financial accounting by</u> <u>M Hanif & A Mukherjee</u> <u>(Tata McGraw-Hill)</u> Chapter 3 Chapter 4 Chapter 11 Chapter 14 Chapter 15		
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3	Cost Concept	Direct / Indirect Cost, Fixed Cost / Variable Cost – Explicit And Implicit Cost, Prime Cost, Factory Cost, Cost Of Production, Cost Of Goods Sold, Cost Of Sales	International Standards : https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/dee824c2cf0e555c8869dcf3205564b0_lec6.pdf AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: CAS https://icmai.in/CASB/casb-resources.php Text Book: <u>Cost and Management Accounting Theory, Problems & Solutions, M N Arora</u> <u>Himalaya Publishing House</u> Chapter 3 Chapter 5 Chapter 6 Chapter 8 Chapter 9 Chapter 10	4	1. Assignment on Cost Sheet preparation
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4	Introduction to Accounting Standard	Introduction to Indian GAAP and IndAS- Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS.; BRSR – Business Responsibility and Sustainability Reporting	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: IndAS https://resource.cdn.icai.org/75317asb60889.pdf Text Book: Corporate Accounting by M Hanif & A Mukherjee (Tata McGraw-Hill) Chapter 19	2	1. Presentation of Accounting Standards
5	Preparation Of Financial Statement	Trading Account-Profit & Loss Account - Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report ---Value Added Statement-	International Standards: 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec7/ 2. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec12/ 3. https://ocw.mit.edu/courses/15-511-financial-accounting-summer-2004/resources/lec2/	8	1. Study and Interpretation of Annual Reports of different companies

			<i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> Part I and Part II of Schedule III of Companies Act, 2013 https://ca2013.com/schedule/7501/		
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			<u>Text Book:</u> <u>Corporate Accounting by</u> <u>M Hanif & A Mukherjee</u> <u>(Tata McGraw-Hill)</u> <u>Chapter 8</u>		
6	Financial Statement Analysis	Analysis of Financial Statements with Managerial Perspective – Reporting Practices-Training in understanding and analyzing published financial statements of a company- Comparative Statement- Common Size Statement- Trend Analysis- Ratio Analysis-Fund Flow Statement- Overview of Cash Flow Statement as per accounting standard.	<i>International Standards:</i> 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec9/ <i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> Analysis of Audited Financial Statements <u>Text Book:</u> <u>Corporate financial</u> <u>Reporting and Analysis by</u> <u>Asish K Bhattacharyya</u> <u>(PHI Learning)</u> Chapter 12 Chapter 13 Chapter 14	8	1. Analysis of financial statements using various tools 2. Analytical applications - using ‘Tally’ 3. Case Study- “Tata Motors: can the turnaround plan improve performance?” 4. Case Study by –V.G. Narayanan and Dennis Campbell: “Preparing Financial Statements: The statements of Income and Cash Flow”

Books

1. **Corporate financial Reporting and Analysis by Asish K Bhattacharyya (PHI Learning)**
2. **Corporate Accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)**
3. **Financial accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)**
4. **Cost and Management Accounting Theory, Problems & Solutions, M N Arora Himalaya Publishing House**

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modelling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and	Demonstrate knowledge and understanding of the

	Finance	financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognise the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change
PO 9	Creative Business Solution	Analysing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO – PO MAPPING

	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PO - 7	PO-8	PO-9
CO – 1	3	2	3	3	1	2	1	3	2
CO – 2	3	3	2	2	2	2	2	3	2
CO – 3	3	3	2	3	2	2	2	3	2
CO – 4	2	3	3	2	3	2	2	2	3

University of Engineering and Management Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

COURSE INFORMATION:

COURSE CODE	MBA103
COURSE NAME	MICROECONOMICS
YEAR	1
TRIMESTER	I
CREDITS	3
CONTACT HOURS	4 / WEEK
COURSE DURATION	July 2026 – August 2026
SUBJECT DOMAIN	APPLIED MICROECONOMICS
COURSE INSTRUCTORS	Dr. Nivedita Mandal, IEM Kolkata Prof. Prarthana Banerjee, IEM Kolkata

ONLINE LEARNING RESOURCES:

[LinkedIn Learning](#) : Managerial Economics

[COURSERA](#) : Managerial Economics: Buyer and Seller Behavior

[NPTEL](#) : Managerial Economics

[TEXT BOOK](#) : Managerial Economics, by G Geetika, Piyali Ghosh; 3rd Edition, McGraw Hill

[STUDY MATERIAL](#)

COURSE OBJECTIVES:

This course will provide students with a comprehensive understanding of economic principles and their practical applications in managerial decision-making. Through this course, students will develop analytical and critical thinking skills that are essential for effective business strategy formulation, pricing decisions, and market analysis. The course aims to equip students with the ability to apply economic concepts to real-world business scenarios, enabling them to make informed decisions and contribute to the long-term success of organizations.

COURSE OUTCOMES:

After completing this course students would be able to –

CO 1	Understand the economic principles and tools that are essential for effective decision-making in business and managerial contexts.
CO 2	Learn how to make the ‘optimal choice’ in context of consumer’s purchase decision, producer’s output decision and the pricing decision under different market structures.
CO 3	Evaluate the impact of any decision – like pricing decision, output decision, or any strategic decision on the firm’s profit as well as on the ‘market equilibrium’.
CO 4	Assess market demand, evaluate competitors’ behavior, and prepare strategy pertaining to pricing, cost, profit depending on the types of product and its market.

DETAIL SYLLABUS:

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Practical Assignment + Case Study
1	1.1 Introduction to Managerial Economics <i>Text Book Mapping: T1- Chapter-1</i>	Basic problems of an economic system Goals of managerial decision making	International Academia Mapping: (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/)	10	1. MIT OpenCourseWare Assignment – Q1. – Q6. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/) 2. MIT OpenCourseWare Assignment – Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/resources/01_due_09_21_04/) 3. MIT OpenCourseWare Assignment – Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/86633b10c957fa9d8778bbb7fc6da8d0_02_due_09_30_04.pdf) 4. Case Study List – a) The Demand and Supply of Mobile App Economy b) The Rough Ride from Feature Phones to
	1.2 Demand Analysis <i>Text Book Mapping: T1- Chapter-4,5,6</i>	Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand Elasticity of Demand: Price Elasticity (at a point and over an interval), Factors affecting price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods; Cross Price Elasticity, Substitutes and Complements; Demand Estimation and Forecasting	AICTE-prescribed Syllabus: (https://www.aicte-india.org/flipbook/p&ap/Management/Mngt.html) Industry Cases Mapping: Articles/Industry Cases taught at the Wharton School of the University of Pennsylvania, will be used module wise. (https://mba-inside.wharton.upenn.edu/wp-content/uploads/2017/03/2016CMGEC611.pdf)		

	1.3 Supply Analysis <i>Text Book Mapping:</i> <i>T1- Chapter-4,5</i>	Law of supply, Shifts in Supply; Elasticity of supply, Long Run and Short Run elasticity of supply			Smartphones c) CNG Vehicles have arrived d) Forecast to reduce risk e) Forecasting Electricity Price
	1.4 Equilibrium Analysis <i>Text Book Mapping:</i> <i>T1- Chapter-4,5</i> <i>T2- Chapter-8</i>	Market equilibrium, Comparative Statics -changes in equilibrium due to change in demand, supply. Consumer and Producer Surplus; Price Controls – Price Ceilings, Price Floors. Impact of tax and subsidy.			
2	2.1 Theory of Production <i>Text Book Mapping:</i> <i>T1- Chapter-8</i>	Production Function, Short Run and Long Run Production, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Diminishing Returns, Relationship between TP, AP and MP; Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Fixed proportion and Variable proportion, Production Functions – Homogeneity. Return to a factor and return to scale – CRS, IRS, and DRS; Economies and diseconomies of scale – Ridge Lines.	International Academia Mapping : (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/) AICTE prescribed Syllabus: (https://www.aicte-india.org/flipbook/p&ap/Management/Mngt.html)	10	1. MIT OpenCourseWare Assignment – Q11. – Q14. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/) 2. MIT OpenCourseWare Assignment – Q10. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset2/) 3. MIT OpenCourseWare Assignment –

	2.2 Theory of Cost	Technical efficiency versus Economic Efficiency – Introduction to Costs; Cost Function - Short Run and Long Run Costs of Production, Fixed and Variable Costs, Total, Average and Marginal Cost and Relationship between them; Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC; Finding the Long Run Cost Schedules from the Production Function	Industry Cases Mapping: Articles/Industry Cases taught at the Wharton School of the University of Pennsylvania, will be used module wise. (https://mba-inside.wharton.upenn.edu/wp-content/uploads/2017/03/2016CMGEC611.pdf)		Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/70d56e20c10b846b307ac9b5b-bc91c4d_03_due_10_08_04.pdf) 4. Case Study List – a) Cement Industry in India b) Disrupting FMCG the Swadeshi Way c) Expanding the Volvo Way d) 3D Printing: the future of technology
	2.3 Firm's Optimal Choice	Optimum Input choice - Isocost Lines, Finding the Optimal Combination of Inputs, Expansion Path; Firm's choice - Production of a given output at the Minimum Cost, Production of the Maximum Output with a given level of Cost			

3	3.1 Perfect Competition	Characteristics of Perfect Competition, Profit Maximization in Competitive Markets, Price determination under Perfect Competition; Output Decision: Shut Down Point, Break Even Point	International Academia Mapping : (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/) AICTE prescribed Syllabus: (https://www.aicte-india.org/flipbook/p&ap/Mana)	10	1. MIT OpenCourseWare Assignment – Q7. – Q10. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/) 2. MIT OpenCourseWare Assignment – Q11. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/)
	3.2 Monopoly	Characteristics of Monopoly firm, Sources and causes of Monopoly; Demand and Marginal Revenue under Monopoly, Profit Maximization under Monopoly.			

	Mapping: T1- Chapter-11	Pricing with market power- Price Discrimination	gement/Mngt.html)		managers-summer-2004/resources/pset2/)
	3.3 Monopolistic Competition Text Book Mapping: T1- Chapter-12	Characteristics of monopolistic competition, Output and Pricing Decisions, Product differentiation, Advertising	Industry Cases Mapping: Articles/Industry Cases taught at the Wharton School of the University of Pennsylvania, will be used module wise. (https://mba-inside.wharton.upenn.edu/wp-content/uploads/2017/03/2016CMGEC611.pdf)		3. MIT OpenCourseWare Assignment – Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/d4cedf1287716927c7320bfa2c765c7c_04_due_11_04_04.pdf)
	3.4 Oligopoly Text Book Mapping: T1- Chapter-13	Characteristics of an oligopoly market; Interdependence of strategic decision making under Oligopoly; Collusion, Cartels, Price Leadership			4. Case Study List – a) Indian Stock Market: Does it explain Perfect Competition? b) The Fantastic Plastic c) Discriminating all the Way: Indian Railways d) Walmart: Monopsony Power e) David fights Goliath: The Nirma Story f) Duopoly in Air

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 3rd Edition, Mc Graw Hill
2. Robert Pindyck, Daniel Rubinfeld; Microeconomics, 8th Edition, Pearson Education

Reference Books:

1. H L Ahuja; Managerial Economics; S Chand Publishing, 9th edition, 2017
2. Michael R Baye, Jeffrey T Prince; Managerial Economics and Business Strategy, 9th edition, 2022
3. Truett and Truett; Managerial Economics; Wiley India, 8th edition, 2022
4. Dominick Salvatore, Siddhartha Rastogi; Managerial Economics; Oxford University Press, 9th edition, 2020

MBA - PROGRAM OUTCOME

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects.
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction.
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice.
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings.
PO8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO – PO MAPPING:

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

Key: PO= Program Outcome, CO= Course Outcome, 3= Strong, 2= Medium, 1= Weak

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Legal and Business Environment & Corporate Ethics

Subject Code: MBA104

Credit: 3

Lecture Hours: 30

Relevant Links:

[Study Material](#)

[Coursera](#)

[NPTEL](#)

[Linkedin Learning](#)

COURSE OBJECTIVES:

1. To know the basic concepts of Business & Company Laws and their application in industries
2. To Identify the fundamental legal principles behind contractual agreements.
3. To understand various provisions of different enactments and their application in industries
4. To develop professional knowledge and expertise to handle different business situation and effective decision making in organizations

COURSE OUTCOMES:

CO1: Students will know the basic concepts of Business & Company Laws and their application in industries

CO2: After completing this course, the students will be able to Identify the fundamental legal principles behind contractual agreements.

CO3: Students will acquire a knowledge to understand various provisions of different enactments and their application in industries

CO4: They will be able to apply the understanding to develop professional knowledge and expertise to handle different business situation and effective decision making in organizations

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Legal Aspects of Business	Introduction to business laws, Society, State and Law, Enforceability of Law, Mercantile Law, Business Management and Jurisprudence, Structure of the Indian Legal Systems, sources of law, Manager and Legal System.	<i>International Academia:</i> https://www.linkedin.com/learning/business-leadership-social-change-and-movements <i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	1. Case Study
2	Sale of Goods Act, 1930	Sales of goods, Classification of goods, Conditions & Warranties, Principles of sales of goods, Passing of ownership rights, Transfer of ownership & property, Rights of an unpaid seller, performance of contract, Remedies for breach of Contract of Sale of Goods.	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	1. Case Study

3	Indian Contract Act, 1872	Fundamentals of contract laws, Contract defined, Formation of contracts, Principles of contract laws, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of Object Consideration, Illegal agreements, Performance of contract, Termination of contracts, Discharge of Contract, Breach of contract, Quasi Contracts, Contract Management, Special Contracts, Laws of agency, Principal-Agent problem, Bailment, Pledge, Guarantee and Indemnity	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	3	1. Case Study
4	Intellectual Property Right	Protecting the property of Business, Laws relating to Patents (Patent Act, 1970), Trademark, Secret, Trade Marks Act- 1999, Copyright, Copyright Act- 1957, Geographical Indications, Geographical Indications (Registration & Protection) Act- 1999, Intellectual Property Regime (WTO Guidelines)	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	1. Case Study

5	Law relating to Business Organizations	Forms of Business Organization, Partnership Trusts, Company form of Organization	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	1. Case Study
6	Companies Act, 2013	Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies.	<i>International Standards:</i> (https://www.coursera.org/learn/corporate-commercial-law-part2) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4	1. Case Study

7	Consumer Protection Act	Consumer Protection Laws, Consumer Protection Act- 1986 , Salient features and objectives of the Consumer Protection Act- 1986, Amendments, Consumer Protection Act- 2019, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	3	1. Case Study
8	The Insolvency and Bankruptcy Code, 2016 (IBC)	overview , Constitutionality of the provisions of the Code , The Concept of “Operational Debt” and “Financial Debt” under the Corporate Insolvency Resolution Process, time-frame for completion of the exercise under the Code, Amendments	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	1. Case Study
9	Indian Ethos, Values and Work Ethos	Indian ethos: meaning, features, need, evolution and relevance; values in business; value system in work culture; work ethos and its dimensions; ethics versus ethos; Eastern and Western management orientation; Triguna and OSHA model as introductory concepts.	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Case Study - 1. Tata Nano 2. Infosys / TCS 3. Wipro

10	Indian Model of Management and Business Ethics as Applied Ethics	Indian model of management in socio-political context; laws of Karma and relevance in business; lessons from Indian heritage scriptures as ethical illustrations; meaning, characteristics and importance of business ethics; transactional, participatory and recognition ethics; personal, professional and managerial ethics; business code of conduct.	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4	1. Case Study - Aravind Eye Care / Narayana Hrudayalaya,
11	Ethical Decision-Making and Contemporary Business Issues	Consequentialist and non-consequentialist approaches; teleological and deontological reasoning; Kohlberg's moral development as basic exposure; ethical decision-making matrix; STEP and PLUS filter models; dilemmas in finance, marketing, HRM, production.	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4	1. Case Study - PNB Fraud / Yes Bank / Kingfisher / Jet Airways

Program Outcomes:

PO	Description
PO1: Problem Analysis	Apply analytical and critical thinking skills to identify, formulate, and solve complex business problems using quantitative and qualitative approaches.
PO2: Modern Tool Usage	Use appropriate modern management tools, techniques, and technologies to support data analysis, decision-making, and business processes.
PO3: Communication	Demonstrate effective oral and written communication skills to convey ideas clearly in professional and managerial contexts.
PO4: Ethics	Apply ethical principles and commit to professional ethics, responsibilities, and norms in business practices.
PO5: Project Management and Finance	Apply knowledge of project management principles and financial analysis to plan, execute, and control business projects efficiently.
PO6: The Manager and Society	Analyze the impact of managerial decisions on society, environment, and sustainability, and act responsibly as a global citizen.
PO7: Individual and Team Work	Function effectively as an individual and as a member or leader in diverse teams to achieve organizational goals.
PO8: Lifelong Learning	Recognize the need for continuous learning and adapt to changing business environments through self-directed learning.
PO9: Creative Business Solution	Develop innovative and creative solutions to business challenges by applying entrepreneurial thinking and strategic insight.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	2	3	-	-	-	2
CO2	2	3	-	3	3	3	-	2	2
CO3	1	-	3	-	-	-	2	-	-
CO4	-	-	1	3	-	2	-	2	2

TEXT BOOK:

1. [Business Law - K.R. Bulchandani, Himalaya Publishing House](#)
2. [Legal Aspects of Business – M.K. Navi, Taxman](#)
3. Indian Ethos & Business Ethics by Dr. Pradip Sinha, Dr. Nitin Zaware, Dr. Vikas Barbate and Dr. Ajit Thite.

REFERENCE BOOKS:

1. [N.D. Kapoor: Elements of Mercantile Law; Sultan Chand & Sons](#)

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Marketing Management

Credit: 3

Lecture Hours: 30

Subject Code: MBA105

Course Objectives:

1. To outline key marketing concepts and its application to different markets
2. To emphasize the role of marketing environments in decision making
3. To introduce the concept of Marketing Mix as a framework for strategies.
4. To expose students to a systematic framework of marketing & implementations

Course Outcomes :

1. To understand the fundamental concepts of Marketing management
2. To identify the marketing tools and strategies to make marketing decisions.
3. To understand the factors and processes essential for designing marketing strategy
4. To develop marketing strategies based on product, price, place and promotion objectives

Detailed Syllabus:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hour	Corresponding Lab Assignment
1	Introduction to Marketing Management	• Definitions of marketing, • Core Concept of Marketing – need, want, demand, offering, branding, customer value and customer satisfaction. • Evolution of marketing concepts (orientations) • Marketing Mix – 4Ps 7Ps and 4Cs, • Customer Lifetime Value (CLV) • Emerging trends in marketing • Fundamentals of Green marketing • Marketing Ethics – its meaning, principals and examples • Application of Gen AI in marketing,	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/marketing-mix-project.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: 4P and 4C models of marketing mix Textbook Mapping Chapter 1, 2, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	4	Case Study Launch of Oreo biscuits in India Assignment Students will study the marketing mix of a company and share their own recommendations for growth of market share, using the concepts learnt in class.
1	Analysing Marketing Environment and Competition	Major components of Internal Environment, the microenvironment and macro-environment; 5 C of Marketing (Company, Competitors, Customers, Context, Collaborators) SWOT Analysis, PEST Analysis. Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product- Market Grid, Porter’s Five Force Model for Industry Analysis	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping:	4	Case Study Starbuck in China – selling coffee in the land of tea Assignment Students will create BCG Matrix for Indian or Global company, allocate SBU’s to each category and justify with supporting data.

			Tools for competitive analysis Textbook Mapping Chapter 3, Chapter 6, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications		
2	Market Segmentation, Target Marketing and Positioning for Competitive Advantage	Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioural; Target marketing: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning for competitive advantage	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: STP model for market analysis Textbook Mapping Chapter 9, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	4	Case Study Fevicol – The iconic bond Assignment A designer brand for cosmetics is eager to enter the India market. Students will advise this brand for segmentation, target market and positioning strategy in India using STP model learnt in class.
2	Consumer Behaviour and Marketing Research	A framework of consumer decision making process, overview of major factors influencing consumer behaviour; Marketing research: Role in decision making, Steps and process of Marketing Research, B2B Marketing.	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/consumer-behavior-project.pdf) AICTE-prescribed syllabus:	4	Case Study Wonder Cement – Building a strong brand through digital marketing Assignment Students will survey their friends in the class for their perceptions and behaviors around a product. This is then compared to an analysis of the marketing strategies of the product

			https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping: Consumer decision making framework, Marketing research Textbook Mapping Chapter 5, Chapter 7, Chapter 8, Marketing Management: Text and Cases (3 rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications		
2	Product / Service	Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Management, Product Extension Strategies, Product Life Cycle: concept and types, New Product Development.	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: Product / Service mix, Product Life Cycle, New Product Development Textbook Mapping Chapter 10, 11, 12, 13 Marketing Management: Text and Cases (3 rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	4	Case Study Kellogg's Indian Experience Assignment Student will select a new product - Service example and submit a presentation that demonstrates successful or unsuccessful application of concepts that they have learnt in class (product mix / service mix, new product development, product life cycle etc)

3	Branding and Packaging	Purpose of branding; Value of Brands (Brand equity) Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/brands-project.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Brand Equity, Branding strategy Textbook Mapping Chapter 14, Chapter 15 Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	2	Case Study discussion Nivea – Managing the iconic brand Assignment Students will conduct an in-depth analysis of a brand of their choice. Students will apply the concepts that they have learned in class (brand equity, branding strategy and brand value)
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3	Pricing	Economic Value of products to Customer (EVC), Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/whats-the-right-price.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Pricing strategies Textbook Mapping Chapter 16, Chapter 17 Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	3	Case Study Nirma Washing Power Assignment Students will design a pricing strategy for a new product. They will consider the competition prices, value to the customer, cost of production and profit margins.
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4	Place	Marketing Channels: Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB A.pdf) Industry Mapping: Concepts related to distribution strategies. Textbook Mapping Chapter 18, Chapter 19 Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	3	Case Study Coca – Cola Distribution strategy Assignment Students will design a distribution channel for a product/service of their choice.
4	Promotion Decisions	Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Promotion Mix , 5M Model Textbook Mapping Chapter 22, 23,24,26 Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	2	Case Study HUL enters the Indian rural market Assignment Students will design a promotional campaign for a new product using promotional mix elements discussed in classroom.

Relevant Links:

Study Material:	https://drive.google.com/drive/folders/1b3PI4c9jwYWBByRoXKYJnqZo_MtBfXZhU?usp=sharing
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Module	Coursera	Linkedin
1	Brand Management: Aligning Business, Brand and Behaviour https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/brand?source=search#modules	Artificial Intelligence (AI) for Marketing https://www.linkedin.com/learning/artificial-intelligence-for-marketing/artificial-intelligence-and-machine-learning-in-marketing?u=229219690
2	Positioning: What you need for a successful Marketing Strategy https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/positioning?source=search#modules	Build Your Generative AI Plan for Marketing Success https://www.linkedin.com/learning/build-your-generative-ai-plan-for-marketing-success/practical-applications-of-generative-ai-for-marketers?u=229219690
3.	Market Research and Consumer Behavior https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/market-research?fromClip=sfc_page_course_link~NAZdY#modules	Marketing Tools: How to Leverage AI Tools to Transform Your Marketing https://www.linkedin.com/learning/marketing-tools-how-to-leverage-ai-tools-to-transform-your-marketing/how-ai-is-revolutionizing-the-marketing-industry?u=229219690
4	Channel Management and retailing https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/channel-management?source=search#modules	Customer Journey Mapping with Gen AI https://www.linkedin.com/learning/customer-journey-mapping-with-generative-ai/ai-tools-that-sales-and-marketing-pros-need-to-know-today?u=229219690

NPTEL Course	Course List to be shared by NPTEL for 2026
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Simulation Game :	Marketplace Simulations - Introduction to Marketing Introduction to Marketing by Marketplace Simulations - Marketplace Business Simulations
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AI tools :	Odoo (https://www.odoo.com/app/crm) Odoo is an AI-based CRM tool , with its AI features integrated to automate tasks, provide insights, and improve decision-making within the CRM module and other areas of the system
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	Case Study
1	Launch of Oreo biscuits in India
2	Starbuck in China – selling coffee in the land of tea
3	Fevicol – The iconic bond
4	Wonder Cement – Building a strong brand through digital marketing
5	Kellogg's Indian Experience
6	Nivea – Managing the iconic brand
7	Nirma Washing Power
8	Coca – Cola Distribution strategy in India
9	HUL enters the Indian rural market

Program Outcomes:

PO	Description
PO1: Problem Analysis	Apply analytical and critical thinking skills to identify, formulate, and solve complex business problems using quantitative and qualitative approaches.
PO2: Modern Tool Usage	Use appropriate modern management tools, techniques, and technologies to support data analysis, decision-making, and business processes.
PO3: Communication	Demonstrate effective oral and written communication skills to convey ideas clearly in professional and managerial contexts.

PO4: Ethics	Apply ethical principles and commit to professional ethics, responsibilities, and norms in business practices.
PO5: Project Management and Finance	Apply knowledge of project management principles and financial analysis to plan, execute, and control business projects efficiently.
PO6: The Manager and Society	Analyze the impact of managerial decisions on society, environment, and sustainability, and act responsibly as a global citizen.
PO7: Individual and Team Work	Function effectively as an individual and as a member or leader in diverse teams to achieve organizational goals.
PO8: Lifelong Learning	Recognize the need for continuous learning and adapt to changing business environments through self-directed learning.
PO9: Creative Business Solution	Develop innovative and creative solutions to business challenges by applying entrepreneurial thinking and strategic insight.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	2	3	-	-	-	2
CO2	2	3	-	3	3	3	-	2	2
CO3	1	-	3	-	-	-	2	-	-
CO4	-	-	1	3	-	2	-	2	2

Suggested Readings:

1. Kotler & Keller - Marketing Management; Pearson
2. Tapan Panda – Marketing Management, Taxmann Publications
3. Ramaswamy & Namakumari - Marketing Management; Sage Publications
4. Saxena, Rajan - Marketing Management; McGraw-Hill
5. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; McGraw-Hill
6. K.Karunakaran – Marketing Management – Himalaya Publishing House



University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus



Syllabus for MBA Admission Batch 2026-28

Subject Name: Organizational Behaviour Credit: 3 Lecture Hours: 30

Subject Code: MBA 171

Pre-requisite: Basic understanding of organizations, evolution, structure and functions

Relevant Links:

[Study Material LinkedIn Learning Coursera NPTEL](#)

COURSE OBJECTIVES:

- To understand various segments in organization and be able to manage the human resources of an organization effectively and efficiently
- To understand the impact of perception, attitude and overall personality dimensions during interpersonal relations, negotiations and decision making for better employee relations

COURSE OUTCOMES

CO1: Remember and understand the definitions and classifications used in the study of organisational behaviour.

CO2: Apply the information thus gathered to predict the behaviour of Individuals, groups and structures on behaviour within organisations

CO3: Analyse the predicted behaviour and evaluate its effectiveness to improve the organisation's workflow.

CO4: Create a benchmark for behavioural and personality traits that shall aid in establishing sustainable and positive work culture at workplace.

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Text Book Mapping	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	OB Overview & AI	Meaning of OB, Importance of OB, Introduction of AI in the field of OB, Applications in Industry	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter-1	International Academia https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/pages/lecture-notes/ (Point-1) AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion - Does the Human Touch Work? - What can be done to promote ethical behavior at workplace?	4	Interview and observe at least two general managers from public sector companies and analyse the roles they routinely play in their current positions. Do you have any suggestions to make it better?

1	Motivation	Introduction, Theories of Motivation– Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement–Motivation Theory, McGregor’s Theory X&Y, Vroom’s Expectancy Theory Caselet What motivates Neha?	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter-5	International Academia https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/pages/lecture-notes/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping - Role Play and scenario analysis Identifying motivational problems (6 scenarios)	5	Exercise Measuring your equity sensitivity
2	Personality & Perception	Meaning of Personality, Theories of Personality, Perception Process, Factors Influencing Perception, common perceptual distortion, Johari for self-understanding and effectiveness, Perception Management in Organization.	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter-2 & 3 Organizational Behaviour- Robbins, Judge and Bruice: Chapter-4	International Academia https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/pages/lecture-notes/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Raman Textile Mill Case Discussion Group Discussion Is Personality Real? The person-situation dilemma	5	Exercise -How to rate your self-esteem? (34 standard statements). -Big five personality test

2	Attitudes & Job Satisfaction	Attitudes, components of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Job Satisfaction, Trends and Issues Caselet: Phoenix Electronics	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 4	International Academia: https://ocw.mit.edu/courses/15-311-organizational-processes-fall-2003/pages/assignments/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Group Discussion <i>Is being modern a disqualification?</i>	4	Exercise Know your Emotional Quotient (Survey)
3	Learning	Theories of learning Classical conditioning, Operant conditioning, cognitive learning and social learning. ‘self-reinforcement’. Reinforcement Case Study: The Elite Circle of \$1 CEOs	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 3 Fred Luthans, Organizational Behavior, McGraw Hill Education	International Standards: https://ocw.mit.edu/courses/15-341-individuals-groups-and-organizations-fall-2006/pages/syllabus/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Role Playing and O.B. Mod.	4	

3	Group Behavior and Teams	Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, The nature of Teams, Stages of Team Development, Team Effectiveness, High Performance Teams, Improving Team performance. Case Study: There are Teams, and There are Teams	Organizational Behaviour- Robbins, Judge and Bruice: Chapter-9 Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 7 & 8 Fred Luthans, Organizational Behavior, McGraw Hill Education	International Standards : https://ocw.mit.edu/courses/15-341-individuals-groups-and-organizations-fall-2006/pages/syllabus/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Wilderness Survival	4	
3	Leadership and Conflict	Leadership and Followership, The Leader – follower relationship, Leader traits and Behavioral styles, contingency theories, charismatic / Transformational Views, Types of Conflict, Functional and Dysfunctional Conflict, Culture and Conflict, Conflict Management Case Study: The Seven Secrets of Inspiring Leaders	Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 10, 13 & 14 Fred Luthans, Organizational Behavior, McGraw Hill Education	International Standards: https://ocw.mit.edu/courses/15-341-individuals-groups-and-organizations-fall-2006/pages/syllabus/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise An Absence of Nonverbal Communication	4	

PROGRAM OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multi-disciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Teamwork	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Text Book

- **Organizational Behaviour- Osborn, Uhl-Bien, Wiley**
- **Organizational Behaviour by Stephen P. Robbins (Author), Timothy A. Judge (Author), Neharika Vohra (Author)**

Reference Books

- **Organizational Behaviour- Managing people and organizations: 13th Edition, Griffin, Phillips and Gully: Cengage**
- **Fred Luthans, Organizational Behavior, McGraw Hill Education**

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Managerial Communication

Subject Code: MBA 172

Credit: 3

Lecture Hours: 30

Relevant Links:

Study Material: https://docs.google.com/document/d/1rJYi8JBjwLbp3ZtxgtM4v-qd_v1Qbv6l/edit?usp=sharing&ouid=108588689633975678219&rtpof=true&sd=true

Coursera: <https://www.coursera.org/specializations/effective-business-communication>

NPTEL: https://onlinecourses.swayam2.ac.in/cec24_cm04/preview

LinkedIn Learning: <https://www.linkedin.com/learning/paths/linkedin-learning-essential-business-communication-skills-professional-certificate>

COURSE DESCRIPTION

This course helps students build the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills.

Students will improve: memo, letter, email, writing and presentation skills and the ability to effectively participate in and chair meetings.

Students will also develop skills in resume writing and study the strategies and techniques needed for success in interviews.

COURSE OUTCOMES

Upon successful completion of this course students will be able to:

CO1: Write e-mails, memos, and business letters with different tones and for different purposes.

CO2: Understand the importance of being an effective business communicator in today's changing workplace.

CO3: Communicate effectively with colleagues in meetings by employing individual strengths and implementing knowledge of different working styles.

CO4: Write a polished Resume and Cover letter and effectively prepare for and participate in Interviews; Deliver professional Oral Presentations.

Module	Topic	Sub Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignments
I	Introduction & Communication Basics, Verbal and Non Verbal Communication	Introduction & Communication Basics – Definition, Types, Process and Barriers of Communication Verbal and Non Verbal Communication	<i>International Academia:</i> https://www.coursera.org/specializations/effective-business-communication <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> • Communication Basics • Software: Orell Talk https://orelltalk.com/	6	Activities on Purposes, Types, Process and Barriers of Communication Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd019SwZYVJ/edit Presentation activities and fun activities Listening, Questioning and Feedback, Body Language, Public Speaking Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd019SwZYVJ/edit

I.	Written Communication	Stages of Writing, Report, Business Letters, Annual Report, Magazine, Press release.	<i>International Academia:</i> https://www.coursera.org/learn/english-composition <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> - Formal business Correspondence. - Software: Orell Talk https://orelltalk.com/	6	Written skills on grammar and related topics on modifiers and redundancies. Stages of Writing, Composing Business Messages Practice. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
II.	Internal & External Communication	Circulars Notices, Memos, Agenda, Minutes, Mail & Resume	<i>International Academia:</i> https://www.coursera.org/learn/english-common-interactions-workplace-basic-level https://www.coursera.org/projects/create-resume-cv-libreoffice <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> Internal writing and documentation. Software: Orell Talk https://orelltalk.com/	6	Activities on concise writing of Circulars Notices, Memos, Agenda and Minutes Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit

II.	Business Etiquette and Profiles	Introduction- Greetings- Importance of Small Talk in Business- Business Organizations-- Jobs and Responsibilities	<i>International Academia:</i> https://www.coursera.org/learn/business-english-negotiating https://www.coursera.org/learn/ethics-of-communication <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> • Introduction- Greetings- Importance of Small Talk in Business- Business Organizations-- Jobs and Responsibilities • Software: https://orelltalk.com/	6	Interactive Practice sessions. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
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III.	Using Telephone at the Workplace	Introduction, Features of Telephone communication, Making arrangements and appointments, leaving and taking messages-- Voice mail, video conferencing and conference calls.	<i>International Academia:</i> https://www.coursera.org/learn/business-english-negotiating https://www.coursera.org/learn/ethics-of-communication <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing	2	Interactive Practice sessions. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
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			<i>Industry Mapping:</i> • Introduction- Greetings- Importance of Small Talk in Business- Business Organizations-- Jobs and Responsibilities . • Software: https://orelltalk. co m/		
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III.	Effective Business Communication Case Study	Small Business Communication Practices Case Studies.	<i>International Academia:</i> https://www.coursera.o rg/learn/business- english-negotiating https://www.coursera.o rg/learn/effective- corporate- communication- principles-evolution <i>AICTE Prescribed Syllabus:</i> https://drive.google.co m/file/d/1X_nuIBJAUp Mhy-5U0G_UX- AkXFqBjNbU/view?us p=sharing <i>Industry Mapping:</i> • Small Business Communication Practices Case Studies. • Software: https://orelltalk.co m/	4	Interactive Practice sessions on Communication Case Studies of different companies. Study Material: https://docs.google.com /document/d/1oGo6wn NLCqlaK61ytZ2FKXd 0I9SwZYVJ/edit
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PROGRAM OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Teamwork	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO 9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

TEXT BOOK:

- 1) The Art and Science of Business Communication, 4th Edition by P.D. Chaturvedi, Mukesh Chaturvedi

Released June 2017 Publisher(s): Pearson India

REFERENCE BOOKS:

- 2) Madhukar: Business Communications; Vikas Publishing House 6.Senguin J: Business Communication; Allied Publishers
- 3) Business Communication Essentials (6th Edition) by Courtland L. Bovee & John V. Thill, Pearson Education



University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus



Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Computer Applications for Business Credit: 3 Lecture Hours: 30

Subject Code: MBA173

Pre-requisite: Basic Computer and Mathematics Knowledge

Relevant Links:

[Study Material](#)

[Coursera](#)

[NPTEL](#)

[Linkedin Learning](#)

COURSE OBJECTIVES:

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students, understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

COURSE OUTCOMES:

CO1: Students will have a thorough knowledge and concepts and technologies used in the field of management information systems;

CO2: After completing this course, the students will be able to Compare the processes of developing and implementing information systems.

CO3: Students will acquire a knowledge about how to translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

CO4: They will be able to apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

Module number	Topic	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Data and Manager	Introduction to Data, information, knowledge and Wisdom, Issues with Data, structured and unstructured data, Computer Based Information System, TPS, MIS, DSS and EIS.	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 1,2	<i>International Academia:</i> (https://ocw.mit.edu/courses/hst-951j-medical-decision-support-spring-2003/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> MySQL	2	1. Identify your TPS and document it. 2. Modelling Transaction Processing Systems
2	E-commerce / E-business	Overview, Definitions, Advantages & Disadvantages of E-commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models Implementation ecommerce business, online and offline marketing	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 9	<i>International Standards:</i> (https://ocw.mit.edu/courses/1-464-e-commerce-and-the-internet-in-real-estate-and-construction-spring-2004/)	2	1. Create a web page of your name using various heading tags.

				<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> WordPress		2. Design a web page according to the venture formed in entrepreneurship
3	ERP, CRM, SCM	ERP (Enterprise Resource Planning): Concepts of ERP, architecture of ERP, Generic modules of ERP, Applications of ERP, and concept of XRP (extended ERP) CRM (Customer Relationship Management): Concepts of CRM, Features, application of CRM Sales force automation SCM (Supply Chain Management): Concepts of SCM, drivers of SCM, inbound & outbound Definition, brief description and applicability of: eProcurement, eTailing, eLogistics, eCollaboration, eIntegration. Case studies for ERP, CRM, and SCM	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 10	<i>International Standards :</i> (https://ocw.mit.edu/courses/15-762j-supply-chain-planning-spring-2011/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> WordPress, ERPLAB Toolbox	4	1. Design of website.
4	Threats to Computer Systems and Control Measures	Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Concepts of security measures: firewall, Cryptography.	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 2	<i>International Standards:</i> (https://ocw.mit.edu/courses/6-858-computer-systems-security-fall-2014/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	

5	Database Management Systems [e.g. MS-Access/ Oracle/ MS SQL Server / MySQL etc.	What is a DBMS; Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, Functional Dependency, Normalization (Up to BCNF – Concept only). SQL: DDL & DML, DCL concepts, SQL commands [ANSI standard].	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 5	<i>International Standards:</i> (https://ocw.mit.edu/courses/6-830-database-systems-fall-2010/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> MySQL, MS-Access	6	1. Creation, insertion, update table. 2. Relational schema and normalization.
6	Data Warehousing and Data Mining	Concepts of Data warehousing, data mart, meta data, multidimensional modeling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts, Steps, knowledge discovery vs. data mining, data mining applications.	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 5,6	<i>International Standards:</i> (https://ocw.mit.edu/courses/15-062-data-mining-spring-2003/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> Oracle	2	1. Design of data mode.
7	MS Office Applications	MS Excel: Graphs and Charts– Calculation of various financial functions Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Statistical functions, Reference Operators, Creating a Column Chart: Changing the Size and Position of a Chart Saving, Creating Pivot. Introduction to macro. MS Access: Tables and	Information Technology for Management, Turban, Volonino, Wiley	<i>International Standards:</i> (https://ocw.mit.edu/courses/esd-70j-engineering-economy-module-fall-2009/resources/mitesd_70jf09_assn02_end_course/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	6	1. MS Excel lab assignment.

		Queries, Forms.		Industry Mapping: MS Excel		
8	Data Communication & Networking	Need for computer networking, components of a data communication system, Network topology Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, and WWW . Network protocols, Network Architecture	Information Technology for Management, Turban, Volonino, Wiley	<i>International Standards:</i> (https://ocw.mit.edu/courses/14-15-networks-spring-2022/) <i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> The Network Simulator - ns-2	4	1. Introduction to network simulator.
9	Analytics for Business	Introduction of Analytics, Features, advantages and disadvantages of Analytics in Business, Data Visualization for Managers, Emerging Trends in Analytics	Principles of Information Systems, Stair & Reynolds, Cengage Chapter 11	<i>International Standards:</i> (https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/) <i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	1. Python basics.

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

TEXT BOOK:

1. [Principles of Information Systems, Stair & Reynolds, Cengage](#)

REFERENCE BOOKS:

1. [Information Technology for Management, Turban, Volonino, Wiley](#)

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Course Title: Research Methodology
Credit: 1

Course Code: MBA174
Contact Hours: 10 Hours

Prerequisites:

- Basic understanding of academic writing and communication skills
- Familiarity with fundamental in analytical thinking and problem-solving
- Ability to use basic computer tools (word processing and spreadsheets)

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

Course Objectives (COs):

- To introduce the fundamentals of research and its significance
- To develop the ability to identify and formulate research problems
- To provide basic knowledge of research design and data collection methods
- To enable students to present research findings effectively

Course Outcomes (COs):

Upon successful completion of the course, the student will be able to:

- **CO1:** Understand basic concepts and types of research
- **CO2:** Formulate research problems and hypotheses
- **CO3:** Apply simple methods of data collection and analysis
- **CO4:** Prepare and present a structured research report

Syllabus:

Module Number	Topic	Sub-topics	Mapping with Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Chapter 1: Introduction to Research (2 Hours):	Meaning, objectives, scope, and types of research; research process; characteristics of good research; research ethics	Research Methodology by C.R. Kothari (Author), G. aurav Garg (Author)	https://rida.shu.ac.uk/research-methods/	2	NA
	Chapter 2: Research Problem & Design (2 Hours):	Identification of research problem; literature review; research questions and hypotheses; types of research design	Research Methodology by C.R. Kothari (Author), G. aurav Garg (Author)	https://rida.shu.ac.uk/research-methods/	2	SPSS/Excel
Module 2	Chapter 3: Data Collection Methods (2 Hours):	Primary and secondary data; methods—survey, interview, observation; basics of questionnaire design	Research Methodology by C.R. Kothari (Author), G. aurav Garg (Author)	https://rida.shu.ac.uk/research-methods/	2	NA
	Chapter 4: Data Analysis (2 Hours):	Data processing; introduction to descriptive statistics; inferential statistics; interpretation of data	Research Methodology by C.R. Kothari (Author), G. aurav Garg (Author)	https://rida.shu.ac.uk/research-methods/	2	SPSS/Excel
Module 3	Chapter 5: Research Reporting (2 Hours):	Structure of research report; referencing styles (APA 7th Edition basics); presentation of findings	Referred Material	https://rida.shu.ac.uk/research-methods/	2	Mendeley

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
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PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
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CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Textbook

1. Research Methodology by [C.R. Kothari](#) (Author), [Gaurav Garg](#) (Author), New Age International Publishers

Reference

1. New Perspectives of Microsoft Office 365 & Excel 2019



University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Excel I
Credit: 2
Subject Code: MBA 191

Lecture Hours: 20

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

- <https://www.coursera.org/professional-certificates/microsoft-excel-skills>
- <https://www.linkedin.com/learning/excel-essential-training-microsoft-365-25302368>
- <https://www.coursera.org/learn/excel-basics-data-analysis-ibm>
- https://onlinecourses.nptel.ac.in/noc25_mg113/preview

Mod ule	Topic	Sub-topics	Text Book As Per Syllabus	Mapping with Industry and	Lecture Hours	Corresponding Lab Assignment
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numb Er				International Academia		
1	Excel Skill for Business	Overview of Excel, Basic operations, Managing Worksheets, filters, understanding functions, Conditional Formatting, Autofill and Custom List, Chart ,Pivot table, Lookups, Ranges and Dates, Text Formulas, Introduction to Charts and formatting		International Academia: (https://online.stanford.edu/courses/soe-yics0007-mining-massive-data-sets)	9	After completion of this unit of module, the Learner will be able to: • Understand the need and importance of Excel Basic operations in decision-making • Gain hands-on experience of Business Data handling, including its core components
2	Managerial	Data Analysis, Acquaintance with Excel BI through Power Query, Excel Aid-ins, AI/Gen AI integration for Managerial Decision Making		AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Data Preprocessing Techniques using Power Query	9	
3	Case Study			Simulation : MIT Project Management Game Forio	2	Small Case Study Solutions on various functional domains of Business Management.

			AI Tools: 1. https://www.thoughtspot.com/ 2. https://julius.ai/	
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SUGGESTED READINGS:

Suggested Readings:

- Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) – Author - Paul McFedries – Pearson Publication

Course Objectives:-

The aim of this paper is to prepare management students for understanding and applying data visualization techniques for extraction, transform, association and visualize business decision making. The course will also help students to understand various machine learning algorithms and their application in business.

Course Outcomes:-

At the end of this course the students will be able to:

CO1	Demonstrate fundamental understanding of Basic Excel
CO2	Apply basic operation of data handling that require problem solving, inference, perception, knowledge representation.
CO3	Demonstrate proficiency in applying data visualization techniques for Business analysis and prediction
CO4	Discuss different data visualization tools for better and interactive data management and decision making

Mapping of Cos with POs:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2			1	2	1	
CO2	2	3		1					1
CO3	2	2					1	2	
CO4		2	1		1			1	1

University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Entrepreneurship Lab I

Credit: 2

Lecture Hours: 20

Subject Code: MBA 192

Pre- requisite: Basic understanding of business concepts, communication skills, and a willingness to work in teams

Relevant Links:

Coursera:

1. Basics of entrepreneurship: thinking and doing: <https://www.coursera.org/learn/basics-of-entrepreneurship-thinking-and-doing>
2. Essentials of Entrepreneurship: Thinking & Action: <https://www.coursera.org/learn/entrepreneurial-thinking>
3. Entrepreneurship: Launching an Innovative Business Specialization: <https://www.coursera.org/specializations/business-entrepreneurship>
4. How to Start Your Own Business Specialization: <https://www.coursera.org/specializations/start-your-own-business>

LinkedIn Learning:

1. Start and Manage a Small Business: <https://www.linkedin.com/learning/paths/start-and-manage-a-small-business>
2. Entrepreneurship Foundations: <https://www.linkedin.com/learning/entrepreneurship-foundations-2019>
3. 43 Ideas for Starting a Side Business: <https://www.linkedin.com/learning/43-ideas-for-starting-a-side-business>

4. 20 Questions to Help You Start a Business: <https://www.linkedin.com/learning/20-questions-to-help-you-start-a-business>

NPTEL:

1. Entrepreneurship Essentials By Prof. Manoj Kumar Mondal, IIT Kharagpur: https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_ge08

Course Objectives

1. To develop an entrepreneurial mindset and help students understand the process of self-discovery, opportunity recognition, and venture creation.
2. To enable students to identify customer problems, discover market opportunities, and design solutions using structured entrepreneurial methods such as design thinking and lean approaches.
3. To familiarize students with business model development, validation, pricing, revenue logic, team building, and pitching of startup ideas.
4. To prepare students to plan, present, and launch a new venture by integrating market analysis, financial thinking, and practical implementation skills.

Course Outcomes

1. Students will be able to identify their entrepreneurial style and apply self-awareness to venture formation and team building.
2. Students will be able to discover real customer problems, define target users, and frame value propositions for viable solutions.
3. Students will be able to develop and test a business model, including lean canvas, solution validation, and MVP-related thinking.
4. Students will be able to prepare and present a startup pitch using financial, operational, and market-based reasoning.

Module no.	Topic	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Self-Discovery	Finding Your Flow, Effectuation - I Case Study Identify Your Entrepreneurial Style Master Class - Team Formation	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Academia: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-1/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-2/ 3. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-3/
2	Opportunity Discovery	Identifying Problems Worth Solving - I Entrepreneur Session - Identify Problems Worth Solving - II Design Thinking Look for Solutions Present the Problem You Love – I	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Academia: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-2/)	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-4/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-5/
3	Customer and Solution	Customers and Markets Identify Your Customer Segment and Niche Identify Jobs, Pains, and Gains, and Early Adopters - I Identify Jobs, Pains, and Gains, and Early Adopters - II Master Class: Craft Your Value Proposition - I Craft Your Value Proposition - II Outcome-Driven Innovation (ODI)	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-3/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-6/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-7/

						3. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-8/
4	Business Model	Basics of Business Model and Lean Approach Sketch the Lean Canvas - I Sketch the Lean Canvas - II Risks and Assumptions	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-4/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-9/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-10/
5	Validation	Red Ocean Strategy Blue Ocean Strategy - I Blue Ocean Strategy - II Build Your Solution Demo and Conduct Solution Interviews - I Build Your Solution Demo and Conduct Solution Interviews - II Problem-Solution Fit Building an MVP Entrepreneur Session - Product-Market Fit Present Your MVP - I Present Your MVP - II	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-9/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-10/

6	Money	Costs Revenues and Pricing Profitability Checks Bootstrapping and Initial Financing Practice Pitching	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>International Standards:</i> (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-11/)	2	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-11/
7	Team	Shared Leadership Hiring & Fitment, Team Role and Responsibilities Practice Pitching Collaboration Tools and Techniques	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>International Standards:</i> (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-7/)	2	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-12/
8	Marketing and Sales	Positioning and Branding Channels Sales Planning Selling Skills - I Selling Skills - II	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	(https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-12/
9	Support	Project Management Project Tracking Basics of Business Regulations Getting Started with Your Venture	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	(https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	4	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-12/

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO 9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Text Book:

1. Entrepreneurship (New Venture Management), by Safal Batra, 2nd Edition, Cengage
2. Entrepreneurship (Successfully Launching New Ventures), by Bruce R. Barringer & R. Duane Ireland, 6th Edition, Pearson

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Language Lab I
Lecture Hours: 20

Credit: 2
Subject Code: MBA 193

Pre-requisite: Language Acquisition model, Technological aids for language simulation, Hands-on Training, and Practice.

Relevant Links:

[LinkedIn](#)

1	Mastering Communications as a Leader	https://www.linkedin.com/learning/mastering-communications-as-a-leader/
2	Job Skills: Learning the Basics	https://www.linkedin.com/learning/job-skills-learning-the-basics/
3	Create your Personal brand	https://www.linkedin.com/learning/creating-your-personal-brand

Course Description:

The Language Lab course is designed to enhance students' communication competence in English with special emphasis on listening, speaking, reading, and writing (LSRW) skills required for academic, professional, and corporate environments. The course integrates language learning with practical activities, digital tools, presentations, group discussions, interview practice, and workplace communication exercises. It aims to develop pronunciation, fluency, vocabulary, interpersonal communication, and professional etiquette through interactive lab sessions, case studies, and real-life communication scenarios.

Course Objectives:

After successful completion of the course, students will be able to:

1. Develop effective verbal and non-verbal communication skills for academic and professional purposes.
2. Improve pronunciation, accent, fluency, and listening comprehension through phonetic and audio-visual practice.
3. Enhance public speaking, presentation, and interpersonal communication abilities.
4. Strengthen reading comprehension, vocabulary, and analytical interpretation skills.
5. Acquire professional writing skills including emails, reports, resumes, and formal correspondence.
6. Build confidence for group discussions, interviews, and workplace interactions.
7. Utilize digital communication tools and virtual collaboration platforms effectively.
8. Integrate LSRW skills to achieve overall personality development and employability enhancement.

COURSE OUTCOMES

Upon successful completion of this course students will be able to:

- CO1: Hone their Listening skills through language lab audio device with different tones and for different purposes.
- CO2: Hone their Speaking skills & understand the importance of being an effective business communicator in today's changing workplace.
- CO3: Apply, express & communicate effectively with colleagues in meetings by employing individual strengths and implementing through honing their Writing skills.
- CO4: Hone their Reading skills & deliver knowledge of different working styles.

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Chapter 1: Fundamentals of Communication Skills	Importance of Communication; Verbal & Non-verbal Communication; Barriers to Communication; Listening Skills; Professional Etiquette	<i>Business Communication Today</i> by Bovee & Thill	Communication competencies aligned with global employability skills, corporate communication standards, and soft-skill requirements in multinational organizations https://ocw.mit.edu/courses/21g-223-listening-speaking-and-pronunciation-fall-2004/ Course Name: “Listening, Speaking and Pronunciation” https://online.stanford.edu/courses/xeduc201xb-effective-classroom-conversations Course Name: “Effective Classroom Conversations”	2	Listening comprehension exercises; role-play on workplace communication; etiquette-based speaking activities
	Content + Linked Case Study	Case Study: Communication failures in workplace and strategies for improvement HBR Case Mapping 1. Understanding How to Communicate in		Industry-oriented communication analysis and collaborative learning approach used in international universities https://ocw.mit.edu/courses/21l-003-2-reading-fiction-spring-2007/ Course Name: “Reading Fiction” https://ocw.mit.edu/courses/6-837-computer-graphics-fall-2012/ Course Name: “Computer Graphics”	1	Group discussion and presentation based on case analysis

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Day-to-Day Situations By: Deborah B Roebuck 2. Calveta Dining Services, Inc.: A Recipe for Growth? 3. Worlds Collide: Work, Life, and Social Media By: Elizabeth A.Powell; Rebecca Goldberg; Sean Kumar 4. Developing Written Communication Skills By: Deborah B Roebuck 1. BEP102-PDF-ENG 2. 4261-PDF-ENG 3. UV7638-PDF-ENG 4. BEP103-PDF-ENG		https://ocw.mit.edu/courses/21w-794-graduate-technical-writing-workshop-january-iap-2019/ Course Name: Graduate Technical Writing Workshop”		
	Chapter 2: English	Introduction to Phonetics; IPA Symbols; Stress	<i>English Phonetics and</i>	Supports global communication standards and international corporate interaction skills	2	Pronunciation drills using software;

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
	Pronunciation and Phonetics	& Intonation; Pronunciation Practice; Accent Neutralization	<i>Phonology</i> by Peter Roach			phonetic transcription exercises; stress and intonation practice
	Content + Linked Case Study	Case Study: Impact of pronunciation on employability and customer interaction		Aligns with BPO/KPO communication training practices	1	Audio recording and pronunciation assessment
Module 2	Chapter 3: Speaking Skills and Public Speaking	Extempore Speaking; JAM Sessions; Public Speaking Techniques; Presentation Skills; Confidence Building	<i>Communicate to Win</i> by Richard Denny	Develops leadership communication and presentation competencies required in industry and academia	2	Individual presentations; extempore sessions; peer feedback activities
	Content + Linked Case Study	Case Study: Effective presentation strategies used by corporate leaders		Based on global presentation and pitching practices	1	PPT-based seminar presentation
	Chapter 4: Reading and Vocabulary Development	Reading Comprehension; Skimming & Scanning; Vocabulary Enhancement; Idioms &	<i>Word Power Made Easy</i> by Norman Lewis	Enhances analytical reading and professional vocabulary expected in global workplaces	1	Vocabulary quizzes; reading comprehension exercises; article summarization

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Phrases; Contextual Usage				
	Content + Linked Case Study	Case Study: Reading strategies for professional and academic success		Academic reading practices aligned with international higher education standards	1	Reading analysis and vocabulary log preparation
Module 3	Chapter 5: Writing Skills for Professional Communication	Formal Letters; E-mails; Resume Writing; Report Writing; Memo & Notice Drafting	<i>Technical Communication</i> by Meenakshi Raman & Sangeeta Sharma	Industry-aligned business writing practices and professional documentation skills https://ocw.mit.edu/courses/mas-714j-technologies-for-creative-learning-fall-2009/ Course Name: “Technologies for Creative Learning” https://ocw.mit.edu/courses/21w-758-genre-fiction-workshop-spring-2013/ Course Name: Genre Fiction https://ocw.mit.edu/courses/es-292-writing-workshop-spring-2008/ Course Name: Writing Workshop	1	Drafting professional emails, resumes, and reports
	Content + Linked Case Study	Case Study: Professional email communication in corporate settings		Corporate communication protocols followed globally	1	Email writing simulation and resume evaluation

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
	Chapter 6: Group Communication and Interview Skills	Group Discussion Techniques; Interview Etiquette; HR & Technical Interviews; Team Communication	<i>Soft Skills</i> by S.P. Dhanavel	Prepares students for recruitment processes and collaborative workplace culture	2	Mock GD and mock interview sessions
	Content + Linked Case Study	Case Study: Recruitment communication and interview performance analysis		Recruitment training practices followed by multinational companies	1	Interview role-play and GD assessment
Module 4	Chapter 7: Digital Communication and Language Tools	Online Communication Platforms; Virtual Meeting Etiquette; AI-based Language Tools; Digital Presentation Skills	<i>Digital Communication</i> by Brenda K. Wiederhold	Aligns with digital workplace communication and virtual collaboration trends https://ocw.mit.edu/courses/9-57j-language-acquisition-fall-2001/ Course Name: Language Acquisition https://ocw.mit.edu/courses/15-667-negotiation-and-conflict-management-spring-2001/ Course Name: Negotiation and Conflict Management	1	Virtual presentation; online meeting simulation; AI language tool practice
	Content + Linked Case Study	Case Study: Communication challenges in remote work environments		Reflects hybrid workplace communication models used globally	1	Online collaboration and presentation assignment

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
	Chapter 8: Integrated Language Skills Practice	Integrated LSRW Skills; Corporate Communication Practice; Professional Grooming; Personality Development	<i>Personality Development and Soft Skills</i> by Barun K. Mitra	Holistic employability and communication skill development aligned with international employability benchmarks https://ocw.mit.edu/search/?q=Life%20Skill%20Acquisition <u>Course Name: Life Skill Acquisition</u> https://online.stanford.edu/courses/chemeng289-career-building-entrepreneurship-intrapreneurship-people-innovation-decision <u>Course Name: Career building Entrepreneurship Intrapreneurship People innovation decision</u>	1	Comprehensive viva, presentation, and language proficiency assessment
	Content + Linked Case Study	Case Study: Communication competencies for career advancement		Industry readiness and global professional skill mapping	1	Final communication portfolio and viva voce

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
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CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Suggested Textbooks:

Technical Communication Principles and Practice by Meenakshi Raman, Oxford University Press.

Suggested Reference books:

1. **Communication Skills for Professionals** by Nira Konar, Publisher: PHI Learning.
2. **A Manual For English Language laboratory** by D. Sudha Rani, Pearson Publication, 2011 Edition
3. **Personality Development and Soft Skills** by Barun K. Mitra
4. **Digital Communication** by Brenda K. Wiederhold
5. **Soft Skills** by S.P. Dhanavel
6. **Communicate to Win** by Richard Denny

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Tally Lab

Credit: 2 Lecture Hours: 20 Subject Code: MBA 194

Course Objectives

1. To develop foundational knowledge of computerized accounting using TallyPrime through installation, company creation, ledger management, voucher creation, and recording of day-to-day business transactions.
2. To enhance students' operational efficiency in TallyPrime by enabling effective navigation through shortcut keys, banking operations, bill-wise accounting, and inventory management practices.
3. To equip learners with the ability to generate, analyze, and export financial statements and reports, including Trial Balance, Profit & Loss Account, Balance Sheet, and GST-related reports for business decision-making and compliance.
4. To provide practical exposure to real-world business accounting scenarios through hands-on applications, case studies, GST-compliant accounting, and integrated accounting workflows using TallyPrime.

Course Outcomes (COs) – Tally Lab

CO1:

Install, configure, and manage TallyPrime for business applications, including company creation, accounting masters, inventory setup, and efficient software navigation using shortcut keys.

CO2:

Record, classify, and manage various accounting transactions, banking operations, bill-wise entries, and inventory movements accurately in a computerized accounting environment.

CO3:

Generate, analyse, and interpret financial statements, inventory reports, and GST-compliant reports to support business decision-making and statutory requirements.

CO4:

Apply practical accounting and taxation knowledge through simulated business scenarios using TallyPrime, thereby developing skills for employment and entrepreneurial opportunities in accounting and finance.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction and Setup	• Introduction to Tally (Tally Prime) • Installation of Tally Prime • Company Creation, Alteration, and Modification	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Install Tally Prime demo; create a company "ABC Traders" with address, GSTIN, and financial year from 01-Apr-2026; alter company name and save backup.
2	Navigation and Shortcuts	• Use of Important Shortcut Keys in Tally Prime	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Practice 20 key shortcuts (e.g., Alt+G for Go To, F5 for Payment); navigate to create ledger and voucher using keys only; list 10 shortcuts with functions.
3	Accounting Masters	• Creating Accounting Masters • Concepts of: ❖ Ledger ❖ Group and Pre-defined Group ❖ Voucher	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Create 5 ledgers (Cash, Sales, Purchases under pre-defined groups); multi-create 3 groups (Direct Expenses); explain ledger-group-voucher hierarchy in report.
4	Voucher Management	• Voucher Creation • Voucher Entry in Tally Prime	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Create Receipt (Rs.1,00,000 Capital to Cash), Payment (Rs.50,000 Cash to Bank), Contra vouchers; view Day Book and correct one entry.
5	Transaction Recording	• Recording Purchase Transactions • Recording Sales Transactions	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Record 3 purchases (Rs.30,000 cash goods), 2 sales (Rs.20,000 cash); use F9 Purchase/F8 Sales vouchers; check stock summary.

6	Financial Reports	- Viewing and Interpreting Reports: ❖ Trial Balance ❖ Day Book ❖ Profit & Loss Account ❖ Balance Sheet - Exporting Data from Tally	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	Enter 5 transactions; generate Trial Balance, P&L, Balance Sheet; export Day Book to Excel; interpret closing stock value.
7	Inventory Management	- Creating Inventory Masters: ❖ Stock Group ❖ Stock Category ❖ Stock Items ❖ Units of Measurement	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf		Create Stock Groups (Electronics), Categories (Imported/Local), Items (TV-10 units, Kg); set UOM (Nos, Kg); view Stock Summary.
8	Banking and Bills	- Bank Transactions - Bill-wise Accounting	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	Record bank receipt (Rs.10,000), payment (Rs.5,000 rent); enable bill-wise for 2 credit purchases/sales; view Outstanding Bills report.
9	GST in Tally	- Basic Understanding of GST-Related Transactions - Preparation of GST Returns in Tally Prime	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	Enable GST (set GSTIN); record 2 GST purchases/sales (18% TVs); generate GSTR-1, GSTR-3B; view GST computation.
10	Case Study & Practical Application	Real-life case study for practice and implementation	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	Full case: Create trading company; record 10 transactions (purchase/sale/inventory/GST/bank); generate all reports; export P&L/Balance Sheet.

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
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CO – PO MAPPING

	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PO - 7	PO-8	PO-9
CO – 1	2	3	3	1	2	1	1	2	3
CO – 2	2	3	1	1	3	1	2	2	2
CO – 3	3	2	1	1	2	1	2	2	2
CO – 4	2	2	2	1	3	2	1	2	3

University of Engineering and Management Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2026-28

Subject Name: Entrepreneurship Masterclass

Credit: Non Credit

Lecture Hours: 20

Subject Code: MBA 195

Pre- requisite: Basic understanding of business concepts, communication skills, and a willingness to work in teams

Relevant Links:

Coursera:

1. Basics of entrepreneurship: thinking and doing: <https://www.coursera.org/learn/basics-of-entrepreneurship-thinking-and-doing>
2. Essentials of Entrepreneurship: Thinking & Action: <https://www.coursera.org/learn/entrepreneurial-thinking>
3. Entrepreneurship: Launching an Innovative Business Specialization: <https://www.coursera.org/specializations/business-entrepreneurship>
4. How to Start Your Own Business Specialization: <https://www.coursera.org/specializations/start-your-own-business>

LinkedIn Learning:

1. Start and Manage a Small Business: <https://www.linkedin.com/learning/paths/start-and-manage-a-small-business>
2. Entrepreneurship Foundations: <https://www.linkedin.com/learning/entrepreneurship-foundations-2019>
3. 43 Ideas for Starting a Side Business: <https://www.linkedin.com/learning/43-ideas-for-starting-a-side-business>
4. 20 Questions to Help You Start a Business: <https://www.linkedin.com/learning/20-questions-to-help-you-start-a->

business

NPTEL:

1. Entrepreneurship Essentials By Prof. Manoj Kumar Mondal, IIT Kharagpur: https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_ge08

Course Objectives

1. To develop an entrepreneurial mindset and help students understand the process of self-discovery, opportunity recognition, and venture creation.
2. To enable students to identify customer problems, discover market opportunities, and design solutions using structured entrepreneurial methods such as design thinking and lean approaches.
3. To familiarize students with business model development, validation, pricing, revenue logic, team building, and pitching of startup ideas.
4. To prepare students to plan, present, and launch a new venture by integrating market analysis, financial thinking, and practical implementation skills.

Course Outcomes

1. Students will be able to identify their entrepreneurial style and apply self-awareness to venture formation and team building.
2. Students will be able to discover real customer problems, define target users, and frame value propositions for viable solutions.
3. Students will be able to develop and test a business model, including lean canvas, solution validation, and MVP-related thinking.
4. Students will be able to prepare and present a startup pitch using financial, operational, and market-based reasoning.

Module no.	Topic	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Entrepreneurial Mindset & Self Dis	Founder mindset Effectuation thinking Entrepreneurial personality Risk-taking & resilience Team formation Suggested Case Studies Narayana Murthy Infosys	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Academia: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-1/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-2/ 3. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-3/
2	Problem Discovery & Opportunity Recognition	Identifying pain points Observing consumer behaviour Design thinking basics Problem-first entrepreneurship Activities Problem hunt Why does this problem exist Suggested Cases Airbnb Uber	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Academia: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf International Standards : (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-2/)	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-4/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-5/
3	Customer Discovery & Value Proposition	Customer segments Jobs-Pains-Gains Early adopters Value proposition design Activities Interview classmates/customers Build Value Proposition Canvas Cases Zomato Swiggy	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-3/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-6/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-7/

						3. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-8/
4	Lean Startup & Business Models	Lean Startup & Business Models Lean Canvas Revenue logic Channels Cost structures Assumptions & risks defining Activities Build Lean Canvas Peer review sessions Cases Netflix Amazon	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-4/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-9/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-10/
5	Validation & MVP	MVP thinking Customer validation Problem-solution fit Product-market fit Blue Ocean vs Red Ocean Activities Prototype sketch Solution interview Cases Dropbox OYO	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	2	1. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-9/ 2. https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-10/
6	Startup Finance Basics	Revenue streams Pricing Unit economics Bootstrapping Fundraising basics Activities Startup costing challenge Pricing simulation game Cases Nykaa Boat	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) International Standards: (https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-6/)	4	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-11/

7	Team, Branding & Go-To-Market	Founder roles Hiring mindset Branding Positioning Selling skills Marketing channels Activities Elevator pitch battle Instagram campaign design Cases Apple Tesla	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	<i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>International Standards:</i> https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-7/	2	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-12/
8	Investor Pitch Demo Day	Pitch deck structure Storytelling Financial storytelling Investor psychology Demo Day Final Deliverable Teams pitch startup ideas before: faculty, founders, alumni, incubator mentors.	Entrepreneurship (New Venture Management), by Safal Batra, 2 nd Edition, Cengage	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/lecture-1/ <i>AICTE-prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> https://web.nen.wfglobal.org/en/courses/63aa84db1a585a003872ba82	4	https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/pages/assignments/assignment-12/

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Text Book:

1. Entrepreneurship (New Venture Management), by Safal Batra, 2nd Edition, Cengage
2. Entrepreneurship (Successfully Launching New Ventures), by Bruce R. Barringer & R. Duane Ireland, 6th Edition, Pearson