



**VIDYAVARDHINI'S COLLEGE OF ENGINEERING AND
TECHNOLOGY, VASAI-401202**

(Autonomous Institute Affiliated to University of Mumbai)

(NAAC & NBA Accredited)

F.Y. M.M.S. Curriculum Structure and Syllabus
(NEP 2020 Compliant)



**Prepared by: Board of Studies (Department of Master of Management
Studies)**

Approved by: Academic Council of VCET, Vasai(w)

(Effective from Academic year 2026-27)

Signed by

Chairman: BOS

Chairman: Academic

Council 24th April 2026

Contents	Page No.
Nomenclature	3
Preface by Chairman, Board of Studies	4
Vision of The Institute	5
Mission of The Institute	5
Vision of The Department	5
Mission of The Department	5
Program Outcomes (PO)	6
Program Specific Outcomes (Program-wise) (PSO) Program Education Objectives (Program-wise) (PEO)	7
Knowledge and Attitude Profiles (WK)	8
Sustainable Development Goals (SDGs)	9
Semester-wise Credit Distribution	10
Semester I Courses with Syllabus	13-54
Semester II Courses with Syllabus	55-97

Nomenclature

MMS: Master of Management Studies

CO: Course Outcome

PO: Program Outcome

PSO: Program Specific Outcome

GM: General Management Courses

IKS: Indian Knowledge System Course

SKC: Skill Enhancement Courses

CS: Community- Engagement Services Course

OE: Open Elective Course

OJT/SIP: On-the-Job Training/ Summer Internship

RM/ RP: Research Method Project-related courses

PS: Program Specialisation Course

PSE: Program Specific Elective Courses

IAT: Internal Assessment Test

CIA: Continuous Internal Assessment

ESE: End-of-Semester Evaluation

L: Lecture

P: Practical

T: Tutorial

Preamble

The Master of Management Studies (MMS) program is a comprehensive two-year postgraduate degree designed to prepare students for leadership in today's dynamic and competitive business environment. Anchored in the vision of the National Education Policy (NEP) 2020, the program emphasizes flexibility, holistic education, and skill-based development. By aligning with the AICTE Model Curriculum and the National Higher Education Qualification Framework (NHEQF) 2023, the MMS program ensures academic rigor, industry relevance, and accessibility through multiple entry and exit points.

The curriculum provides a strong foundation in core management areas—Finance, Marketing, Human Resource, Operations, and Information Technology—while integrating contemporary subjects such as artificial intelligence in business, sustainable finance, digital marketing, and cybersecurity. This blend of traditional disciplines and emerging domains equips students with both timeless managerial knowledge and future-ready skills.

A distinctive feature of the program is its adoption of Outcome-Based Education (OBE), where learning outcomes are clearly defined, measurable, and continuously assessed. This learner-centric approach ensures that graduates demonstrate applied competencies in analytical thinking, ethical decision-making, innovation, and digital fluency.

Experiential learning is at the core of the MMS journey, enabling students to connect theory with practice and develop a responsible outlook toward business. Through internships, live projects, field assignments, and MOOCs, learners gain exposure to real organizational challenges and industry practices. Courses such as Design Thinking, Advanced Excel, Power BI, and Tableau build digital fluency, while subjects in sustainable finance, ethical business, and responsible operations strengthen awareness of long-term value creation. This focus directly supports the Program Outcomes (POs) of the MMS curriculum—strategic thinking, ethical reasoning, adaptability, and innovation—ensuring graduates are industry-ready and socially responsible.

The MMS program thus serves as a platform for grooming strategic thinkers, digitally skilled professionals, and responsible leaders who embody the vision of NEP 2020 and the rigor of OBE, ready to bridge theory with practice and lead organizations with agility, integrity, and innovation in the 21st century.

Chairman

Board of Studies

Department of Master of Management Studies

Vision of The Institute

- To be a premier institution of technical education, aiming at becoming a valuable resource for industry and society.

Mission of The Institute

1. To provide technologically inspiring environment for learning.
2. To promote creativity, innovation and professional activities.
3. To inculcate ethical and moral values.
4. To cater personal, professional and societal needs through quality education.

Vision of The Department

Empowering tomorrow's leaders through values-based education, fostering resourcefulness in industry and society.

Mission of The Department

1. To facilitate a conducive learning environment, fostering management skills through quality education.
2. To empower future entrepreneurs in building sustainable businesses and drive positive societal change.
3. To build the capabilities of students with industry-oriented training.
4. To uphold strong ethical principles and promote inclusive growth in all our endeavors.

Program Outcomes (PO)

Management Graduates will be able to:

PO1. Apply knowledge of management theories and practices to solve business problems.

PO2. Foster Analytical and critical thinking abilities for data-based decision making.

PO3. Ability to develop Value based Leadership ability.

PO4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Specific Outcomes (PSO)

1. Apply management concepts and problem-solving skills to analyze business situations and support effective decision-making across functional areas.
2. Demonstrate ethical principles, teamwork, and communication skills to manage organizational challenges and contribute to sustainable and inclusive business practices.

Program Educational Objectives (PEO)

1. MMS graduates will build successful careers as professionals or entrepreneurs by applying management knowledge and skills to lead an organization in a dynamic global environment.
 2. MMS graduates will demonstrate ethical leadership, adaptability, and lifelong learning while contributing to sustainable development and social well-being.
-

Knowledge and Attitude Profiles (WK)

WK1: A systematic, theory-based understanding of the natural sciences applicable to the discipline and awareness of relevant social sciences.

WK2: Conceptually-based mathematics, numerical analysis, data analysis, statistics and formal aspects of computer and information science to support detailed analysis and modelling applicable to the discipline.

WK3: A systematic, theory-based formulation of engineering fundamentals required in the engineering discipline.

WK4: Engineering specialist knowledge that provides theoretical frameworks and bodies of knowledge for the accepted practice areas in the engineering discipline; much is at the forefront of the discipline.

WK5: Knowledge, including efficient resource use, environmental impacts, whole-life cost, re-use of resources, net zero carbon, and similar concepts, that supports engineering design and operations in a practice area.

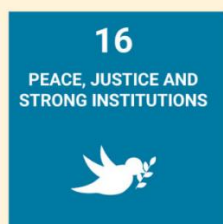
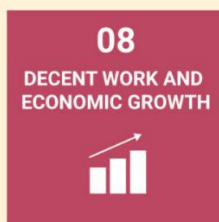
WK6: Knowledge of engineering practice (technology) in the practice areas in the engineering discipline.

WK7: Knowledge of the role of engineering in society and identified issues in engineering practice in the discipline, such as the professional responsibility of an engineer to public safety and sustainable development.

WK8: Engagement with selected knowledge in the current research literature of the discipline, awareness of the power of critical thinking and creative approaches to evaluate emerging issues.

WK9: Ethics, inclusive behavior and conduct. Knowledge of professional ethics, responsibilities, and norms of engineering practice. Awareness of the need for diversity by reason of ethnicity, gender, age, physical ability etc. with mutual understanding and respect, and of inclusive attitudes

Sustainable Development Goals (SDG)



First Year M.M.S. Course wise Distribution

Abbreviation	Course Type	Credits
GM	General Management Courses	40
IK	Indian Knowledge System Course	2
SE	Skill Enhancement Courses	8
CS	Community Engagement Services Course	2
OE	Open Elective Course	7
RM/ RP	Research Methods Project-related courses	17
OJT/ SIP	On-the-Job Training/ Summer Internship	12
PS	Program Specialisation Course	2
PSE	Program Specific Elective Courses	14
Total Credits in Years Program		104

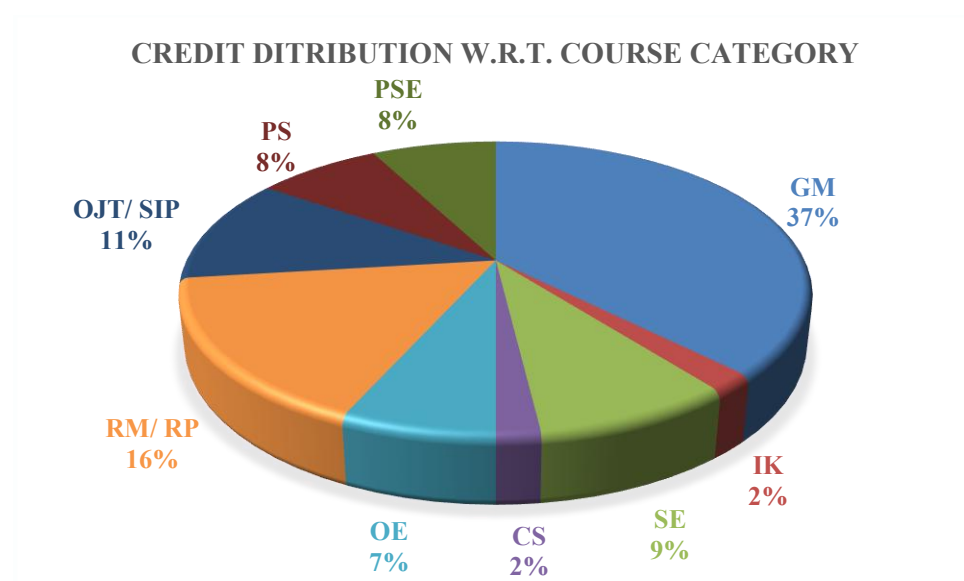


Figure 1: Pie-chart of vertical-wise allocation of credits

Curriculum Structure

First Year M.M.S. (Sem-I)

Sr. No.	Learning Category	Course Type	Course Code	Course Name	Teaching scheme			Credits	Evaluation Scheme			
					L	T	P		CIA	SEE	ESE duration	Total
1	General Management (GM)	Mandatory General	VMMSGM101	Modern Management Practices and Issues	3	0	0	3	50	50	2	100
2	General Management (GM)	Mandatory General	VMMSGM102	Business Statistics	2	1	0	3	50	50	2	100
3	General Management (GM)	Mandatory General	VMMSGM103	Managerial Economics	3	0	0	3	50	50	2	100
4	General Management (GM)	Mandatory General	VMMSGM104	Financial Accounting for Business	3	0	0	3	50	50	2	100
5	General Management (GM)	Mandatory General	VMMSGM105	Organisation Behaviour	2	0	0	2	25	25	1	50
6	Community-Engagement Services (CS)	Mandatory	VMMSCS106	Community Outreach Program	1	1	0	2	25	25	-	50
7	Indian Knowledge System (IK)	Mandatory	VMMSIK107	Indian Principles of Leadership and Management	2	0	0	2	25	25	1	50
8	Skills Enhancement (SE)	Mandatory	VMMSSE108	Technology tools for Business Management	0	0	4	2	25	25	-	50
9	Skills Enhancement (SE)	Mandatory	VMMSSE109	Managerial Communication	2	0	0	2	25	25	1	50
10	Elective Course (EC) (Any 1)	Elective	VMMSE110	Creativity and Design Thinking	2	0	0	2	25	25	1	50
		Elective	VMMSE111	Selling and Negotiation Skills	2	0	0	2	25	25	1	50
		Elective	VMMSE112	Sustainability Management: Concepts and Applications	2	0	0	2	25	25	1	50
		Elective	VMMSE113	Family Business Management	2	0	0	2	25	25	1	50
TOTAL CREDITS								24	TOTAL MARKS			700

CIA: Continuous Internal Assessment Theory

ESE: End Semester Evaluation

Curriculum Structure

First Year M.M.S. (Semester-II)

Sr. No.	Learning Category	Course Type	Course Code	Course Name	Teaching scheme			Credits	Evaluation Scheme			
					L	T	P		CIA	SEE	ESE duration	Total
1	Research Method Project related courses (RM)	Research Course	VMMSRM201	Business Research Methods	3	0	0	3	50	50	2	100
2	General Management (GM)	Mandatory General	VMMSGM202	Entrepreneurship Management	2	0	0	2	25	25	1	50
3	General Management (GM)	Mandatory General	VMMSGM203	Corporate Finance	3	0	0	3	50	50	2	100
4	General Management (GM)	Mandatory General	VMMSGM204	Human Resource Management	3	0	0	3	50	50	2	100
5	General Management (GM)	Mandatory General	VMMSGM205	Essentials of Marketing	3	0	0	3	50	50	2	100
6	General Management (GM)	Mandatory General	VMMSGM206	Operations & Supply Chain Management	3	0	0	3	50	50	2	100
7	On the Job Training (OJT)	On the Job Training (OJT)	VMMSOJT207	On The Job Training	4	0	0	4	50	50	-	100
8	Skills Enhancement (SE)	Mandatory General	VMMSSE208	Corporate Skills	2	0	0	2	25	25	1	50
9	Skills Enhancement (SE)	Mandatory General	VMMSSE209	Business Analytics	1	0	1	2	25	25	1	50
10	Elective Course (EC) (Any 1)	Elective	VMMSE210	Applied Managerial Psychology	3	0	0	3	50	50	2	100
		Elective	VMMSE211	Economic Environment and Policy	3	0	0	3	50	50	2	100
		Elective	VMMSE212	Legal and Tax aspects of Business	3	0	0	3	50	50	2	100
		Elective	VMMSE213	SWAYAM	3	0	0	3	50	50	2	100
TOTAL CREDITS								28	TOTAL MARKS			850

CIA: Continuous Internal Assessment Theory

ESE: End Semester Evaluation

SEMESTER I

Name of Program	MMS	Semester	I	
Name of the Course	Modern Management Practices and Issues	Course code	VMMSGM101	
Credit	3	Course Duration	45	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	Build foundational knowledge of management principles, roles, and skills across organizational contexts.		
	2	Enhance analytical and decision-making abilities using practical management tools and frameworks.		
	3	Equip students to tackle contemporary managerial challenges in leadership, ethics, sustainability, and digital transformation.		
Course Outcome	CO1	Demonstrate understanding of core management principles, roles, and skills across organizational levels.		
	CO2	Apply management tools and frameworks to improve planning and decision-making.		
	CO3	Analyse the influence of internal and external environments on organisational responses.		
	CO4	Evaluate leadership styles and managerial approaches to enhance team and organizational performance.		
	CO5	Design and propose structured plans to address contemporary organizational challenges in ethics, sustainability, diversity, and digital transformation.		
Pre-requisite	Basic understanding of the principles of management and theory.			
E-Learning tools	Google Classroom, Kahoot, Quizziz, Menti-meter etc.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Managerial Foundations and Levels of Management	Role of managers in organizations, Levels of management: top-level, middle-level, supervisory/operational, Levels of leadership: strategic, tactical, operational, Managerial skills required at each level (technical, human, conceptual), Functions	CO1	9

		of management, Managerial Challenges Self-Learning: Levels of Management		
2	Planning, Vision, Mission, and Decision-Making in Practice	SWOT, PESTLE, scenario planning, Decision-making models applied to business cases, linking planning to organizational performance, Vision and Mission Statements: crafting and aligning with organizational strategy, SMART Goals, Balanced Scorecard, Strategic Planning, Case based analysis Self-Learning: SMART Goals	CO2	9
3	Organizing, Control, and Crisis Management	Organizational structures in practice (functional, matrix, agile), Delegation and accountability exercises, Organizational control systems: feedforward, concurrent, feedback controls, Performance dashboards, KPIs, and benchmarking, Crisis management: identifying risks, contingency planning, communication during crises Self-Learning: Organisational Structure	CO3	9
4	Leadership and Managerial Effectiveness	Managerial styles: effective vs. ineffective approaches (empowering vs. micromanaging, participative vs. authoritarian), Leadership styles in practice: transformational, transactional, servant, charismatic, situational, Level 5 Leadership, case examples from corporate leaders, Crisis leadership: leading under pressure, decision-making in uncertainty, communication during crisis Self-Learning: Manager vs Leader	CO4	9
5	Contemporary Issues and Change Management	Change management models, resistance handling, Sustainability and responsible management, Digital transformation and AI in management, Diversity, equity, and inclusion (DEI) practices, corporate governance and ethics in modern organizations, Case studies of successful and failed changes Self-Learning: Change Management Concept	CO5	9
Textbooks	Principles and Practice of Management by L.M. Prasad (Sultan Chand & Sons, latest edition)			
	Principles of Management P.C. Tripathi & P.N. Reddy –Tata Mc Graw Hill			
	Principles and Practices of Management, L.M. Prasad, sultanchand			
Reference books	Management: Tasks, Responsibilities, Practices - by Peter F. Drucker			
	Leadership & Effectiveness, Peter G. Northouse			

Suggested Digital resource	Essentials of Management, Harold Koontz & Heinz Weihrich- Tata Mc Graw Hill
	Management, Robbins & Coulter, Prentice Hall of India, New Delhi.
	Management: Tasks, Responsibilities, Practices – Peter F. Drucker
	SWAYAM: https://onlinecourses.nptel.ac.in/noc26_mg72/preview NPTEL: http://digimat.in/nptel/courses/video/110105146/L01.html HBR cases
Suggested pedagogies	Case Studies, Role Play, Simulations
	Expert talks

Name of Program	MMS	Semester	I	
Name of the Course	Business Statistics	Course code	VMMSGM102	
Credit	3	Course Duration	45 hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To know statistical techniques		
	2	To understand different statistical tools		
	3	To understand importance of decision support provided by analysis techniques		
Course Outcome	CO1	Compute and interpret descriptive statistical measures to summarize and explain business datasets.		
	CO2	Apply probability concepts and relevant distributions to assess and manage business risk scenarios.		
	CO3	Implement appropriate sampling techniques and hypothesis tests to make data-driven business decisions.		
	CO4	Use correlation and regression models to predict and elucidate relationships among business variables.		
	CO5	Execute one-way and two-way ANOVA to compare multiple group means and guide managerial actions		
Pre-requisite	Basic Mathematics- Arithmetic (percentages, ratios, averages) , Algebra (simple equations, functions), Basic Knowledge of Graphs & Charts, Logical & Analytical Thinking			
E-Learning tools	Microsoft Excel, R, Google sheets, Coursera, Swayam.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Descriptive Statistics	- Types of variables (dependent, independent, mediating, moderating, extraneous, discrete, continuous) - Data Representation – Charts & Graphs - Measure of Central Tendency, Measure of variability, Interquartile Range, and Dispersion, Measure of shapes (Kurtosis and Skewness). Self- learning topics: Box Plot Analysis,	CO1	6

		Percentiles, Deciles, Outliers and Their Impact on Skewness & Kurtosis		
2	Probability and Probability Distributions	- Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events. - Concept of Random variable, Probability distribution, Expected value and variance of random variable - Binomial distribution and its business application, Poisson and its business application, Normal and its business application Self-learning topics: Conditional Probability & Bayes' Theorem, Central Limit Theorem, Moment Generating Functions (MGF), Continuous Probability Distributions (Uniform & Exponential)	CO2	9
3	Hypothesis Testing & Sampling Theory	- Sampling Distribution, Types of sampling, Central Limit Theorem, Estimation- Point estimation, Interval estimation. - Introduction to Hypothesis Testing, Importance of Significance Level (confidence level), margin of error, type I error and type II error, and criteria for selection of the right test. - Parametric Test - Z –test, student's t-test - Non-Parametric Test – Chi-square test Self-learning topics: Confidence Intervals vs Hypothesis Testing, Sampling Bias and Errors in Sampling, Mann–Whitney U test (independent samples) Wilcoxon signed-rank test (paired samples)	CO3	12
4	Correlation & Regression	- Karl Pearson's coefficient of correlation (r) & Spearman's Rank correlation coefficient (R) (with repeated and non-repeated ranks) - Fitting of first- and second-degree curves. Self-learning topics: Multiple Regression, Non-Linear Curve Fitting (Exponential/Logarithmic Models), Time Series Trend Fitting	C04	9
5	Analysis of Variance	- Analysis of Variance – One-Way - Analysis of Variance – Two-way Self-learning topics: Kruskal–Wallis test, Graphical Representation of ANOVA Results	CO5	9
Textbooks		Statistics for Management- Richard Levin , David Rubin, Prentice Hall of India		

	Statistics for Managers- Levine, Stephen, Krihbiel, Berenson, Pearson Education
	Complete Business Statistics- Aczel Sounderpandian, Tata McGraw Hill
Reference books	Statistics for Business and Economics- Newbold, Carlson, Thorne, Pearson Education
	Statistics for Business and Economics- Anderson, Sweeney, Williams, Cengage Learning
	Data Analysis and Decision Making- Albright, Winston, Zappe, Thomson
Suggested Digital resource	Inferential and Predictive Statistics for Business- Coursera https://www.coursera.org/learn/business-statistics?utm_source=chatgpt.com
	Business Statistics Course- SWAYAM NPTEL https://onlinecourses.nptel.ac.in/noc20_mg23/preview
Suggested pedagogies	Case based learning, Collaborative learning
	Technology-Integrated Teaching using MS Excel, R etc. Simulation & Data Visualization

Name of Program	MMS	Semester	I	
Name of the Course	Managerial Economics	Course code	VMMSGM103	
Credit	3	Course Duration	45	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA)1	20		
	Continuous Internal Assessment (CIA)2	20		
	Continuous Internal Assessment (CIA)3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To help students understand basic economic concepts and apply them in everyday managerial decisions.		
	2	To enable students to analyze costs, demand, markets, and pricing strategies for better business decision-making.		
	3	To develop the ability to compare different market structures and understand how firms make strategic pricing and output decisions.		
Course Outcome	CO1	Demonstrate an understanding of the fundamental concepts, nature, and scope of Managerial Economics, and explain the relevance of economic principles in managerial decision-making.		
	CO2	Interpret and apply theories of consumer behaviour, utility analysis, and the principles of demand and supply to understand market dynamics and decision-making.		
	CO3	Analyze and evaluate the concepts of elasticity, production, cost, and revenue to assess their implications on business operations and managerial efficiency.		
	CO4	Examine and compare different market structures and evaluate pricing, output, and strategic decisions under varying competitive conditions.		
	CO5	Assess and apply the concept of price discrimination and related pricing strategies to develop effective managerial and policy decisions in real-world business contexts.		
Pre-requisite	Basic Economic Understanding, Analytical & Logical Thinking			
E-Learning tools	Learning Management Systems (LMS), Google Forms (Quizzes) Online Resources & References Platforms, Interactive Learning Tools, YouTube			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Managerial economics basics & decision tools	Fundamental Concepts: Definition of economics vs. managerial economics, micro vs. macro. Scope and Nature: Scope of managerial economics (decision making, resource allocation, cost analysis, market structures)	CO1	9

		Decision-Making Process: Steps in managerial decision-making, incremental/discounting principles, opportunity cost. Self-Learning: Basic Understanding of Managerial Economics		
2	Consumer Behaviour and Demand Analysis	Utility Analysis: Cardinal utility (utility maximization, law of diminishing marginal utility) Law of Demand and Supply: Determinants of demand and supply, exceptions to the demand law. Market Demand: Individual vs. market demand curves, market equilibrium and price determination. Demand Forecasting: Importance and methods of forecasting demand (survey, regression, time-series analysis). Self-Learning: Basic Understanding of Consumer Behaviour.	CO2	9
3	Production, Cost, and Revenue Analysis	Elasticity of Demand and Supply: Price, income, and cross elasticities; measurement and factors; applications to revenue and pricing strategy. Production Theory: Short-run production function (total, average, marginal product of inputs; Law of Diminishing Returns). Cost Analysis: Cost concepts (fixed vs. variable; accounting vs. economic costs), short-run cost curves, long-run cost curves, economies and diseconomies of scale; learning curve effects. Break-Even Analysis: Determination of breakeven point, margin of safety, graphical breakeven chart. Revenue Analysis: Total, average, marginal revenue; revenue under different market assumptions; relationship between price and revenue. Self-Learning: Basic Understanding of Demand and Supply.	CO3	9
4	Comparison of Market Structures & Pricing Behaviour	Perfect Competition: Characteristics, short-run and long-run equilibrium of firm and industry, efficiency. Monopoly: Sources of monopoly power, short-run and long-run equilibrium, price/output determination, welfare effects. Monopolistic Competition: Product differentiation, role of advertising.	CO 4	9

		Oligopoly: Features of Oligopoly Market, collusion and cartel formation, introduction to game-theoretic strategic interaction. Self-Learning: Basic Understanding of Various Market Structures.		
5	Pricing Strategies, Price Discrimination and Applications	Pricing Strategies: Cost-plus and markup pricing, marginal pricing, penetration vs. skimming, two-part tariffs, bundling and complementary pricing. Price Discrimination: First-, second-, and third-degree discrimination; conditions for price discrimination; examples (student/senior discounts, coupons, geographic segmentation) Self-Learning: Basic Understanding of Pricing Decisions.	CO5	9
Textbooks Reference books	Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall			
	Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.			
	Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi			
	Managerial Economics, G.S. Gupta, T M H, New Delhi.			
	Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.			
	Managerial Economics, Homas and Maurice, Tata McGraw Hill			
	Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.			
	Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.			
	Managerial Economics, D.M.Mithani			
	Managerial Economics, Joel Dean, Prentice Hall, USA.			
	Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.			
Suggested Digital resource	https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf			
	https://www.coursera.org/courses?query=managerial%20economics			
Suggested pedagogies	Case Study			
	Group Discussion			
	Policy analysis using Economic Survey and Union Budget highlights			
	Presentations			

Name of Program	MMS	Semester	I
Name of the Course	Financial Accounting for Business	Course code	VMMSGM104
Credit	3	Course Duration	45
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA)1	20	
	Continuous Internal Assessment (CIA)2	20	
	Continuous Internal Assessment (CIA)3	10	
	Semester End Examination	50	
	Total	100	
Course Objectives:	1	To understand fundamental accounting concepts, principles, and the accounting process in business.	
	2	To develop the ability to accurately prepare and critically interpret key financial statements for assessing business performance and financial position.	
	3	To analyze financial information for effective business decision-making.	
Course Outcome	CO1	Understand accounting concepts, conventions, Accounting Standards, and components of financial statements including notes to accounts.	
	CO2	Apply knowledge to explain the components of corporate financial statements and corporate annual reports.	
	CO3	Analyze the movement of Assets, Liabilities, Income, and Expenses across financial statements over different periods.	
	CO4	Evaluate the application of Accounting Standards, GAAP, and IFRS in the preparation of financial statements.	
	CO5	Prepare financial statements with necessary adjustments and assess the impact of transactions on the Income Statement, Balance Sheet, and Cash Flow Statement.	
Pre-requisite	Basic understanding of accounting concepts such as assets, liabilities, income, and expenses. Familiarity with simple calculations and business transactions will be helpful.		

E-Learning tools	● Google Classroom, Zoom, and Microsoft Teams for delivering lectures, sharing study materials, and conducting discussions. ● Platforms like YouTube support self-learning through recorded lectures and courses.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Fundamentals of Financial Accounting	● Different forms of business organizations. relationship between various branches such as Financial Accounting, Cost & Management Accounting, and Corporate Finance ● Accounting Standards including Indian Accounting Standards ● GAAP and IFRS. ● Self-Learning: Business & Forms of business organisation	CO1 CO4	8
2	Accounting Principles and Process	● Key accounting concepts and conventions Dual Aspect Concept and Accounting Equation. ● Accounting cycle including journal, ledger, and trial balance, along with debit and credit rules. ● Self-Learning: Golden rules of accounting	CO1 CO3	8
3	Corporate Financial Reporting and Interpretation	● Cash Flow Statements and focuses on understanding and analyzing corporate financial reports including annual reports, audit reports, and governance reports. ● Self-Learning: Present cash flow statement of company	CO2 CO5	9
4	Sectoral Accounting	● Financial statements of banking and insurance companies along with comparative analysis. ● Self-Learning: Present financial statement of banking and insurance companies	CO4 CO5	10
5	Financial Statements Preparation and Practical Applications	● Preparation of financial statements such as the Balance Sheet and Statement of Profit and Loss along with Notes to Accounts. Adjustments like inventory, prepaid and outstanding items, and depreciation, along with income measurement concepts and Ratio Analysis. ● Self-Learning: Present financial statement of company	CO4 CO5	10

Textbooks	Financial Accounting by R. Narayanaswamy
	Financial Accounting for Management by Dinesh D. Harsolekar
	Financial Accounting by S. N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari
Reference books	Accounting & Finance for Managers by T. P. Ghosh
	Financial Accounting and Analysis by Narendra L Ahuja and Varun Dawar
	Financial Accounting: Reporting & Analysis by Stice and Diamond
Suggested Digital resource	● Google Scholars ● Swayam NPTEL Courses- https://onlinecourses.nptel.ac.in/noc23_mg65/preview https://onlinecourses.swayam2.ac.in/e-learning/preview/imb23_mg35 ● Websites ICAI- https://www.icaai.org/ ICMA- https://icmai.in/Home/Index
Suggested pedagogies	● Case study analysis, and practical problem-solving methods. ● Interactive techniques such as group discussions, presentations, and real-life financial statement analysis.

Name of Program	MMS	Semester	I	
Name of the Course	Organizational Behaviour	Course code	VMMSGM105	
Credit	2	Course Duration	30 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA)1	10		
	Continuous Internal Assessment (CIA)2	10		
	Continuous Internal Assessment (CIA)3	5		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	To develop an understanding of individual behaviour, personality, perception, attitudes, and values in organizational settings.		
	2	To familiarize students with group dynamics, teamwork, and interpersonal relationships in the workplace.		
	3	To enhance knowledge of leadership styles, motivation, and stress management for effective managerial performance.		
Course Outcome	CO1	Explain the role of perception, attitudes, values in shaping decision-making, workplace behaviour.		
	CO2	Apply perception, motivation theories in individual decision-making.		
	CO3	Analyse leadership styles, stress factors affecting employee performance.		
	CO4	Evaluate group dynamics, conflict management strategies in organizations.		
	CO5	Design conflict management strategies to improve team collaboration, organizational harmony.		
Pre-requisite	Basic understanding of management principles and functions (planning, organizing, leading, controlling, Fundamental knowledge of human behaviour and psychology concepts, Awareness of organizational structure and business environment, Basic communication and interpersonal skills.			
E-Learning tools	LinkedIn Learning, YouTube, Canva, Google Classroom, Webinars, Quiz, etc.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Basics of OB and Personality:	Understand the nature and scope of organizational behaviour, Comprehend the meaning and determinants of Personality and the effects of perception, attitude and values on work. Self-Learning for the concept of “Personality”.	CO1	4

2	Perception and Motivation:	Effect of Perception on Individual Decision-Making, Attitude and Behavior. Sources of Value, Effects of Perception, Attitude and Values on Work Performance. Motivation-Motivational theories- Maslow's hierarchy of Needs, Herzberg Two Factor Theory, McGregor's Theory X & Theory Y and their applications on behavioral change. Self-Learning for the concept of "the effects of Perception".	CO2	8
3	Leadership and Stress Management:	Features of Leadership, Qualities of a Good Leader, Leadership Styles, Stress Management- what is stress? - Causes of Stress, Types of Stress, Consequences of Stress, Stress busters, Causes, Advantages. Self-Learning for the concept of "Leadership".	CO3	6
4	Group Dynamics and Conflict Management:	Group- Work Groups, Formal and Informal Groups and Stages of Group Development. Concepts of Group Dynamics, Group Conflicts and Group Decision Making. Understand characteristics of Conflict, what is Conflict Management, and stages of Conflict. Self-Learning for the concept of the "Formal and Informal groups".	C04	6
5	Organizational Design, Culture and Development:	Structure of Organization and its types, Organizational Change and Culture Environment, Organizational Culture and Climate, Contemporary Issues relating to Business Situations. Self-Learning for the concept of the "issues relating to Business Situations".	CO5	6
Textbooks	1.Organizational Behavior – Fred Luthans			
	2.Understanding Organizational Behaviour – Uday Pareek			
	3.Organizational Behavior – Stephen Robbins			
Reference books	1.McShane, Organizational Behaviour, McGraw Hill Publications			
	2. LM Prasad, Organizational Behaviour, Sultan Chand			

	3. Dipak Kumar Bhattacharya, Organizational Behaviour, Oxford Publications
Suggested Digital resource	SWAYAM: https://onlinecourses.nptel.ac.in/noc26_mg20/preview , https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg27 , Google Meet, Coursera, Google Scholar, Research gate, Harvard Case Study
Suggested pedagogies	1. Case Studies on Conflict and stress management, Leadership etc.
	2. Role Plays on Group Dynamics, Motivation.
	3. Group Discussion on Suggesting Organizational Culture Change
	4. Mock interviews to be conducted for understanding how to behave in the Organization.

Name of Program	MMS	Semester	I
Name of the Course	Community Outreach Project	Course code	VMMSCS106
Credit	2	Course Duration	30
Evaluation Scheme	Evaluation Pattern	Marks	
	Internal Evaluation	25	
	External Evaluation	25	
	Total	50	
Course Objectives:	1	□ To nurture social consciousness, ethical leadership, and civic responsibility among future professionals.	
	2	□ To engage students actively with communities, sensitizing them to real-world societal challenges.	
	3	□ To analyze socio-economic factors and contribute meaningfully to inclusive and sustainable development.	
Course Outcome	CO1	Understand the social, cultural, and environmental issues.	
	CO2	Analyse and apply managerial knowledge and skills in addressing real-life community problems through volunteering and engaging with local NGOs or civic bodies.	
	CO3	Evaluate, design, and present reports or projects that propose innovative strategies for socio-economic improvements and social impact.	

➤ **Probable areas of the Community Outreach Project**

- NGOs
- Government bodies and civic initiatives
- Educational and skill development centers
- Old age homes and disability centers
- Hospitals and health camps
- Social enterprises and corporate foundations

➤ **Process of Executing Community outreach project**

- Planning of the activity and MoU's or Tie up with NGOs and other institutions
- Orientation of Students
- Formats for execution
- 30 hours activity (social and immersion activity)
- Project report
- Evaluation

➤ **Orientation to the students:**

- Introduction to the goals and value of community service.
- Clear explanation of student roles and expectations.
- Overview of required forms, reports, and submission process.
- Distribution of the official college communication to partner organizations.
- Instructions on maintaining the 30-hour service record through sheets/logs.
- Discussion of structure and requirements for the final project report.

➤ **Other guidelines:**

- Each student is required to complete a minimum of **30 hours of approved community outreach work during Semester I**.
- Activities may include teaching, conducting awareness drives, participating in environmental initiatives, assisting the elderly or differently-abled, or contributing to health camps, financial literacy, digital literacy, and similar social projects.
- Students must maintain a daily record of their activities in attendance sheets or field logs to ensure accountability.
- On completion of the field engagement, every student will prepare a **comprehensive report** that documents the project's objectives, activities undertaken, outcomes achieved, and the social impact created, following the prescribed formats provided in the appendices.

➤ **Roles & Responsibilities**

○ **Faculty Coordinator**

- Conduct orientation sessions to explain the purpose, structure, and significance of the Community Service course.
- Publish and communicate a clear code of conduct for completing the mandatory 30 hours of service.
- Facilitate tie-ups with NGOs, Gram Panchayats, civic bodies, and social enterprises to provide students with approved project opportunities.
- Support planning, execution, and follow-up across pre-service, service, and post-service phases to ensure meaningful engagement and impact.
- Share documentation formats, outreach letters, attendance sheets, and reporting guidelines.
- Track and verify timely completion of the 30-hour requirement for all students.
- Monitor the quality, relevance, and impact of student-led initiatives.
- Appoint a Student Coordinator to serve as liaison between faculty and students.
- Establish mechanisms for evaluation and continuous improvement of the program.

○ **Student Coordinator**

- Serve as the communication bridge between faculty and students.
- Help organize orientation sessions and clarify guidelines for peers.
- Collect and maintain attendance sheets/field logs to track the 30-hour requirement.
- Coordinate with NGOs or partner organizations for smooth execution of projects.
- Motivate peers and support timely submission of reports and certificates.

○ **Students**

- Attend briefing sessions conducted by the faculty coordinator.
- Understand the purpose, process, and expected outcomes of community service.
- Identify a social cause and partner organization, then execute the project.
- Complete a minimum of 30 hours of service and maintain daily activity records in field logs/attendance sheets.

- Obtain a certificate of completion and submit a final report documenting objectives, activities, outcomes, and social impact.

VCET MMS Letterhead
Organization Outreach Letter

To The (Designation of the person addressed)

Subject: Request to allow participation of ____ hours of Community service activities with the organization.

Dear Sir/Madam,

VCET, established in 1994, is one of the premier institutions dedicated to fostering industry-relevant and socially responsible education. As part of the curriculum prescribed under the National Education Policy (NEP) 2020, we are introducing a Community Service component for our postgraduate program Master of Management Studies (MMS). This initiative is aimed at sensitizing future managers toward social issues and helping them contribute meaningfully to the community.

We are seeking your support in providing our students an opportunity to volunteer for community service activities to be conducted through your esteemed organization. The initiative will give them real-world exposure while also aiding your ongoing social efforts.

Sr. No.	Name	Student ID No.	Year	Department

We kindly request you to allow the following students to engage in volunteer activities aligned with your organization's mission.

Thanks & Regards

Faculty Coordinator, Community Service Project VCET

Organization Letterhead

TO WHOMSOEVER IT MAY CONCERN (On Organization Letterhead) This is to certify that **Ms. /Mr.** _____, of **Department of MMS, Vidyavardhini's College of Engineering and Technology, Vasai** has successfully completed the Community Outreach Program for **30 hours** along with our organization, from _____ to _____ under the supervision of _____ .

Signature & Stamp Authority's Name

Students Diary/ Log book

1. Student Name:	
2. Organization Name(Association):	

Day and Date	Activities participated	No. of hours spent	Key Learnings	Organisation sign/ stamp

Sr. No.	Content	Page no.
1	Organisation overview	
2	Objectives of the activity	
3	Activity Details	
4	Challenges faced and lessons gained	
5	Impact on society	
6	Recommendations	
7	Appendices: VCET outreach letter, logbook, completion certificate by organisation	

Name of Program	MMS	Semester	I
Name of the Course	Indian Principles of Leadership and Management	Course code	VMMSIK107
Credit	2	Course Duration	30 Hours
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA)1	10	
	Continuous Internal Assessment (CIA)2	10	
	Continuous Internal Assessment (CIA)3	05	
	Semester End Examination	25	
	Total	50	
Course Objectives:	1	Introduce students to Indian Knowledge Systems (IKS) perspectives on leadership and management and connect them to modern leadership theories.	
	2	Develop practical leadership competencies (teamwork, ethical decision-making, conflict resolution, strategic thinking) using Indian case frameworks and contemporary models.	
Course Outcome	CO1	Explain key concepts of Indian Knowledge Systems and leadership philosophies from Vedic literature and Bhagavad Gita.	
	CO2	Analyze ethical leadership, Dharma-based governance, and Indian organizational culture in management.	
	CO3	Apply self-management techniques and value-based approaches to improve individual and organizational effectiveness.	
	CO4	Evaluate leadership qualities, strategies, and governance principles from Shivaji Maharaj in modern management contexts	
	CO5	Analyze and apply Jugaad and frugal innovation principles for creative and sustainable problem-solving. leadership strategies and practices.	
Pre-requisite	Basic understanding of management concepts and Interest in Indian history, philosophy, and leadership		
E-Learning tools	Kahoot! Mentimeter, Google Docs /Classroom, Quizizz YouTube – Case studies, leadership talks		

Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Introduction to Indian Ethos in Management	• Introduction to Indian Knowledge Systems (IKS). • Concepts of Dharma, Artha, Karma, Nyaya. Leadership in Vedic literature. • Leadership messages from Bhagavad Gita (Nishkama Karma, Duty, Self-Management, Kautilya's Leadership). • Ethical decision-making in Indian philosophy. • Self-Learning: Nishkama Karma	CO1	7
2	Organizational Ethics and Governance in Indian Context	• Dharma-based corporate governance. • Indian models of organizational culture (Sattva-Rajas-Tamas). • Ethical leadership, sustainability, and stakeholder well-being. • Role of spirituality and mindfulness in leadership. Value-driven decision-making for managers. • Self-Learning: Sattva-Rajas-Tamas Model of Organizational Culture	CO2	7
3	Human Values and Organizational Behaviour (Indian Context)	• Self-Management (Atma-Prabandhan): Techniques for stress management and enhancing focus (Meditation, Yoga, Pranayama). • Values & Attitudes: Terminal vs. Instrumental values, person-organization fit within the Indian cultural context. • Work Ethos: Developing a culture of dedication, respect, and duty. • Self-Learning: Self-Management (Atma-Prabandhan)	CO3	5
4	Insights and Lessons from the life of Shivaji Maharaj	• Overview of Shivaji Maharaj's life, historical context, • Dharma, Raj Dharma, and Artha, Leadership qualities of • Shivaji Maharaj – Leadership styles and effectiveness in different contexts, • Shivaji Maharaj's strategic	CO4	5

		vision and planning & Shivaji Maharaj as an entrepreneur and nation-builder, • Economic policies and trade strategies, Cultural values and inclusivity in leadership, Contemporary relevance of Shivaji Maharaj's leadership in management • Self-Learning: Strategic Leadership and Vision		
5	Indigenous Management Practices and Frameworks – Jugaad:	• Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India. • The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity. • Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. • Self-Learning: Jugaad (Frugal Innovation).	CO5	6
Textbooks	1. Debroy, B. & Bhide, A. The Bhagavad Gita for Managers.			
	2. Radhakrishnan, S. Indian Philosophy (Oxford University Press).			
	3. R. Balasubramaniam. Leadership Lessons for Daily Living: Insights from Indian Tradition.			
	4. Kalpana Roy <i>The Life and Times of Shivaji Maharaj</i>			
Reference books	Narayan, S. The Essence of Jugaad: Frugal Innovation in India.			
	Dr. Babasaheb Purandare. Raja Shivchhatrapati (Biography of Shivaji Maharaj).			
	Chatterjee, D. Leadership in the Indian Context.			
Suggested Digital resource	SWAYAM – Indian Knowledge System https://swayam.gov.in			
	NPTEL – Indian Heritage & Knowledge Systems https://nptel.ac.in/courses Jugaad the innovation https://sxcjpr.edu.in/wp-content/uploads/2023/12/The-Indian-Way-Of-DISRUPTIVE-Innovation-The-Jugaad-Mindset-Dr.-Leena-Sharma.pdf			

	Shivaji management Guru https://xpdf4u.com/reviews/A111J5/997359/4991876-shivaji-the-management-guru
Suggested pedagogies	Lectures & Conceptual Discussions – For introducing IKS theories and philosophies
	Case Study Method – Shivaji Maharaj leadership, Jugaad innovations
	Role plays on ethical dilemmas and leadership scenarios
	Field Visit – Understanding real-world leadership practices

Name of Program	MMS	Semester	I
Name of the Course	Technology Tools for Business Management	Course code	VMMSSE108
Credit	2	Course Duration	30 Hours
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA)1	10	
	Continuous Internal Assessment (CIA)2	10	
	Continuous Internal Assessment (CIA)3	05	
	Semester End Examination	25	
	Total	50	
Course Objectives:	1	To provide fundamental understanding of IT tools, information systems, and digital technologies used in business management.	
	2	To develop practical skills in office automation, internet applications, and e-security for effective managerial decision-making.	
Course Outcome	CO1	Demonstrate understanding of MS Word, PowerPoint, and Excel interfaces, navigation, and basic functionalities for professional document and presentation creation.	
	CO2	Apply formatting, layout, and data management techniques in Word, PowerPoint, and Excel to produce structured documents, presentations, and spreadsheets for business contexts.	
	CO3	Analyze and organize business data using Excel functions, charts, and conditional formatting, and evaluate how MIS dashboards and ERP systems support managerial decision-making.	
	CO4	Critically assess the effectiveness of IT tools (Excel, MIS, ERP, BI platforms) in solving managerial problems, and compare alternative approaches for data reporting and collaboration.	
	CO5	Create business reports, dashboards, and presentations by combining advanced Excel features with MIS/ERP outputs to support managerial decision-making. .	
Pre-requisite	Basic computer literacy (MS Office, internet usage) Understanding of basic business processes No advanced technical background required		
E-Learning tools	Microsoft Office (Word, Excel, PowerPoint), Microsoft Outlook, Google Classroom Quizzes LinkedIn Learning – Business tools training		

Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	MS-Word & MS PowerPoint:	MS Word: Interface and navigation, creating and saving documents, formatting text and paragraphs, page layout and sections, headers, footers, and page numbering, border, watermark, adding fonts, line spacing, page break, table splits, references, use of AI, spell checks, mail merge, track changes and comments, creating tables and charts. MS PowerPoint: Interface and navigation, creating and saving presentations, slide design and layout, adding text, images, and videos, using SmartArt and charts, designing custom animations and transitions, presenter view, and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, slide master, free templates, and corporate presentations. Self-Learning: Creating formats and evaluating	CO1, CO2	6
2	Basics of Excel (Part 1):	Introduction to spreadsheets, understanding Microsoft Excel, Excel workbook windows, basic spreadsheet skills, Excel help system, opening and closing workbooks, understanding workbook file formats, creating new workbooks, selecting cells, auto sum and auto fill function, cell referencing and request, formatting cells, formatting numbers, placing cell alignment, cell, rows, and columns, understanding worksheets, editing, copying, and moving cells, page layouts in Excel, proofing workbooks, basic options, ribbons, and toolbar. Self-Learning: Demonstration of shortcut keys and formatting	CO1, CO2	8
3	Basics of Excel (Part 2):	Defining names in Excel, sorting data, using Excel tables, filtering data in Excel, understanding charts, chart design options and tools, chart format tools, combo charts, functions within	CO2, CO3	8

		Excel, understanding date function, information functions, logical functions, find and replace, headers and footers, adding comments, conditional formatting. Self-Learning: Data sorting, filtering and presenting		
4	Applied Excel and Enterprise Systems	Introduction to MIS: Role of MIS in organizations, Decision support systems vs. transaction processing systems, Examples of MIS dashboards ERP Systems Overview: What ERP is and why managers use it, Core modules (Finance, HR, Supply Chain, CRM), Integration with Excel and reporting tools Other IT Tools for Managers : Business Intelligence (BI) tools (Power BI, Tableau basics), Project Management tools (MS Project, Trello, Jira), Collaboration platforms (SharePoint, Teams) Practical Link with Excel: Exporting ERP data into Excel for analysis, Using pivot tables and charts for MIS reporting, Case study: Creating a management dashboard Self-Learning: Presentation on AI tools	CO3, CO4, CO5	8
Textbooks	Turban, Rainer & Potter – Introduction to Information Systems			
	Rajaraman V. – Introduction to Information Technology			
	Sinha P.K. – Computer Fundamentals			
	Alexis Leon – Enterprise Resource Planning			
Reference books	Laudon & Laudon – Management Information Systems			
	K.K. Bajaj – E-Commerce: The Cutting Edge of Business			
	Nina Godbole – Information Systems Security			
Suggested Digital resource	Information Technology for Managers: https://egyankosh.ac.in/handle/123456789/83568			
	Foundation of Digital Business https://onlinecourses.nptel.ac.in/noc25_mg152/preview			
Suggested pedagogies	Lectures and Demonstrations (concept clarity)			
	Hands-on Practical Sessions (MS Office, Email tools)			
	Lab Assignments (Excel, Word, PPT tasks)			
	Simulation Exercises (Cybersecurity threats)			

Name of Program	MMS	Semester	I
Name of the Course	Managerial Communication	Course code	VMMSSSE109
Credit	2	Course Duration	30 hours
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA)1	10	
	Continuous Internal Assessment (CIA)2	10	
	Continuous Internal Assessment (CIA)3	5	
	Semester End Examination	25	
	Total	50	
Course Objectives:	1	To develop clear and confident communication skills for giving instructions, sharing ideas, and encouraging open dialogue.	
	2	To build the ability to listen actively, give and receive constructive feedback, and communicate with empathy in professional settings.	
	3	To enhance digital communication skills using tools like email, social media, and video conferencing for effective collaboration in remote and hybrid work environments.	
Course Outcome	CO1	Use specific, direct language to give clear instructions while encouraging open dialogue that incorporates diverse perspectives for achieving mutually beneficial outcomes.	
	CO2	Provide constructive feedback effectively to support improvement in interpersonal and team settings, including responding professionally to feedback.	
	CO3	Draft professional documents such as reports, summaries, paraphrased content, and reviews using principles of effective business writing.	
	CO4	Demonstrate appropriate use of digital platforms, email etiquette, AI tools, and virtual communication practices for corporate settings.	
	CO5	Design and deliver effective business presentations and prepare employment communication documents, including resumes, cover letters, and interview responses.	
Pre-requisite	Basic proficiency in English (reading, writing, listening, speaking), Familiarity with basic computer operations and internet browsing, Willingness to participate in discussions, role plays, and presentations, and Openness to peer feedback and self-assessment		
E-Learning tools	Learning platforms: Google Classroom Video conferencing: Google Meet / Zoom / Microsoft Teams Writing & editing support: ChatGPT / Grammarly Presentation & design: Canva / Microsoft PowerPoint Professional networking: LinkedIn Video resources: YouTube.		

Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Managerial Communication:	Meaning, nature, and importance of communication in management. Communication process: Types, channels, and flows of communication. 7 Cs of Effective Communication. Barriers to communication and strategies to overcome them. Using clear, direct, and concise language for professional communication. Self-Learning: Barriers of Communication.	CO1	6
2	Interpersonal Communication & Self-Management Skills	Stress and time management for effective communication. Emotional intelligence at work – empathy, expression, regulation. Active listening: process, principles, barriers, techniques. Constructive feedback: giving and receiving feedback professionally. Self-Learning: Basic Understanding of Stress Management Techniques.	CO2	5
3	Developing Business writing skills	Professional writing: clarity, brevity, simplicity. Paraphrasing, Summarizing, Note taking - Proof Reading – Editing, Purpose, Type and Scope of a Report. Fundamental principles of Report Writing. Tips for improving the reading skills. Reading Comprehension. Review of Book. Self-Learning: Basic Understanding of Report Writing.	CO3	7
4	Digital & Corporate Communication	Professional email writing & netiquette. Social media communication for managers. Digital presence and personal branding. Effective use of AI tools for communication. Writing resumes, cover letters, and corporate profiles. Virtual communication: Video conferencing etiquette, Online meeting management. Self-Learning: Basic Understanding of Digital Communication Tools.	CO4	6
5	Oral and Employment Communication	The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Preparing for the job interview. Public Speaking.	CO5	6

		Self-Learning: Basic Understanding of Job Interviews.		
Textbooks	Lesikar, R.V., Flatley, M.E., & Rentz, K. <i>Business Communication: Connecting in a Digital World</i> , McGraw Hill.			
	Bovee, C.L. & Thill, J.V. <i>Business Communication Today</i> , Pearson.			
	Meenakshi Raman & Sangeeta Sharma <i>Technical Communication: Principles and Practice</i> , Oxford University Press.			
Reference books	Cloninger, S.C., “Theories of Personality: Understanding Person”, Pearson, New York, 2008, 5th edition.			
	Luthans F, “Organizational Behaviour”, McGraw Hill, New York, 2005, 12th edition.			
	Barron, R.A. & Brian D, “Social Psychology”, Prentice Hall of India, 1998, 8 edition.			
Suggested Digital resource	https://www.britishcouncil.in/english/online-resources			
	https://www.coursera.org/learn/english-for-working-together-in-business			
Suggested pedagogies	Role plays and simulation (manager–employee, client–manager, team meeting scenarios)			
	Group discussions and structured peer feedback sessions			
	Email writing workshops (hands-on drafting and editing)			
	Student presentations with video recording and self-assessment of non-verbal cues			
	Reading circles (book review and presentation)			
	Collaborative tasks using shared documents (Google Docs/Slides) for real-time communication practice			

Name of Program	MMS	Semester	I	
Name of the Course	Creativity and Design Thinking	Course code	VMMSE110	
Credit	2	Course Duration	30	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA)1	10		
	Continuous Internal Assessment (CIA)2	10		
	Continuous Internal Assessment (CIA)3	05		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	To introduce core concepts of creativity, innovation, and design.		
	2	To develop understanding of design thinking mindset, principles, and process.		
	3	To train learners in applying design thinking tools and visualization techniques.		
Course Outcome	CO1	Explain theories of creativity, innovation, systems thinking, and design methodologies.		
	CO2	Apply design thinking mindset, stages, and tools to frame problems and generate ideas.		
	CO3	Analyze user needs using empathy, observation, personas, and mapping techniques.		
	CO4	Develop prototypes, conduct testing, and design experiments for value creation.		
	CO5	Design interdisciplinary solutions and evaluate impact while addressing practical challenges and pitfalls.		
Pre-requisite	Openness to creative problem solving and interest in innovation practices.			
E-Learning tools	Interaction Design Foundation – design methods and empathy tools Miro / Mural – online mapping and ideation boards YouTube lectures on design thinking practices			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Creativity, Innovation and Design Foundations	Core concepts of creativity, innovation, design. Creative people and organizations. Distributed creativity, diversity, collaboration, case discussions. Self-Learning: Basic understanding of Innovation and design.	CO1	6
2	Design Thinking Mindset and Process	Concept, importance, principles, stages of design thinking. Design thinking skills and mindset. Self-Learning: Basic understanding of principles and stages of design thinking	CO2	6

		skills.		
3	Empathy, Ideation and Visualization Tools	Listening, observing, personas, brainstorming, heuristics, empathy maps, affinity diagrams, mind maps, journey maps. Self-Learning: Basic understanding of empathy, ideation and visualization tools.	CO3	6
4	Prototyping, Testing and Experimentation	Types of prototypes, testing forms, designing and executing experiments, feedback loops. Self-Learning: Basic understanding of prototyping.	CO 4	6
5	From Ideas to Impact and Avoiding Pitfalls	Converting ideas into impact, interdisciplinary design, common assumptions, cautions, and pitfalls with case discussions. Self-Learning: Basic understanding of interdisciplinary design.	CO5	6
Textbooks	Change by Design – Tim Brown			
	Design Thinking for Strategic Innovation – Idris Mootee			
Reference books	Design Research Methods and Perspectives – Brenda Laurel			
	Innovation Tournaments – Terwiesch & Ulrich			
	Product Design and Development – Ulrich & Eppinger			
	Prototyping and Model Making for Product Design – Bjarki Hallgrimsson			
	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder, Yves Pigneur, Wiley			
Suggested Digital resource	Design thinking toolkits from Stanford d.school – https://dschool.stanford.edu/resources			
	Empathy and UX tools from Interaction Design Foundation – https://www.interaction-design.org/literature/topics/design-thinking			
Suggested pedagogies	Case Study			
	Group brainstorming and ideation workshops			
	Prototype creation and peer testing sessions			
	Reflection activities on pitfalls and lessons learned			

Name of Program	MMS	Semester	I	
Name of the Course	Selling and Negotiation Skills	Course code	VMMSE111	
Credit	2	Course Duration	30 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA)1	10		
	Continuous Internal Assessment (CIA)2	10		
	Continuous Internal Assessment (CIA)3	05		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	To develop a strong foundation in personal selling concepts, buyer behavior, and communication skills.		
	2	To equip students with practical selling techniques, negotiation strategies, and real-world application skills.		
Course Outcome	CO1	Recall and describe the fundamentals of selling, characteristics of effective salespersons, and basics of negotiation.		
	CO2	Explain buying behaviour, persuasion principles, negotiation processes, and sales communication.		
	CO3	Demonstrate selling skills including prospecting, presentations, handling objections, and closing.		
	CO4	Analyse negotiation strategies, conflict situations, and evaluate negotiation styles.		
	CO5	Develop sales plans, design negotiation strategies, and integrate		
Pre-requisite	Basic knowledge of Marketing Fundamentals			
E-Learning tools	YouTube Channels, LinkedIn Learning Podcasts / Webinar/quizzes			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Selling	● Concept of Selling, Role of Salesperson in Society ● Myths & Characteristics of a Successful Salesperson ● Consumer Buying Behaviour, ● Motivations and Obstacles in Buying ● Persuasion Principles&	CO1	6

		Communication Fundamentals Self-Learning: Concept: Consumer Buying Behaviour		
2	Sales Prospecting, Approach & Presentation Skills	• Prospecting, Qualifying Leads, Sales Planning • Pre-approach and Opening Gambits • Sales Presentation Structure, Situational Selling • Handling Objections – Identifying Hidden Objections Self-Learning: Concept: Handling Objections Students	CO2	6
3	Demonstrations, Closing Techniques & Sector-wise Selling	• Demonstration Techniques; Follow-up Skills • Closing a Sale Techniques, Failure Reasons, Mistakes, Retail Selling – Shopper Types, Suggestive Selling, • Complaints Handling • Industrial / Government Selling – Buying Roles Self-Learning: Concept Closing Techniques	CO3	6
4	Negotiation Concepts, Strategies Conflict Management	• Basics of Negotiation – Process, Interdependence, Dilemmas • Skills of a Good Negotiator: Power, Communication & Trust • BATNA, ZOPA • Negotiation Traps, Tactics (Highball-Lowball, Good Cop-Bad Cop) • Negotiation Role Plays & Style Assessment • Conflict Management Strategies Self-Learning: Concept BATNA	CO4	5
5	Practical Sales & Negotiation Project	• Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions • Prospecting, Pitching; Closing attempt	CO5	7

		• Sales Proposals: How to Construct a Sales Proposal • Field-Based Mini Sales Project.Preparation of Sales Report / Negotiation Self-Learning: Concept: Sales Pitching & Proposal		
Textbooks	1.Futrell, Charles M. — Fundamentals of Selling: Customers for Life — McGraw Hill			
	2. Sharma, A. — Sales and Distribution Management — McGraw Hill			
Reference books	Spiro, Rosann L., Stanton, William J. — Sales Force Management: Leadership, Innovation & Technology — Pearson			
	Lewicki, Roy J., Saunders, David M., Barry, Bruce — Negotiation — McGraw Hill			
	Jobber, David & Lancaster, Geoff — Selling and Sales Management — Pearson			
Suggested Digital resource	1. EGyankosh https://www.egyankosh.ac.in/bitstream/123456789/6522/3/Unit-16.pdf 2. Negotiation Strategies and Skills – SWAYAM https://onlinecourses.nptel.ac.in/noc20_mg39/preview http://everywoman.com/wp-content/uploads/2022/07/Negotiation-skills-IN-BUSINESS_FINAL.pdf			
Suggested pedagogies	Case-Based Learning			
	Role Plays & Simulations			
	Sales pitch simulation			
	Skill-Based Workshops			
	Industry Interaction: With Industrial Sales teams			

Name of Program	MMS	Semester	I
Name of the Course	Sustainability Management: Concepts and Applications	Course code	VMMSE112
Credit	2	Course Duration	30
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA)1	10	
	Continuous Internal Assessment (CIA)2	10	
	Continuous Internal Assessment (CIA)3	5	
	Semester End Examination	25	
	Total	50	
Course Objectives:	1	To build foundational awareness of sustainability by introducing principles, evolution, and relevance in modern business.	
	2	To sensitize students to the role of business in society and the environment by highlighting responsible practices like CSR and ESG.	
	3	To prepare students with a sustainability mindset that can be applied across managerial functions, and a foundation for advanced courses in ethics, governance, and corporate management.	
Course Outcome	CO1	Identify and explain fundamental concepts of sustainability, including the Triple Bottom Line approach and the UN SDGs.	
	CO2	Demonstrate application of CSR and ESG frameworks in analysing business practices and cases.	
	CO3	Examine and differentiate sustainable operations and innovation strategies, assessing their impact on organisational performance.	
	CO4	Evaluate responsible leadership approaches and sustainability initiatives adopted by organisations.	
	CO5	Formulate and recommend innovative and sustainability-driven solutions for future business challenges.	
Pre-requisite	Basic awareness of general management and sustainability.		
E-Learning tools	Kahoot, Quizziz, Mentimeter, Google classroom		

Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Sustainable Business	- Evolution of sustainability in management - Triple Bottom Line (People, Planet, Profit) - UN Sustainable Development Goals (SDGs) - Sustainability as a strategic imperative Self-Learning: Sustainability concept	CO1	6
2	Business, Environment & Society	- Climate change and resource challenges - Circular economy basics - Role of businesses in community development - Case studies of Indian and global companies Self-Learning: Climate change concept	CO2	6
3	Corporate Social Responsibility & ESG	- CSR frameworks in India and globally - ESG (Environmental, Social, Governance) reporting - Ethical decision-making in sustainability - Linking CSR to brand value and performance Self-Learning: CSR Concept and Practice	CO2, CO3	6
4	Sustainable Operations & Innovation	- Green supply chains and ethical sourcing - Technology tools for sustainability - Design Thinking for sustainable solutions - Role of startups and social enterprises Self-Learning: Sustainable practices across organisations	CO3, CO4	6
5	Future Trends & Responsible Leadership	- Global sustainability practices and policies - Careers in sustainability and ESG - Building a responsible leadership mindset - Sustainability as a driver of competitive advantage Self-Learning: Global sustainable practices	CO4, CO5	6
Textbooks	Principles of Business & Management Practicing Ethics, Responsibility, Sustainability, Third Edition Oliver Laasch, Sage Publication			

	Sustainable Business Development Contemporary Issues & Challenges Dr. Seram Sureshkumar Singh, Dr. Sunildro L.S. Akoijam, Prof. W.C. Singh , Himalaya Publishing House Introduction to Sustainability, 2ed, An Indian Adaptation, Robert Brinkmann, Vaibhav Bhamoriya, WILEY
Reference books	The Sustainable MBA: A Business Guide to Sustainability, 2nd Edition, Wiley Green Giants: How Smart Companies Turn Sustainability into Billion-Dollar Businesses, E. Williams, Amacom Grow the Pie: How Great Companies Deliver Both Purpose and Profit, Alex Edmans Responsible Leadership for Sustainability in Uncertain Times : Social, Economic and Environmental Challenges for Sustainable Organizations, Tanuja Sharma, Rupamanjari Sinha Ray, Nayan Mitra, SPRINGERS Responsible Leadership (Second Edition), Nicola M. Pless (Editor), Thomas Maak (Editor), Routledge Foundations of Sustainable Business, 3ed (An Indian Adaptation), Nada R. Sanders, John D. Wood Kamal Kishore Sharma, Shalini Rahul Tiwari
Suggested Digital resource	SWAYAM: https://onlinecourses.nptel.ac.in/noc25_mg124/preview NPTEL: https://elearn.nptel.ac.in/shop/completed-courses/execedu-closed/sustainability-for-indian-businesses/?v=13b5bfe96f3e Coursera: https://www.coursera.org/learn/sustainability
Suggested pedagogies	Case Studies, Role Play, Field visit, Hands on projects, expert lectures

Name of Program	MMS	Semester	I	
Name of the Course	Family Business Management	Course code	VMMSE113	
Credit	2	Course Duration	30 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA)1	10		
	Continuous Internal Assessment (CIA)2	10		
	Continuous Internal Assessment (CIA)3	05		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	Understand the structure, dynamics, and challenges of family-managed businesses		
	2	Develop strategic skills in governance, succession planning, and conflict resolution and Explore governance and conflict management strategies relevant to family businesses.		
Course Outcome	CO1	Recall and describe the key concepts, structures, and characteristics of family-managed businesses.		
	CO2	Understand the family business dynamics, governance models, and sources of conflict.		
	CO3	Apply governance, communication, and succession planning tools to family business situations.		
	CO4	Analyze growth challenges, intergenerational issues, and professionalization needs in family firms.		
	CO5	Evaluate and design strategies for continuity, governance, leadership transition, and long-term sustainability.		
Pre-requisite	- Basic understanding of management principles (marketing, finance, HR) - Awareness of business environment and entrepreneurship concepts			
E-Learning tools	Google Classroom – Assignments, case discussions Coursera – Family business & leadership courses Tools Canva,Kahoot YouTube – Family business case videos & expert talks			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Introduction to Family Managed Business & its Dynamics	- Definition and scope of family-managed businesses, Strategic relevance & Significance of family-managed enterprises (India & global) - Competitive Challenges and Advantages of Family Businesses: Family vs. non-family businesses. - Role of culture, tradition, legacy in Family Managed Business, - Women in Family Business- Role and Challenges Faced. The ECI-U	CO 1	5

		Model Self-Learning: Concept: Role of Women in Family Business		
2	Ownership Model and Business Strategies	- Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company - Family Governance: Structure, Challenges to Family Governance - Three-Circle Model & governance archetypes (Family, Ownership, Business) Lifecycle stages of a Family Business & transgenerational continuity - Family Business Networks (FBN, CII-FBN) as strategic alliances - Role of family meetings, Conflict sources within family businesses and Emotional intelligence communication strategies - Twelve Elements of Strategic-Fit and Its Implications on Family Firms Self-Learning: Concept: Family Governance & Conflict Management	CO 2	7
3	Succession Strategy & Leadership	- Understanding Succession Planning, Choosing the Right Ownership Structure, Succession & Inheritance in Indian Family Managed Business - Managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power. - Succession planning models & leadership pipeline development - Spouse and the Transfer of Power Self-Learning: Concept: Succession Planning & Spouse Role in Power Transfer.	CO 3	6
4	Growth, Innovation & Sustainability in Family Businesses	- Growth challenges in second and third generations - Diversification & strategic planning - Innovation & digital transformation in family enterprises - Financial planning & wealth management - Exit strategies – MA, IPO, Divestment. Contemporary issues: Governance failures, succession	CO4	6

		failures Case studies of Indian family businesses that professionalized (Tata, Godrej, TVS, Dabur, Murugappa Group) Self-Learning: Concept: Professionalization of Family Business		
5	The Future of Family Business:	- New Leaders of the Evolution - Three states of evolution - Continuity and culture - changing the culture - The change formula - Organization Development approaches to change, Commitment planning - Organic competencies and the business's future: Thriving through competition - Institutionalizing the change Self-Learning: institutionalizing change within organizations	5	6
Textbooks	1. Sudipt Dutta, Family Business in India, Sage Publications, 1997			
	2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010			
	3. Chakrabarty, S. (2021). Family Business in India: A Historical Perspective. Routledge India.			
	4. Carlock, R.& Ward, J. – Strategic Planning for the Family Business			
Reference books	Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian			
	Family Businesses over 100 years, Springer, 2015. Jo			
	2. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth,			
Suggested Digital resource	Harvard Business School - Harvard Family Business			
	Indian Family Business Network – Confederation of Indian Industry (CII) https://www.cii.in			
	ICSI Corporate Governance Resources https://www.icsi.edu			
	Leadership and Teamwork – NPTEL https://nptel.ac.in/courses/110107159			
Suggested pedagogies	Case studies			
	Visit to Family Business in vicinity			
	Role play /Presentations			

SEMESTER II

Name of Program	MMS	Semester	II	
Name of the Course	Business Research Methods	Course code	VMMSRM201	
Credit	3	Course Duration	45 hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To develop data-driven decision-making skills that strengthen managerial judgment and strategic planning.		
	2	To identify business gaps and opportunities through systematic analysis of markets, trends, and customer behaviour.		
	3	To communicate insights ethically and professionally using structured reports and credible research practices.		
Course Outcome	CO1	Explain research concepts, objectives, process, and formulate problems, objectives, and hypotheses.		
	CO2	Use research design, measurement scales, data collection tools, and sampling methods in business research.		
	CO3	Examine research problems, literature reviews, and data collection strategies to identify gaps and patterns.		
	CO4	Evaluate research data using statistical tests and reliability measures to determine validity and significance of findings.		
	CO5	Develop structured research reports and papers with proper citation, referencing, and ethical publishing practices.		
Pre-requisite	Basic knowledge of research methods and business statistics			
E-Learning tools	Google Classroom, PPT, E-Journals, Excel and other open softwares			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundation of Research and Research Problem	● Meaning, objectives, scope, and types of research ● Social and business research applications ● Research Process ● Research Problem & Literature Review ● Framing Research Objectives and Hypothesis ● Writing a Research Proposal Self-Learning: Basics of research	CO1	9
2	Research Design and Sampling Methods	● Nature, Need, and Classification of Research Design ● Variables ● Sampling Methods, Errors ● Sample size determination	CO2	9

		Validity and Reliability of Research Instruments Self-Learning: Identifying sampling methods.		
3	Measurement and Scaling Techniques, Data Collection	- Measurement and Scaling - Scaling Techniques - Criteria for good measurement scales. - Data Collection Methods (Primary and Secondary Data) - Research Tools: Questionnaire Designing, Pilot study, Interviews, Observations etc. Self-Learning: Identifying scaling technique types	CO3	9
4	Data Analysis and Statistical Testing	- Descriptive vs inferential analysis. - Hypothesis testing - Type I Type II Error - Univariate and bivariate analysis - Parametric and Non-Parametric Tests - Chi-square test, ANOVA, etc. - Use of Excel, SPSS, and other software for Data Analysis Self-Learning: Demonstrating understanding of Hypothesis tests	CO4	9
5	Research Reports and Publication Practices	- Research report writing structure, documentation, presentation of data. - Citation and referencing styles - Research paper writing and journal selection - Types of Report - Research ethics: plagiarism, ethical codes for clients, researchers, and respondents. Self-Learning: Evaluating Citation styles of shared research	CO4	9
Textbooks	Business Research Methods – Cooper Schindler			
	Research Methodology Methods & Techniques – C.R. Kothari			
	Business Research Methods – Naval Bajpai – Pearson Publications			
Reference books	D. K. Bhattacharya: Research Methodology (Excel)			
	P. C. Tripathy: A text book of Research Methodology in Social Science (Sultan 3. Chand)			
	Business Research Methods- Cooper Schindler, JK sharma-McGraw Hill			
Suggested Digital resource	Hypothesis Testing A Step-by-Step Guide with Easy Examples			
	https://onlinecourses.swayam2.ac.in/e-learning/preview/cec20_mg14			
	https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_ge43			
	Selecting the Appropriate Hypothesis Test - APSA			
Suggested pedagogies	Reviewing literature and identifying gap			
	Questionnaire designing and Field survey			
	Expert Talk/Hands-on Workshop on Data Analysis			
	Writing Research Paper			

Name of Program	MMS	Semester	II	
Name of the Course	Entrepreneurship Management	Course code	VMMSGM202	
Credit	2	Course Duration	30	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	10		
	Continuous Internal Assessment (CIA) 2	10		
	Continuous Internal Assessment (CIA) 3	5		
	Semester End Examination	25		
	Total	50		
Course Objectives :	1	Understand entrepreneurship concepts and its economic role.		
	2	Identify and evaluate business opportunities.		
	3	Develop skills to plan and launch a new venture.		
Course Outcome	CO1	REMEMBER Concepts of Entrepreneur, Entrepreneurship, and Enterprise.		
	CO2	UNDERSTAND the frameworks and key concepts in entrepreneurship management.		
	CO3	APPLY the model of the entrepreneurial process for new venture development.		
	CO4	ANALYSE the entrepreneurial environment, legal framework, and expansion strategies.		
	CO5	EVALUATE various types of entrepreneurship (social, opportunity, techno, intra & women) and suitable routes to start a business.		
	CO6	CREATE a business plan/model based on the innovative ideas and concepts of entrepreneurship.		
Pre-requisite	Basic understanding of business and management concepts, along with an awareness of the economic and market environment.			
E-Learning tools	- Google Classroom, Zoom, and Microsoft Teams for delivering lectures, sharing study materials, and conducting discussions. - Platforms like YouTube support self-learning through recorded lectures and courses.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Entrepreneurship	- Definition and Evolution of Entrepreneurship - Concept of Entrepreneur and Enterprise - Functions, Needs and Importance of Entrepreneurship - Entrepreneurial Traits, Characteristics and Skills - Role of Entrepreneurship in Economic Development - Forms of Business Organization (Sole Proprietorship, Partnership, Corporation, LLC) - Introduction to Start-ups and Types of Start-ups - Start-up Ecosystem in India Self-Learning: Startups Presentations	CO1	6

2	Types and Pathways of Entrepreneurship	• Types of Entrepreneurs: Innovators, Creators, Market Makers, Expanders, Scalars • Intrapreneurship, Social Entrepreneurship, Women Entrepreneurship • Technopreneurship and Rural Entrepreneurship • Entrepreneurs vs Managers vs Intrapreneurs (Comparison) • New Venture Life Cycle: Pre-seed, Early Stage, Launch • Business Life Cycle: Start-up, Growth, Maturity, Harvest, Exit • Introduction to Business Model Canvas, Lean Model Canvas, Design Thinking • Self-Learning: Business Model Canvas and Business Plan Pitching	CO2	6
3	Opportunity Identification and Idea Development	• Identifying Entrepreneurial Opportunities (Domestic & Global) • PEST Analysis • Schumpeter's Theory and Opportunity Drivers • Researching Business Opportunities • Creativity, Innovation, and Invention • Tools for Creativity and Innovation • Idea Generation & Evaluation • Self-Learning: Problem Identification and Problem–Solution Fit, Ideation to Prototyping Process	CO3	6
4	Feasibility and Business Planning	• Product/Service Feasibility Analysis • Industry & Competitive Analysis (SWOT, Three Circles Model) • Financial Feasibility Analysis • Business Plan: Meaning, Purpose, and Contents • Guidelines for Writing a Business Plan • Investor Perspective & Pitch Deck Creation • Self-Learning: SWOT Analysis	CO4	6
5	Venture Launch and Growth	• Entrepreneurial Process and Enterprise Launching • Product/Project Identification • Product-Market Fit & Minimum Viable Product (MVP) • Sources of Start-up Financing (Venture Capital, Private Equity, etc.) • Managing Early Growth and Expansion Strategies • Legal Framework for Starting a Business in India • Quick Start Routes (Franchising, Ancillarisation, Acquisitions) • Support Organizations and Government Initiatives (Make in India, Digital India)	CO5 & CO6	6

		● Self-Learning: Create Business Model Canvas / Business Plan and Pitch Presentation		
Textbooks	Vasant Desai, “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House, Sixth Edition, 2011			
	Entrepreneurship: Theory, Process and Practice – Donald F. Kuratko			
	Effective Entrepreneurial Management – Veland Ramadani			
Reference books	Robert D Hisrich, Mathew J Manimala, “Entrepreneurship”, McGraw Hill Education (I) Pvt. Ltd., New Delhi, Ninth Edition - 2015			
	Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd			
	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder, Yves Pigneur, Wiley			
	Poornima M. Charantimath, “Entrepreneurship Development and Small Business Enterprises” Pearson, Ninth Impression - 2023			
Suggested Digital resource	● Google Scholars ● Swayam NPTEL Courses- https://onlinecourses.nptel.ac.in/noc21_mg70/preview https://onlinecourses.swayam2.ac.in/e-learning/preview/cec24_mg28 ● Websites Business Model Canvas https://www.strategyzer.com/library/the-business-model-canvas			
Suggested pedagogies	● Case study analysis, and practical problem-solving methods. ● Interactive techniques such as group discussions, presentations, and real-life financial statement analysis.			

Name of Program	MMS	Semester	II	
Name of the Course	Corporate Finance	Course code	VMMSGM203	
Credit	3	Course Duration	45	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To develop a strong foundation in corporate finance concepts and financial decision-making.		
	2	To understand the role of financial management in maximizing shareholders' wealth.		
	3	To equip students with analytical tools for financial planning, capital structure, working capital, and investment decisions.		
Course Outcome	CO1	Recall and explain the scope, objectives, and key decisions of corporate finance and describe the structure of the Indian financial system, markets, intermediaries, and regulators.		
	CO2	Prepare and interpret estimated External Financing Requirement (EFN), and analyze working capital components and basic banking indicators.		
	CO3	Analyze the impact of operating, financial, and combined leverage, and determine optimal capital structure using cost of capital and EBIT–EPS approaches.		
	CO4	Evaluate investment projects by computing time value of money and applying capital budgeting techniques to select the best alternative.		
	CO5	Design dividend policy for the firm based on the theories and interpret financial performance using ratio analysis for decision-making.		
Pre-requisite	Understanding of financial statements (Balance Sheet, Income Statement, Cash Flow), Basics understanding of investments (stocks, bonds) and Financial Markets, Logical thinking for financial decisions			
E-Learning tools	Google Classroom, Screener, Microsoft Excel – Financial Budgeting, NPV, IRR calculations Money control – Indian markets & corporate updates			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Corporate Finance & Indian Financial System	Meaning, scope, and objectives of corporate finance. Role and responsibilities of the financial manager. Key financial decisions: Investment, Financing, Dividend. Sources of finance: Short-term and Long-term. Profit Maximization vs Shareholders' Wealth Maximization.	CO1, CO2	8

		Structure of Indian Financial System. Capital Market (Equity & Debt) and Money Market Financial intermediaries and regulatory framework Self-Learning: Basic Understanding of Capital Markets.		
2	Working Capital & Banking Overview	Working capital components and cycle. Inventory, Receivables, and Cash Management. Commercial Banks and Investment Banks. Deposits, loans, advances, NPA (Gross & Net). Self-Learning: Basic Understanding of Working Capital.	CO3	10
3	Leverage, Capital Structure & Cost of Capital	Operating, Financial and Combined Leverage, Business and Financial Risk, Capital structure concepts, Cost of capital and WACC, Optimal capital structure. EBIT–EPS, ROI, PE, and MPS approaches. Self-Learning: Basic Understanding of Leverage.	CO4	10
4	Valuation Concepts & Capital Budgeting	Time value of money: FV, PV, Annuities, Perpetuities. Estimation of project cash flows. Capital budgeting techniques: NPV, IRR, PI, ARR, MIRR, Payback. Selection of the best investment alternative . Self-Learning: Basic Understanding of Time Value of Money.	CO5	10
5	Dividend Policy and Ratio Analysis	Factors affecting dividend decisions, Walter Model, Gordon Model, MM Approach, and Classification of ratios and financial performance analysis. Self-Learning: Basic Understanding of Dividend.	CO5	7
Textbooks	Financial Management — M.Y. Khan & P.K. Jain			
	Financial Management — Prasanna Chandra			
	Financial Management — I. M. Pandey			
Reference books	Principles of Corporate Finance — Brealey, Myers & Allen			
	Fundamentals of Financial Management — James Van Horne			
	Fundamentals of Financial Management — Brigham & Houston			
	Principles of Corporate Finance — Brealey, Myers & Allen			
Suggested Digital resource	https://www.sebi.gov.in/investor.html			
	https://www.nseindia.com			
	https://www.khanacademy.org/economics-finance-domain/core-finance			

	https://www.coursera.org/learn/financial-management-fundamentals
Suggested pedagogies	Ratio analysis of real listed companies using NSE/BSE data
	Case studies on capital structure, dividend decisions, and investment appraisal
	Quizzes based on real market data and regulatory updates
	Simulation exercises for investment and financing decisions

Name of Program	MMS	Semester	II	
Name of the Course	Human Resource Management	Course code	VMMSGM204	
Credit	3	Course Duration	45 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To provide knowledge of individual behaviour and its impact on organizational performance.		
	2	To develop an understanding of key HRM functions and their role in achieving organizational effectiveness.		
	3	To build skills in job analysis, workforce planning, and employee selection techniques.		
Course Outcome	CO1	Explain HRM concepts, functions, and structure in an organizational context.		
	CO2	Apply human resource planning techniques for workforce requirements.		
	CO3	Analyse recruitment, selection, and talent acquisition strategies for effective hiring.		
	CO4	Evaluate performance appraisal systems and training practices for employee development.		
	CO5	Design compensation systems and industrial relations frameworks for organizational effectiveness.		
Pre-requisite	Basic understanding of principles of management, Fundamental knowledge of organizational behaviour concepts, Awareness of the business environment and organizational functioning.			
E-Learning tools	LinkedIn Learning, Canva, Google Classroom, Webinars, Quizizz, etc.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Introduction to HRM	Definition, Importance, Challenges, Models of HRM, Structure and Functions of HR department. Understand the scope of HRM and its relationship to other Social Sciences. Self-Learning for the concept of “Human Resource”.	CO1	8
2	Human Resource Planning & Policies	Human Resource Planning: Importance and the process of Human Resource Planning, Succession Planning & Job Analysis. Human Resource Policies-concept, types, and role in guiding HR decisions and practices. Self-Learning for the concept of “Roles of HR”.	CO2	10
3	Recruitment, Selection and Talent Acquisition:	Difference between Recruitment & Selection, Recruitment Process, 5 C’s of Recruitment. Selection Process, Types of Selection test. Interview and Types.	CO3	8

		Definition, Characteristics, Talent Acquisition process and methods. Self-Learning for “selection criteria knowledge”.		
4	Performance Appraisal Systems, Training and Development:	Benefits, Types, how to implement a performance appraisal system. Discuss the importance and process of performance management, organizational strategic planning, Concept and importance of training and development, training needs assessment, methods of training (on-the-job and off-the-job), evaluation of training effectiveness, and career development, Need for Training and Development with the help of Harvard Case Study. Self-Learning for the concept of “career Development and Growth”.	CO4	10
5	Compensation, Benefits and Industrial Relations Framework:	Definition, Direct & Indirect Compensation and Types of benefits. Definition, Importance and Benefits of IR. Introduction to Labour Laws with Case Study. Self-Learning for the concept of “various Labour Laws”.	CO5	9
Textbooks	1. Human Resource Management Garry Dessler & Biju Varkkey: Pearson Publication			
	2. Human Resource Management: K. Aswathappa; Mac Graw Hill Publication			
	3. Human Resource Management P. Subba Rao			
Reference books	1. Human Resource Management by V S P Rao			
	2. Personnel Management C.B. Mammoria			
	3. Green HRM: A Sustainable Approach to People Management by K. Aswathappa and M.S. Premavathy.			
Suggested Digital resource	SWAYAM- https://onlinecourses.nptel.ac.in/noc26_mg15/preview , https://onlinecourses.nptel.ac.in/noc26_mg19/preview , Google Scholar, Research gate, Harvard Case Study, Coursera,			
Suggested pedagogies	1. Case studies on HR practices and policy implementation.			
	2. Group exercises for recruitment, selection, and performance appraisal simulations.			
	3. Role play on negotiation, conflict resolution, and counseling.			
	4. Mini HR projects for employee engagement, training, and development.			
	5. Guest sessions by HR practitioners on real-world practices.			

Name of Program	MMS	Semester	II
Name of the Course	Essentials of Marketing	Course code	VMMSGM205
Credit	3	Course Duration	45 Hours
Evaluation Scheme	Evaluation Pattern	Marks	
	Continuous Internal Assessment (CIA) 1	20	
	Continuous Internal Assessment (CIA) 2	20	
	Continuous Internal Assessment (CIA) 3	10	
	Semester End Examination	50	
	Total	100	
Course Objectives:	1	To build a strong foundation in marketing concepts, philosophies, and frameworks, enabling students to understand the role of marketing in creating customer value and organizational success.	
	2	To develop analytical ability to assess marketing environment and consumer behavior and interpret how internal and external factors influence marketing decisions in dynamic markets.	
	3	To provide practical exposure to segmentation, targeting, positioning (STP), and marketing mix strategies, enabling students to apply these concepts in real-world and digital marketing contexts.	
Course Outcome	CO1	Explain fundamental marketing concepts, frameworks, and the evolving role of marketing in business and society	
	CO2	Analyze the marketing environment and consumer behavior to identify opportunities and challenges affecting marketing decisions.	
	CO3	Examine and differentiate segmentation, targeting, and positioning strategies for various markets, including digital and niche contexts.	
	CO4	Apply marketing mix strategies (7Ps, digital mix, PLC) to design effective marketing solutions for products and services.	
	CO5	Develop and evaluate a comprehensive product-level marketing plan using contemporary tools such as agile marketing and connected marketing mix.	
Pre-requisite	Basic understanding of business and management concepts Familiarity with fundamentals of economics (demand, supply, pricing) Basic communication and analytical skills		
E-Learning	Google Classroom – Assignments, quizzes, discussions		

tools	Google Analytics – Website and campaign performance analysis HubSpot – Inbound marketing tools Canva – Marketing creatives and presentations			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Introduction to Marketing :	- What is Marketing? , definition , Evolution and Scope of marketing. - Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market. - Business Models. - Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, - Company orientation towards market place, Concept of Marketing: Myopia, Digital Natives, informed vs. distracted customers. Self-Learning: Customer Delight, Market Orientation, and Marketing Myopia in the Digital Age	CO1	10
2	Marketing Environment:	- Concept of Marketing Environment with its Types and Components. - Characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, - Need for analyzing the Marketing Environment. - Seasonal Marketing Self-Learning: Macro & Micro Environment Analysis, with focus on Seasonal Marketing	CO2	8
3	Segmentation, Target Marketing & Positioning:	- Segmentation - Concept, Need & Benefits. Geographic, - Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential - Niche Marketing, Local Marketing, Mass marketing, Long Tail Marketing. - Positioning - Concept of differentiation & positioning, - Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester's Social Technographics - Consumer behaviour Self-Learning: STP Strategy and Niche vs. Mass Marketing Approaches	CO3	9
4	Marketing Mix:	- Origin & Concept of Marketing Mix, 7P's of marketing , Digital Marketing Mix - Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. - Service-Dominant Logic, Connected Marketing Mix -four C's. Self-Learning: 7P's & Product Life Cycle Students develop a marketing mix and review peers' strategies	CO4	8
5	Product Level Planning:	- Preparation & evaluation of a product level marketing plan - Nature & contents of Marketing Plans	CO5	10

	• Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). Application • of Agile marketing Practices in Marketing Planning and control Self-Learning: Developing a Marketing Plan and Applying Agile Marketing Practices		
Textbooks	1. Marketing Management, Rajan Saxena, TMGH, 6th Edition, 2019		
	2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books, 2008		
	3. Marketing and Branding: The Indian Scenario S. Ramesh Kumar 2007		
Reference books	1. Marketing Grewal, Levy, Tata McGraw-Hill, 7th Edition, 2021		
	2. Marketing, Asian Edition, Paul Bainer, Chris Fill, Kelly Page, Oxford University Press, 2013		
	3. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque,		
Suggested Digital resource	Swayam: Introduction to Marketing Essential http://onlinecourses.nptel.ac.in/noc22_mg109/preview		
	2. NPTEL – Marketing Management by IIT Kharagpur / IIT Delhi https://onlinecourses.nptel.ac.in/noc24_mg41/preview		
	3. https://egyankosh.ac.in/bitstream/123456789/38387/1/Unit-1.pdf		
Suggested pedagogies	Role play and Band Quiz		
	Case study		
	Learn Through Video Making		
	www.marketing91.com – Marketing concepts & case studies Workshop		

Name of Program	MMS	Semester	II	
Name of the Course	Operations & Supply Chain Management	Course code	VMMSGM206	
Credit	3	Course Duration	45 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To develop a clear conceptual understanding of operations and supply chain management, including processes, sourcing, inventory, logistics, and emerging trends.		
	2	To enable learners to understand and analyse operational systems and supply chain networks in manufacturing and service organizations.		
	3	To equip learners with the ability to apply tools and techniques of operations, inventory management, and logistics for improving efficiency and competitiveness		
	4	To sensitize learners towards technology-driven, ethical, sustainable, and green supply chain practices in a global business environment		
	CO1	RECALL fundamental concepts, terminology, and frameworks related to operations and supply chain management.		
Course Outcome	CO2	Understanding EXPLAIN operations processes, sourcing strategies, inventory systems, logistics functions, and supply chain structures.		
	CO3	APPLY quantitative and qualitative tools such as EOQ, forecasting, process design, and sourcing models to real-world problems.		
	CO4	ANALYSE operational efficiency, supply chain performance, inventory costs, and logistics decisions in diverse business contexts.		
	CO5	EVALUATE and DESIGN sustainable, technology-enabled, and integrated supply chain solutions for contemporary organizations		
Pre-requisite	- Understanding of core business functions (marketing, finance, HR) - Familiarity with organizational processes and decision-making			
E-Learning tools	Google Classroom Quizzes Kahoot zoom			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Introduction to Operations and Supply Chain Management:	Definition: Concept, Significance, and Functions of Operations and SCM. Evolution: from manufacturing to operation management, Physical distribution to Logistics to SCM.	CO 1	10

		- Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers' view of a Manufacturer - Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, - Ethical and Environmental Issues on Operations and Supply Chain functions. - Difference between traditional SCM and strategic SCM Self-Learning: TQM & Lean Management Students exchange examples of companies applying TQM/Lean practices and provide peer insights		
2	Operations, Processes and Sourcing :	Process Characteristics in Operations: Volume, Variety, and Flow. - Types of Processes and Operations Systems – Continuous Flow system and intermittent flow systems. - Process Product Matrix: Job Production, Batch Production, Assembly line, and Continuous Flow, Process and Product - Layout, Flow Chart - Service System Design Matrix: Design of Service Systems, Service Blueprinting - Sourcing strategies in SCM: Role of sourcing and distribution in SCM. - Types of sourcing: single, multiple, global, local, joint ventures, Strategic sourcing process and Global Sourcing Self-Learning: Process Product Matrix Students classify different business operations using the process-product matrix	CO2	8
3	Inventory, Production Planning and Control:	- Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon - Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventories - Inventory Costs - EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED - Fixed Order Quantity Model - Periodic Review and Re-order Point - Scheduling and Scheduling Problems Self-Learning: EOQ & Inventory Control Students solve inventory scenarios and review peers' approaches to optimizing stock levels and cost.	CO3	10
4	Supply Chain And Logistics Management	- Supply Chain Strategy, Global Supply Chain Management, - Value Chain and Value Delivery Systems for SCM, - Bull-Whip Effect. Concept, Importance	CO4	9

		- Green Supply Chain Management, Retail SCM - Warehousing and Store Keeping - Logistics Management- Definition and Objectives - Inbound and Outbound, 3PL 4PL Logistics, Reverse Logistics - Transportation - Modes of Transport, Transportation formats Self-Learning: Bullwhip Effect Students analyze supply chain scenarios and exchange peer suggestions to reduce demand variability and inefficiencies.		
5	Recent trends in SCM and Logistics Management	- Meaning, definition, objectives, advantages, and disadvantages of technology-driven supply chain management. - Blockchain, E-commerce logistics, Warehouse Automation, Artificial Intelligence, and Cloud-based SCM - Circular Supply Chain Self-Learning: Logistics Operations Students visit a logistics centre/warehouse and exchange peer observations on operations, technology usage, and efficiency improvements.	CO5	8
Textbooks	Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. – Operations Management: Processes and Supply Chains, Pearson Education.			
	Chopra, S. Meindl, P. – Supply Chain Management: Strategy, Planning and Operation, Pearson Education.			
	2. Chopra, S. Meindl, P. – Supply Chain Management: Strategy, Planning and Operation,			
	S.K. Bhat -Logistics Management Himalayan Publishing House			
	Heizer, J., Render, B. & Munson, C. – Operations Management, Pearson.			
Reference books	Ballou, R. H. – Business Logistics / Supply Chain Management, Pearson.			
	Monczka, R., Handfield, R., Giunipero, L. & Patterson, J. – Purchasing and Supply Chain Management, Cengage Learning.			
Suggested Digital resource	1. APICS (Association for Supply Chain Management) – https://www.ascm.org			
	2. Council of Supply Chain Management Professionals (CSCMP) – https://cscmp.org			
	3. NPTEL: https://onlinecourses.nptel.ac.in/noc21_me18/preview			
Suggested pedagogies	Case study			
	Role play			
	Learning through Figures			
	PPT and 3D Model Preparations			

Name of Program	MMS	Semester	II
Name of the Course	On-the-Job Training	Course code	VMMSVS207
Credit	4	Course Duration	60 hours
Evaluation Scheme	Evaluation Pattern	Marks	
	Internal Evaluation	50	
	External Evaluation	50	
	Total	100	
Course Objectives:	1	Aligning classroom learning with industry requirements by providing hands-on exposure to emerging technologies and guided mentorship.	
	2	Foster critical thinking, problem-solving ability, and research abilities.	
	3	Inculcate teamwork, ethical values, and leadership while engaging in industry-academia collaborative projects.	
Course Outcome	CO1	Apply managerial knowledge to workplace practice and entrepreneurial opportunity recognition.	
	CO2	Analyze organizational culture and challenges to enhance career readiness and venture creation.	
	CO3	Evaluate tasks using research, critical thinking, ethical judgment, and entrepreneurial risk assessment.	
	CO4	Engage in professional communication and networking to build diverse and entrepreneurial collaborations.	
	CO5	Solve complex problems through teamwork, informed decisions, leadership, and resource mobilization for entrepreneurial initiatives.	
Pre-requisite	Basic understanding of managerial principles and corporate etiquette. Active participation and readiness to adapt to collaboration.		

Mode of Evaluation of OJT

- If the performance of a student is to be evaluated through an On-the-Job training, then End Term Examination (written) may not be suitable method of evaluation. The project evaluation to be done as per the following guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50
- The learner will work on on-the-job project which will be supervised or guided through regular interaction (at least once a week) with the mentor/guide.
- Learner will submit an OJT project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute.
- The project report will not be accepted if learner does not complete the project successfully and submit report on or before the deadline given for the project submission.
- The grade for Project can be awarded only after successful completion of Term Work and Oral Presentation / viva-voce as per the schedule.

Appendix List:

1. OJT undertaking
2. Student's CV Template
3. Organisational Outreach letter issued by College

4. Joining letter of the student
5. Student Diary (Log) Recording Format
6. Attendance sheet
7. Supervisor Evaluation of OJT student
8. Evaluation sheet of OJT by Institute
9. Guidelines of OJT Reports and Front pages
10. Students Feedback
11. Completion Certificate

1. OJT undertaking

1. Student Name:	
2. Current Address	
3. Residence Address	
4. Email ID	
5. Mobile No.	
6. Aadhar	
7. PAN	
8. Overall GPA	
9. Mode of Internship	
I confirm that I agree with the terms, conditions, and requirements of the OJT Policy Student Signature: _____ Date _____	
I confirm that the student has attended the OJT orientation, and he/she has met all paperwork and process requirements to participate in the OJT programme and has received approval from his/her mentor. Sign of Head of the Department/ Department Coordinator/Mentor _____ Date _____	

2. Student's CV Template

3. Organisational Outreach letter issued by College

<College/Department/Centre/Institute Letter Head>

To

The (Designation of the person addressed)

.....

Subject: Request for _____ weeks/hours OJT of Students pursuing__

Dear Sir/Madam,

The (Name of the College/department/centre/Institute) established in _____, is one of the leading Colleges/departments that reflects the vision of leading industrialists and educationalists. The College/department/centre/Institute has been recognized for its overall academic excellence and infrastructure⁹.

In view of the above, I request your good self to allow our following (no. of students) students for practical training in your esteemed organization. Kindly accord your permission and give at least one week for students to join training after confirmation.

Sr. No.	Name	Roll no.	Year	Department

The resumes of these students are attached to this letter. If vacancies exist, kindly plan for interviews for the students in the above branches.

A line of confirmation will be highly appreciated.

Yours sincerely

OJT/Internship Coordinator/Head of Department

4. Joining letter of student

To

(Designation of Person addressed)

.....

.....

Subject: Joining letter of student

Dear Sir,

Kindly refer to your letter/e-mail dated _____ on the above-cited subject. As permitted by your good self the following students will undergo OJT/ Internship in your esteemed organization under your sole guidance and direction

Sr. No.	Name	Roll no.	Year	Department

This training is an essential part of the curriculum, and the following guidelines have been prescribed in the curriculum for the training. You are, therefore, requested to please issue the following guidelines to the concerned OJT supervisor.

- Each student is required to prepare an OJT diary and report.
- Kindly check the OJT diary of the student on a timely manner.
- Issue instructions regarding working hours during training and maintenance of the attendance record
- You are requested to evaluate the student's performance based on the below-mentioned parameters (we will provide you with the evaluation sheet):

Completion of Hours	Quality/Performance	Punctuality/Regularity
---------------------	---------------------	------------------------

The performance report may please be forwarded to the undersigned on completion of training in a sealed envelope or in an email.

Your efforts in this regard will positively enhance the knowledge and practical skills of the students, your cooperation will be highly appreciated, and we shall feel obliged.

The students will abide by the rules and regulations of the organization and will maintain proper discipline with keen interest during their OJT. The students will report to you on _____

_____ (date) along with a copy of this letter. Yours sincerely,

Internship Coordinator/ HoD

5. Student Diary (Log) Recording Format

Student Diary (Log) Recording Format

Week	Task Assigned	Activities Performed	Key Learnings	Additional Remarks
Week 1 (Duration)				
Week 2 (Duration)				
Week 3 (Duration)				

6. Attendance sheet

Name & Address of organization

<Organization Letter Head>

Name of the Student	
Roll Number	
Name of Course	
Date of Commencement of Training	
Date of Completion of Training	

Month and Year:

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

- The attendance sheet should remain affixed to the Daily Training Diary. Do not remove or tear it off.
- Holidays should be marked in Red Ink in the attendance column. Absent should be marked as 'A' in Red Ink.

Name and Signature of OJT Supervisor (with date)

7. Supervisor Evaluation of OJT student

<Organization Letter Head>

Student Name: _____ Date _____

OJT Supervisor: _____ Title: _____

Organization: _____

OJT Address: _____

Dates of OJT: From _____ To _____

Please evaluate the intern based on the points mentioned in the table below.

S.no.	Particular	Marks
1	Completing of Hours (out of 20)	
2	Quality/Performance (out of 20)	
3	Punctuality/Regularity (out of 10)	
Total (out of 50)		

Overall performance of student intern (circle one): (Needs improvement / Satisfactory / Good / Excellent)

Additional comments, if any:

Signature of Industry/organization supervisor _____

8. Evaluation sheet of OJT by Institute

1. Name of Student _____
2. Mob. No. _____
3. Roll No. _____
4. Branch/Semester _____
5. Period of Training _____
6. Address of Training Site/organization: _____
7. Type of Work Date of Evaluation
Please rate the following:

S.no.	Particular	Marks
1	Weekly Reporting (out of 15)	
2	Written Report (out of 20)	
3	Viva-Voce /Presentation (out of 15)	
Total (out of 50)		

Additional Remarks (if any):

Signature of Faculty Mentor

9. Guidelines of OJT Reports and Front pages

GUIDELINES FOR OJT REPORT**Format of the OJT report:**

- Title of the Report: On-the-Job Training Experience Report
- Name of the student:
- Name of the organization:
- Department/Division where training took place
- Duration of Training: [Start Date to End Date of Training]
- Date of Submission: [Date of submitting the report]

The following is a suggested outline. However, the students are advised to consult their respective OJT mentors.

CHAPTER SCHEMES:**1. INTRODUCTION:**

Introduction of the project work: Name of the company, department, branch, Job description, Role, and Responsibilities.

2. COMPANY OVERVIEW:

Mention content like vision, mission, objectives, organisation structure, future plan, turnover, milestones, products and services offered etc.

SWOT and PESTEL analysis of the organization should be covered.

3. TRAINING OBJECTIVES:

Teamwork and Collaboration, Problem Solving, understanding work environment [Students can add/modify]

4. TRAINING EXPERIENCE:

Write your experience in 200 words

5. SKILLS DEVELOPED:

- Technical Skills
- Soft/communication skills
- Analytical skills
- People Skills
- Time management

6. ACHIEVEMENTS & CONTRIBUTION:**7. CHALLENGES FACED: (Can use the following points and add own)**

- Till the time students understand the work culture, the OJT is over.
- Articulation of thoughts
- Understanding of people

8. LESSONS LEARNED:

- Patience, regularity, punctuality, communication

9. RECOMMENDATIONS:

- Lack of unity of command, Expected availability beyond office hours, Ambiguous job role, Inadequate guidance and any other as per individual experience.

10. CONCLUSION:

- Summary of skills learnt, gap bridged, and knowledge or skills to be gained further

11. APPENDICES (IF ANY):

- For the OJT component, students must include relevant documents such as daily reports, logs, photographs, feedback forms, or any other materials that were part of the practical training.
- Each item should be clearly labeled (e.g., Appendix A: OJT Dairy, Appendix B: Attendance Sheet) and referenced in the main report where applicable.

12. REFERENCES:

- Source (publisher, journal name, website, etc.)

DOCUMENTATION DETAILS:

1. Pagination details

- ✓ Pages required – Min.12 pages; Max. - 20 pages (excluding front page & index)
- ✓ Font - Times New Roman
- ✓ All content text - Font size 12 pt
- ✓ Titles & Chapter Heading – Bold & Font size 14 pt.
- ✓ The typed text should be in black, and Graphs and Charts can be colored
- ✓ Page Margins - 1.5” left & 1”remaining sides; Line spacing - 1.5”
- ✓ Page numbering - Starting as page no. 1 after the index

2. Printing

- ✓ Total No. of Copies need to be submitted - 1 (SPIRAL BINDING)
- ✓ The report shall be prepared on A-4 white bond paper.
- ✓ The report shall be printed on one side of the paper on

10. Students' Feedback

11. Completion Certificate

Name of Program	MMS	Semester	II	
Name of the Course	Corporate Skills	Course code	VMMSSSE208	
Credit	2	Course Duration	30 hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	10		
	Continuous Internal Assessment (CIA) 2	10		
	Continuous Internal Assessment (CIA) 3	5		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	To develop ethical conduct, professional etiquette, and cross-cultural awareness for a strong corporate presence.		
	2	To enhance emotional intelligence, adaptability, and leadership skills through experiential and workplace-oriented learning.		
	3	To foster career readiness by creating portfolios, networking strategies, and entrepreneurial solutions for professional growth.		
Course Outcome	CO1	Explain professional etiquette, cross-cultural norms, and ethical conduct to strengthen corporate presence.		
	CO2	Apply the emotional intelligence and empathy frameworks to workplace scenarios for effective teamwork.		
	CO3	Analyze organizational change situations to identify strategies for adaptability, reliability, and resilience.		
	CO4	Evaluate leadership approaches and conflict resolution techniques in hybrid and cross-cultural team settings.		
	CO5	Create professional portfolios, networking strategies, and entrepreneurial solutions for career advancement.		
Pre-requisite	A better understanding of managerial communication from Sem I			
E-Learning tools	Quizziz, Microsoft Teams, Zoom, Google meet,			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Corporate Etiquette, Professional Ethics & Personal Branding	- Professional grooming and workplace etiquette - Dining, travel, and social etiquette - First impressions and executive presence - Cross-cultural etiquette in global business contexts - Building a strong personal brand (offline & digital presence) - Storytelling for professional impact - Professional ethics and integrity in conduct Self-Learning: Understanding of Etiquettes	CO1	6
2	Emotional Intelligence, Empathy & Self-Motivation	- Emotional intelligence framework (self-awareness, regulation, empathy) - Empathy in leadership and teamwork	CO2	6

		● Self-motivation: goal setting, persistence, resilience ● Role plays on empathy-driven and self-motivated decision-making ● Building trust and rapport in diverse environments		
3	Self-Management, Reliability & Adaptability in Change	● Self-discipline and time management strategies ● Stress management and resilience building ● Reliability: accountability, consistency, dependability ● Adaptability and growth mindset during organizational change ● Fundamentals of change management: navigating transitions, overcoming resistance ● Resilience in career transitions and setbacks	CO3	6
4	Leadership, Teamwork & Conflict Resolution in Hybrid Environment	● Leading remote and hybrid teams effectively ● Collaboration tools and digital etiquette ● Conflict resolution and negotiation skills ● Cross-cultural sensitivity and inclusivity in global teams ● Leading change in virtual/hybrid contexts ● Innovation and intrapreneurship in corporate problem-solving	CO4	6
5	Career Readiness, Networking & Entrepreneurial Mindset	● Resume and CV writing for corporate roles ● Writing enquiry mails and professional cover letters ● Interview preparation: mock interviews, behavioural and case questions ● Networking strategies and relationship building (offline & online) ● Entrepreneurial and intrapreneurial thinking for career growth ● Global awareness in networking and career development	CO5	6
Textbooks	<i>Business Etiquette: A Guide for the Indian Professional</i> by Shital Kakkar Mehra			
	Emotional Intelligence by Daniel Goleman			
	<i>Organizational Behaviour</i> – K. Aswathappa (includes motivation and EQ frameworks in Indian corporate context)			
	CORPORATE EMPLOYABILITY SKILLS, Centre for Education Growth and Research (CEGR)			
Reference books	Drive: The Surprising Truth About What Motivates Us by Daniel H. Pink			
	The 7 Habits of Highly Effective People by Stephen R. Covey			
	Between Borders, Beyond Boundaries: Strategies for Authentic Business Engagement in an Interconnected World, Muraly Srinarayanathas, Forbes Books			
Suggested Digital resource	LinkedIn Learning, Coursera			
	NPTEL: https://nptel.ac.in/courses/109107121 NPTEL https://onlinecourses.nptel.ac.in/noc26_hs47/preview			

	TCSiON https://www.tcsion.com/courses/interview-and-job-prep/introduction-to-soft-skills/ https://alison.com/course/soft-skills-for-professionals?utm_source=google&utm_medium=cpc&utm_campaign=Performance-Max_Tier-5_Recruitment&gad_source=1&gad_campaignid=23641328158&gbraid=0AAAAADt7cD01P1qNc_IOqrT1UDJU2jOzO&gclid=CjwKCAjwnZfPBhAGEiwAzg-VzLGFy6U50c5iuaxa87Pou3EaCHDaTnS6NwigGSTnqKcHBdbk58bfBoCqbYQAvD_BwE
Suggested pedagogies	Role plays, cases, mock interviews, building LinkedIn profiles, group discussions, Drafting CVs and applications, Industry expert talks, alumni interactions, peer learning

Name of Program	MMS	Semester	II	
Name of the Course	Business Analytics	Course code	VMMSSSE209	
Credit	2	Course Duration	30 hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	10		
	Continuous Internal Assessment (CIA) 2	10		
	Continuous Internal Assessment (CIA) 3	5		
	Semester End Examination	25		
	Total	50		
Course Objectives:	1	To develop foundational knowledge of business analytics concepts, data ethics, and the role of analytics in organizational decision-making.		
	2	To apply analytical tools and techniques (Excel, R, SQL, Power BI) for data cleaning, statistical analysis, visualization, and KPI design.		
	3	To integrate business frameworks and case studies for creating dashboards, storytelling with data, and solving functional problems across domains.		
Course Outcome	CO1	Explain the foundations and evolution of business analytics.		
	CO2	Apply data handling and cleaning techniques using Excel.		
	CO3	Design and evaluate business metrics and frameworks (KPI, funnel, cohort, RFM).		
	CO4	Develop dashboards and visualizations in Excel and Power BI.		
	CO5	Analyze industry case studies and present applied projects integrating Excel, R, and Power BI.		
Pre-requisite	Basic statistics (covered separately in Statistics course) Familiarity with MS Excel Introductory computer/data handling skills			
E-Learning tools	Microsoft Excel, Power BI, RStudio, Kaggle			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Foundations of Business Analytics	- Definition, evolution, and types of analytics (descriptive, diagnostic, predictive, prescriptive) - Business analytics vs. business analysis; BI vs. Data Science - Data → Information → Knowledge → Insights - Importance of data, 5Vs of Big Data - Ethics, privacy, security, and data sources - Self-Learning: Explore Harvard Business Review articles on analytics	CO1	5

		ethics and data privacy.		
2	Analytical Decision-Making & Data Handling	- Analytical decision-making process and characteristics - Breaking down business problems into key questions - Skills of a good business analyst - Data lifecycle and data quality dimensions - Data cleaning fundamentals (missing data, outliers, duplicates) - Exploratory Data Analysis (EDA) using Excel - Self-Learning: Practice data cleaning in Excel using sample datasets from Kaggle.	CO2	6
3	Business Metrics & Statistical Concepts (Excel Focus)	- Central tendency (mean, median, mode) and dispersion (range, variance, SD) - Correlation and covariance (Excel functions) - Probability basics (conceptual, not mathematical proofs) - KPI design, leading vs. lagging indicators - Funnel analysis, cohort concepts, RFM framework - Time-series basics: trends, seasonality, moving averages (Excel charts) - R basics: installing R, using RStudio, importing data, simple descriptive statistics - Self-Learning: Use Excel functions for mean, variance, correlation, and time-series charts.	CO3	7
4	Visualization, Dashboards & Storytelling (Power BI)	- Visualization principles - Introduction to Power BI (connecting data, basic charts, dashboards) - Storytelling with data - Peer review of visuals for clarity and accuracy - Self-Learning: Read Information Dashboard Design by Stephen Few – focus on visualization principles.	CO4	6
5	Visualization, Dashboards & Storytelling	- Industry case studies (marketing, finance, operations, HR) - Peer-to-peer learning: analytics evolution, structured vs. unstructured data, difference between data/information/knowledge - Applied mini-projects using Excel, R, and Power BI - Self-Learning: Explore Indian business case studies	CO5	6
Textbooks	Business Intelligence and Analytics (Pearson) : Sharda, R., Delen, D., Turban, E.			
	Business Analytics (Pearson) : Evans, J.R.			

	Business Analytics- H.K. Dangi & Gurveen Kaur, Taxmann
	<i>Data Analysis and Decision Making with Excel:</i> Winston, W.
Reference books	<i>Business Analytics</i> (Taxmann Publications, 2023): Prof. Dr. R. Gopal
	<i>Business Analytics Case Studies</i> (Flipkart edition, 2023), Praveen Gujjar
	Business Analysis and Valuation (Tata McGraw Hill) : Krishna G. Palepu
	Data Science for Business (O'Reilly) : Provost, F., Fawcett, T.
Suggested Digital resource	Microsoft Excel, Coursera, HBR articles
	Coursera: https://www.coursera.org/learn/business-analysis-fundamentals#modules NPTEL: https://nptel.ac.in/courses/106101224 ORACLE Academy: https://learn.oracle.com/ols/course/essentials-business-analytics-tafe/84078/84095
Suggested pedagogies	Hands-on training, Labs, Guest lecture, Group projects, Peer learning
	Case studies, Simulations, HBR article

Name of Program	MMS	Semester	II	
Name of the Course	Applied Managerial Psychology	Course code	VMMSE210	
Credit	3	Course Duration	45 Hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	• To integrate psychological theories with managerial practices for effective decision-making and leadership.		
	2	• To develop cognitive, emotional, and behavioral insights for managing individuals and organizations.		
	3	• To apply neuroscience, personality frameworks, and emotional intelligence in solving managerial challenges.		
Course Outcome	CO1	Demonstrate understanding of psychological foundations and apply them to managerial contexts.		
	CO2	Analyze how perception and biases influence managerial judgment and workplace decisions.		
	CO3	Evaluate and apply learning theories and behavioral strategies to improve organizational performance and employee engagement.		
	CO4	Evaluate the role of memory and knowledge management in organizational decision-making and collective learning.		
	CO5	Integrate cognition, emotional intelligence, and neuroscience insights to design innovative leadership and decision-making frameworks.		
Pre-requisite	Ability to observe and interpret human behaviour, Basic analytical thinking skills, Sensitivity towards social and psychological issues			
E-Learning tools	LinkedIn Learning, Canva, Google Classroom, Webinars, Quizizz, etc.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Basics of Psychology	- Introduction to Psychology, Definitions of Psychology, Goals of Psychology, - Psychology, Psychology: Trends for the New Millennium. The Brain and Consciousness – states of consciousness, dreams, hallucinations, - The Brain and Human Behavior.	CO1	7

		• Managerial Applications of Psychology, Cognitive Neuroscience in Leadership, Psychological Trends in Business • Personality Framework • Self-Learning for the concept of “Goals of Psychology”.		
2	Sensation and Perception	• Sensing and perceiving, Absolute and Differential Thresholds, Sensory Adaptation, The Senses - Hearing, Vision • Perception, Factors affecting Perception, Process of Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual • Development and Learning. • Managerial Perception & Decision-Making, Workplace Biases, Cross-cultural Perception in Global Business • Self-Learning for the concept of “Perception”.	CO2	7
3	Learning and Conditioning	• A Definition of Learning, Instrumental Conditioning & Theory of B.F. Skinner, • Hawthorne Effect, Basic Conditioning and Learning Phenomena • Reinforcement, Schedules of Reinforcement. • Organizational Learning, Experiential Learning, Learning Organizations, Coaching & Mentoring, Behavioral Economics in Management • Self-Learning for the concept of “What is Learning”.	CO3	9
4	Memory:	• Definition of Memory, Types of Memory- Immediate, Short term, Long Term, factors affecting Memory • The Three Components of Memory – Encoding, Storage, Retrieval. • Information Processing Theory	CO4	7

		• Managerial Memory, Knowledge Management, Collective Organizational Memory, Decision-Making & Memory Biases • Self-Learning for the concept of “Memory Types”.		
5	Cognition:	• Thinking- Mental Imagery, Problem solving, Decision Making, Language Development. • Emotions-Psychology of Emotions, Theories of Emotion, EI in Leadership, Stress & Resilience, Neuroscience Applications • Cognitive biases in decision making, Emotional Intelligence • Cognitive Biases in Strategic Decisions, Managerial Thinking Styles, Creativity & Innovation in Cognition. • Self-Learning for the concept of “Emotions”.	CO5	15
Textbooks	1. Psychology Ciccarelli, S.K. & Meyer, G.E Pearson Education Ltd. 5th Edition.			
	2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, 7th Edition.			
	3. Baron, R.A. & Branscombe, N.R. – Social Psychology			
Reference books	1. Understanding Psychology, Robert Feldman, McGraw Hill, 15th Edition.			
	2. Psychology, Baron, R.A. and Misra, G. Pearson education Ltd.			
	3. The Psychology of Management, Sanchi Khullar			
	4. Industrial/Organizational Psychology: An Applied Approach 8th Edition, by Michael Aamodt, Cengage Learning			
	5. Introduction to Industrial and Organizational Psychology, 6th Edition 6th Edition, Ronald E. Riggio, Pearson			
	6. Applied Psychology in Human Resource Management, Wayne F. Cascio, Herman Aguinis, Pearson College Div			
Suggested Digital resource	SWAYAM: https://nptel.ac.in/courses/109102157 , Coursera, Google Scholar, Research gate, Harvard Business School Case Study			
Suggested pedagogies	1. Case Study Method			
	2. Role Plays			
	3. Group Discussion.			
	4. Field Study			

Name of Program	MMS	Semester	II	
Name of the Course	Economic Environment and Policy	Course code	VMMSE211	
Credit	3	Course Duration	45	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To build understanding of the business environment through macroeconomic concepts and their relevance to managerial decision-making.		
	2	To develop the ability to interpret macroeconomic data and assess its impact on industries, markets, and business strategy.		
	3	To familiarize learners with monetary, fiscal, and external sector policies and their implications for business and the global economy.		
Course Outcome	CO1	Explain the business environment and compare major macroeconomic schools of thought to understand their relevance to business decisions.		
	CO2	Apply concepts of circular flow, national income accounting, and macro variables to interpret economic performance.		
	CO3	Analyze the impact of key Indian economic policies and initiatives on business and development.		
	CO4	Examine money supply, credit creation, and inflation dynamics to assess their effects on the economy.		
	CO5	Evaluate monetary and fiscal policy measures, Union Budget components, and external sector dynamics for policy application and decision-making.		
Pre-requisite	Basic understanding of micro and macroeconomic concepts (demand–supply, GDP, inflation, fiscal and monetary policy), Awareness of current economic issues in India and globally through news reading, Ability to interpret basic data, tables, and graphs Interest in public policy, governance, and business environment.			
E-Learning tools	Google Classroom, Google Form (Quizzes), YouTube, NDTV Profits, CNBC Awaaz, CNBC TV18			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Business Environment & Evolution of Macroeconomics	Definition, nature, scope; internal vs external; micro vs macro environment; limitations of environmental analysis; Impact on business (case studies). Economic indicators & business impact, Business cycles and Industry analysis (Porter’s overview).	CO1	8

		Self-Learning: Basic Understanding of Business Environment.		
2	Functioning of an Economy & National Income	Circular flow (2, 3, 4-sector); Consumption & Investment functions. Growth vs Development; interlinkages of macro variables; Business Cycles. National Income Accounting: GDP, NDP, GNP, GVA; Real vs Nominal; Deflator. Indian Policy Context: 1991 LPG, Atmanirbhar Bharat, Make in India, Digital India, Start-up policy, MSME redefinition, Infrastructure thrust, NITI Aayog, Jan-Dhan, Aadhaar, Amritkaal–Viksit Bharat. Self-Learning: Basic Understanding of Functioning of Economy.	CO2	10
3	Money, Banking & Inflation	Concepts of money; aggregates (M1–M3, L1–L3); money supply & demand; velocity; credit creation, types and determinants of credit creation and changing banking scenario. *Case: Impact of liquidity changes on business Inflation: headline, core, food; demand-pull, cost-push; effects of Inflation; stagflation (India context). Self-Learning: Basic Understanding of Inflation.	CO3	9
4	Monetary Policy, Fiscal Policy & Union Budget	Role of central bank; methods and instruments of credit control . Objectives of monetary policy; inflation targeting. Role of Reserve Bank of India and Monetary Policy Committee; reading of monetary policy review. Fiscal policy: public expenditure, taxation, public debt; role in developing country. Union Budget: format, sources and uses of funds, types of deficit, financing fiscal deficit, debt financing. Self-Learning: Basic Understanding of Monetary and Fiscal Policies.	CO4	9
5	External Sector & Policy Application	Balance of Payments: structure, disequilibrium, corrective measures Exchange rate systems; capital account convertibility; Impossible Trinity Role of International Monetary Fund in the international monetary system. Case studies, data interpretation, and student presentations on current macroeconomic issues Self-Learning: Basic Understanding of Balance of Payment.	CO5	9
Textbooks	Dutt, R. & Sundaram, K.P.M. <i>Indian Economy</i>, S. Chand Publishing.			
	Mishra, S.K. & Puri, V.K. <i>Indian Economy</i>, Himalaya Publishing House.			
	Agrawal, A.N. <i>Indian Economy: Problems of Development and Planning</i>, New Age International.			
Reference books	Uma Kapila (Ed.) <i>Indian Economy Since Independence</i>, Academic Foundation.			
	Jean Drèze & Amartya Sen <i>An Uncertain Glory: India and its Contradictions</i>, Penguin Books.			
	Kaushik Basu <i>An Economist in the Real World</i>, MIT Press.			
	Uma Kapila (Ed.) <i>Indian Economy Since Independence</i>, Academic Foundation.			
	*Case Study: https://www.rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=49582			
Suggested	Reports and data from Reserve Bank of India (DBIE, Monetary Policy, Annual Report)			

Digital resource	Economic Survey & Union Budget from Ministry of Finance
	Data and country reports from World Bank and International Monetary Fund
	Policy papers from NITI Aayog
	Analysis of Economic Survey and Budget highlights
Suggested pedagogies	Data interpretation exercises using RBI/World Bank data
	Case studies on recent economic policies and reforms
	Group discussions on current economic issues
	Policy review presentations by students

Name of Program	MMS	Semester	II	
Name of the Course	Legal and Tax Aspects of Business	Course code	VMMSE212	
Credit	3	Course Duration	45 hours	
Evaluation Scheme	Evaluation Pattern	Marks		
	Continuous Internal Assessment (CIA) 1	20		
	Continuous Internal Assessment (CIA) 2	20		
	Continuous Internal Assessment (CIA) 3	10		
	Semester End Examination	50		
	Total	100		
Course Objectives:	1	To gain basic knowledge of laws related to business.		
	2	To understand and apply taxation concepts in real situations.		
	3	To build skills to handle legal and financial issues in business.		
Course Outcome	CO1	Understand and explain the consequences of applicability of laws in business situations		
	CO2	Apply legal provisions in practical business scenarios for compliance and decision-making		
	CO3	Analyze legal cases to enhance critical thinking and interpretation skills		
	CO4	Evaluate rights and duties under various legal Acts in different business contexts		
	CO5	Create income tax computations for individuals and corporates		
Pre-requisite	Fundamental knowledge of business concepts, accounting principles, and basic understanding of legal frameworks.			
E-Learning tools	- Google Classroom, Zoom, and Microsoft Teams for delivering lectures, sharing study materials, and conducting discussions. - Platforms like YouTube support self-learning through recorded lectures and courses.			
Unit No.	Title of Unit	Content	CO mapping	No. of hours
1	Business Laws	- The Indian Contract Act - The Sale of Goods Act - Introduction to Companies Act – Important Provisions Self-Learning: Contract v/s Agreement Case laws in contract act	CO1 CO2	10
2	Laws related to Consumers	- The Consumer Protection Act - The Right to Information Act Self-Learning: Process of ITR, Case laws in the Consumer Protection Act	CO1 CO4	7
3	Finance Laws	- Securities Contract Regulation Act - The Negotiable Instruments Act Self-Learning: Cheques, Bills of Exchange etc	CO2 CO3	8

4	Intellectual Property Rights	• Trademark • Copyright • Patent • Self-Learning: Process of IPR	CO3 CO4	8
5	Tax System	• Direct Tax • Indirect Tax (GST, Custom Duty) • Self-Learning: Computation of tax liability, GST reforms	CO2 CO5	12
Textbooks	Legal Aspects of Business Akhileshwar Pathak			
	Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.: Part I & Part IV			
	Students Guide to Income Tax - Monica Singhanian and Vinod Singhanian			
Reference books	Aggarwal Rohini, Mercantile & Commercial Law, Taxmann			
	Kapoor Gulshan, Business Law. New Age International Pvt. Ltd Publishers			
	Maheshwari & Maheshwari, Principle of Mercantile Law, National Publishing Trust.			
Suggested Digital resource	• Google Scholars • Swayam NPTEL Courses https://onlinecourses.swayam2.ac.in/e-learning/preview/nou22_cm16 https://onlinecourses.swayam2.ac.in/e-learning/preview/cec23_cm09 https://onlinecourses.nptel.ac.in/noc24_mg138/preview • Website ICSI- https://www.icsi.edu/home/ e-Filing Income Tax Department- https://www.incometax.gov.in/iec/foportal/			
Suggested pedagogies	• Case study analysis, and practical problem-solving methods. • Interactive techniques such as group discussions, presentations, and real-life case laws & ITR Files.			