

University of Engineering and Management, Jaipur
School of Management
1st Semester Structure of MBA (2026-28)

Code	Subject Name	Credit	Type
Theory Papers			
MBA101	Micro Economics	4	Theory
MBA104	Legal Business Environment & Corporate Ethics	4	Theory
MBA 105	Marketing Management	4	Theory
MBA106	Statistical Inference for Decision Making (Operations Research)	4	Theory
MBA 107	Human Resources Management	4	Theory
MBAESP101	Essential Studies for Professionals - I	2	Theory
Sessional Papers			
MBA102	Organizational Behaviour	4	Sessional Paper
MBA103	Communication including Business Aspects	4	Sessional Paper
MBASDP181	Skill Development for Professionals-I	1	Sessional Paper
LAB			
MBA 191	Excel I	2	Lab



University of Engineering & Management, Jaipur

Syllabus for MBA Admission Batch (2026-28)

Paper Name: Micro Economics

Paper Code- MBA101

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

CO 1: Understand the economic principles and tools that are essential for effective decision-making in business and managerial contexts.

CO 2: Learn how to make the ‘optimal choice’ in context of consumer’s purchase decision, producer’s output decision and the pricing decision under different market structures.

CO 3: Evaluate the impact of any decision – like pricing decision, output decision, or any strategic decision on the firm’s profit as well as on the ‘market equilibrium’.

CO 4: Assess market demand, evaluate competitors’ behavior, and prepare strategy pertaining to pricing, cost, profit depending on the types of product and its market.

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

	<i>T1- Chapter-4,5</i>			
	1.4 Equilibrium Analysis Text Book Mapping: <i>T1- Chapter-4,5</i> <i>T2- Chapter-8</i>	Market equilibrium, Comparative Statics -changes in equilibrium due to change in demand, supply. Consumer and Producer Surplus; Price Controls – Price Ceilings, Price Floors. Impact of tax and subsidy.		
2	2.1 Theory of Production Text Book Mapping: <i>T1- Chapter-8</i>	Production Function, Short Run and Long Run Production, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Diminishing Returns, Relationship between TP, AP and MP; Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Fixed proportion and Variable proportion, Production Functions – Homogeneity. Return to a factor and return to scale –CRS, IRS, and DRS; Economies and diseconomies of scale – Ridge Lines.	International Academia Mapping : <i>(https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/)</i> AICTE prescribed Syllabus:	1. MIT OpenCourseWare Assignment – Q11. – Q14. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/) 2. MIT OpenCourseWare Assignment – Q10. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/)

	2.2 Theory of Cost Text Book Mapping: T1- Chapter-7	Technical efficiency versus Economic Efficiency – Introduction to Costs; Cost Function - Short Run and Long Run Costs of Production, Fixed and Variable Costs, Total, Average and Marginal Cost and Relationship between them; Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC; Finding the Long Run Cost Schedules from the Production Function	https://www.aicte-india.org/flipbook/p&ap/Management/Mngt.html	2004/resources/pset2/ 3. MIT OpenCourseWare Assignment – Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/70d56e20c10b846b307ac9b5bbc91c4d_03_due_10_08_04.pdf)
	2.3 Firm's Optimal Choice Text Book Mapping: T1- Chapter-8	Optimum Input choice - Isocost Lines, Finding the Optimal Combination of Inputs, Expansion Path; Firm's choice - Production of a given output at the Minimum Cost, Production of the Maximum Output with a given level of Cost	Industry Cases Mapping: Articles/Industry Cases taught at the Wharton School of the University of Pennsylvania, will be used module wise. (https://mba-inside.wharton.upenn.edu/wp-content/uploads/2017/03/2016CMGEC611.pdf)	
3	3.1 Perfect Competition Text Book Mapping: T1- Chapter-10	Characteristics of Perfect Competition, Profit Maximization in Competitive Markets, Price determination under Perfect Competition; Output Decision: Shut Down Point, Break Even Point	International Academia Mapping : (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/)	1. MIT OpenCourseWare Assignment – Q7. – Q10. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset1/)

	3.2 Monopoly Text Book Mapping: T1- Chapter-11 T2- Chapter-10	Characteristics of Monopoly firm, Sources and causes of Monopoly; Demand and Marginal Revenue under Monopoly, Profit Maximization under Monopoly. Pricing with market power- Price Discrimination; Peak load Pricing; Two Part Tariff, Block Pricing, Commodity Bundling.	AICTE prescribed Syllabus: (https://www.aicte-india.org/flipbook/p&a p/Management/Mngt.html) Industry Cases Mapping: Articles/Industry Cases taught at the Wharton School of the University of Pennsylvania, will be used module wise. (https://mba-inside.wharton.upenn.edu/wp-content/uploads/2017/03/2016CMGEC611.pdf)	2. MIT OpenCourseWare Assignment – Q11. From the following link (https://ocw.mit.edu/courses/15-024-applied-economics-for-managers-summer-2004/resources/pset2/) 3. MIT OpenCourseWare Assignment – Q1. – Q4. From the following link (https://ocw.mit.edu/courses/15-010-economic-analysis-for-business-decisions-fall-2004/d4cedf1287716927c7320bfa2c765c7c_04_due_11_04_04.pdf)
	3.3 Monopolistic Competition Text Book Mapping: T1- Chapter-12	Characteristics of monopolistic competition, Output and Pricing Decisions, Product differentiation, Advertising		
	3.4 Oligopoly Text Book Mapping: T1- Chapter-13	Characteristics of an oligopoly market; Interdependence of strategic decision making under Oligopoly; Collusion, Cartels, Price Leadership		

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 3rd Edition, Mc Graw Hill

2. Robert Pindyck, Daniel Rubinfeld; Microeconomics, 8th Edition, Pearson Education

Reference Books:

1. H L Ahuja; Managerial Economics; S Chand Publishing, 9th edition, 2017
2. Michael R Baye, Jeffrey T Prince; Managerial Economics and Business Strategy, 9th edition, 2022
3. Truett and Truett; Managerial Economics; Wiley India, 8th edition, 2022
4. Dominick Salvatore, Siddhartha Rastogi; Managerial Economics; Oxford University Press, 9th edition, 2020
5. Sampat Mukherjee; Modern Economic Theory-I; Global Net Publication, 12th Edition, 2021



University of Engineering & Management, Jaipur



1st Semester Syllabus for MBA Admission Batch (2026-28)

Paper Name: Organizational Behavior

Paper Code- MBA102

COURSEOBJECTIVES:

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

COURSE OUTCOMES

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

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

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

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

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

1	Motivation	Introduction, Theories of Motivation– Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement–Motivation Theory, McGregor’s Theory X&Y, Vroom’s Expectancy Theory	International Academia https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/pages/lecture-notes/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping - Role Play and scenario analysis Identifying motivational problems(6 scenarios) Caselet What motivates Neha? Text Book Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter-5	Exercise Measuring your equity sensitivity
2	Diversity, Personality & Values	Meaning of Diversity, Sources of Diversity, Self-concept, Self-awareness and awareness of others, Diversity issues in workplace, Handling diversity, Meaning of Personality, Theories of Personality,	International Academia https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/pages/lecture-notes/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	Exercise -How to rate your self-esteem? (34 standard statements). - Big five personality test

			df Industry Mapping Raman Textile Mill Case Discussion Group Discussion Is Personality Real? The person-situation dilemma Text Book Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter-2 & 3 Organizational Behaviour- Robbins, Judge and Bruice: Chapter-4	
2	Perception and Learning	Perception Process, Factors Influencing Perception, common perceptual distortion, Johari for self-understanding and effectiveness, Perception Management in Organization. Theories of learning Classical conditioning, Operant conditioning, cognitive learning and social learning. 'self-reinforcement'. Reinforcement	International Academia: https://ocw.mit.edu/courses/15-311-organizational-processes-fall-2003/pages/assignments/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Caselet:	Exercise Know your Emotional Quotient (Survey)

			<i>Phoenix Electronics</i> Group Discussion <i>Is being modern a disqualification?</i> Textbook Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 4	
3	Emotions, Attitudes and Job Satisfaction	Understanding emotions, Emotional Intelligence, Influence of emotions on behavior, Attitudes, components of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Job Satisfaction, Trends and Issues	International Standards: https://ocw.mit.edu/courses/15-341-individuals-groups-and-organizations-fall-2006/pages/syllabus/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Role Playing and O.B. Mod. Textbook Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 3	Case Study: The Elite Circle of \$1 CEOs Textbook: Fred Luthans, Organizational Behavior, McGraw Hill Education

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

			Textbook Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 10, 13 & 14	
4	Organizational Culture and change	Functions of Organizational culture, Distinguishing between Culture and climate, Improving organizational climate, Meaning of organizational change, Drivers of Organizational change, Barriers to Organizational change, Lewin's 3-phase model of change management, Kotter's 8-step model	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Bosch Group in India: Transition to a Transnational Organization Textbook Mapping Organizational Behaviour- Osborn, Uhl-Bien, Wiley, Chapter- 10, 13 & 14	

Text Book

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

Reference Books

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



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1st Semester Syllabus for MBA Admission Batch 2026-28

Subject Name: Communication including Business Aspects

Subject Code: MBA 103

Credit: 4

Lecture Hours: 40

Relevant Links:

Study Material: <https://docs.google.com/document/d/1oGo6wnNLCqlaK61yt>

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

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

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

Infosys Springboard:

COURSE DESCRIPTION

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

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

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

COURSE OUTCOMES

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

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

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

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

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

Module	Topic	Sub Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignments
I	Introduction & Communication Basics	Introduction & Communication Basics – Definition, Purposes, Types, Process and Barriers of Communication	<i>International Academia:</i> https://www.coursera.org/specializations/effective-business-communication <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> • Communication Basics • Software: Orell Talk https://orelltalk.com/	3	Activities on Purposes, Types, Process and Barriers of Communication Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
II	Honing Listening skills through language lab audio device.	1. Listening to audio clips and renowned personalities. 2. Listening to speeches and evaluate them. 3. Watching English movies and writing the synopsis and review.			

I.	Written Communication	Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading	<i>International Academia:</i> https://www.coursera.org/learn/english-composition <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> - Formal business Correspondence. - Software: Orell Talk https://orelltalk.com/	4	Written skills on grammar and related topics on modifiers and redundancies. Stages of Writing, Composing Business Messages Practice. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
I.	Report Writing	Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.	<i>International Academia:</i> https://www.coursera.org/learn/writing-english-university <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> Report writing and writing other relevant corporate documents. Software: Orell Talk https://orelltalk.com/	4	Creative writing skills on Report Planning, Types of Reports, Developing an Outline Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
II.	Internal Communication	Circulars Notices, Memos, Agenda and Minutes	<i>International Academia:</i> https://www.coursera.org/learn/english-common-interactions-workplace-basic-level	4	Activities on concise writing of Circulars Notices, Memos, Agenda and Minutes

			AICTE Prescribed Syllabus: https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing Industry Mapping: • Internal writing and documentation. • Software: Orell Talk https://orelltalk.com/		Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
II.	External Communication	Biodata & Resume/CV, Using Facsimiles (Fax), Electronic Mail writing, Handling Mail	International Academia: https://www.coursera.org/specializations/corporatecommunications https://www.coursera.org/specializations/effective-communication https://www.coursera.org/projects/create-resume-cv-libreoffice https://www.coursera.org/learn/lesson-business-english-skills-how-to-write-effective-openings-and-closings-to-emails AICTE Prescribed Syllabus: https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing Industry Mapping: • Campus Interviews and recruitment drives. • Software: https://orelltalk.com/	4	Interactive Practice sessions. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit

II.	Honing Speaking Skills	1. JAM/ Extempore practice (Just a Minute). 2. Debate 3. Mock Interview 4. Video CV making 5. PPT presentation			
II.	Role Play and Mock Interviews.	1. Hands on practice of dialogue writing and role play. 2. Introducing one before interview board.			
III.	GD practice sessions for helping them internalize the basic principles	1. Group Discussion on Current topics 2. Group Communication and necessary soft skills			
III.	Using Telephone at the Workplace	Introduction, Features of Telephone communication, Making arrangements and appointments, leaving and taking messages-- Voice mail, video conferencing and conference calls.	<i>International Academia:</i> https://www.coursera.org/learn/business-english-negotiating https://www.coursera.org/learn/ethics-of-communication <i>AICTE Prescribed Syllabus:</i>	4	Interactive Practice sessions. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit

			https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing		
			<i>Industry Mapping:</i> • Introduction- Greetings- Importance of Small Talk in Business-Business Organizations-- Jobs and Responsibilities. • Software: https://orelltalk.com/		

III.	Effective Business Communication Case Study	Small Business Communication Practices Case Studies.	<i>International Academia:</i> https://www.coursera.org/learn/business-english-negotiating https://www.coursera.org/learn/effective-corporate-communication-principles-evolution <i>AICTE Prescribed Syllabus:</i> https://drive.google.com/file/d/1X_nuIBJAUpMhy-5U0G_UX-AkXFqBjNbU/view?usp=sharing <i>Industry Mapping:</i> • Small Business Communication Practices Case Studies. • Software: https://orelltalk.com/	4	Interactive Practice sessions on Communication Case Studies of different companies. Study Material: https://docs.google.com/document/d/1oGo6wnNLCqlaK61ytZ2FKXd0I9SwZYVJ/edit
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TEXT BOOK:

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

Released June 2017 Publisher(s): Pearson India

REFERENCE BOOKS:

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



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1st Semester Syllabus for MBA Admission Batch (2026-28)



Paper Name: Legal Business Environment & Corporate Ethics

Paper Code- MBA104

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

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

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

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

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

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

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

5	E-Commerce Legislation IT Act	IT Act, Legal Issues and Challenges of E-commerce, Online Payment mechanisms, ODR, Alternate Dispute resolutions	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study
6	Law relating to Business Organizations	Forms of Business Organization, Partnership Trusts.	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study
7	Companies Act, 2013	Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies.	<i>International Standards:</i> (https://www.coursera.org/learn/corporate-commercial-law-part2) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study
8	Consumer Protection Act	Consumer Protection Laws, Consumer Protection Act-1986, Salient features and objectives of the Consumer Protection Act- 1986, Amendments, Consumer Protection Act- 2019, Different Consumer redressal Forums, Procedures for disposal of complaints, Penalty	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study

9	Negotiable Instruments Act	Definition and characteristics of different types of negotiable instruments, Negotiable Instruments Act- 1881, Amendments, The Negotiable Instruments (Amendment) Act- 2018 Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study
10	The Insolvency and Bankruptcy Code, 2016 (IBC)	overview , Constitutionality of the provisions of the Code , The Concept of “Operational Debt” and “Financial Debt” under the Corporate Insolvency Resolution Process, time-frame for completion of the exercise under the Code,	<i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Case Study
10	Indian Ethos and Values	Its relevance at Workplace: Indian Ethos Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies,		Case Study

11	Indian Model of Management	Laws of Karma and its relevance in business settings, Indian Heritage in Business Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory).		Case Study
12	Business Ethics as Applied ethics	Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct).		Case Study

TEXT BOOK:

1. Legal Aspects of Business – M.K. Navi, Taxman

REFERENCE BOOKS:

1. N.D. Kapoor: Elements of Mercantile Law; Sultan Chand & Sons
2. Legal Aspects of Business – Neeti Sharma, Wiley
3. Legal Aspects of Business – Akhileshwar Pathak, McGraw Hill



University of Engineering and Management

University of Engineering & Management, Jaipur

1st Semester Syllabus for MBA Admission Batch (2026-28)



Paper Name: Marketing Management

Paper Code- MBA105

Course Objectives:

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

Course Outcomes :

CO1: To understand the fundamental concepts of Marketing management

CO2: To identify the marketing tools and strategies to make marketing decisions.

CO3: To understand the factors and processes essential for designing marketing strategy

CO4: To develop marketing strategies based on product, price, place and promotion objectives

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Introduction to Marketing Management	• Definitions of marketing, • Core Concept of Marketing – need, want, demand, offering, branding, customer value and customer satisfaction. • Evolution of marketing concepts (orientations) • Marketing Mix – 4Ps 7Ps and 4Cs, • Customer Lifetime Value (CLV) • Emerging trends in marketing • Fundamentals of Green marketing • Marketing Ethics – its meaning, principals and examples • Application of Gen AI in marketing,	International Academia: (https://ocw.mit.edu/course/s/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/marketing-mix-project.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: 4P and 4C models of marketing mix Textbook Mapping Chapter 1, 2, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	Case Study Launch of Oreo biscuits in India Assignment Students will study the marketing mix of a company and share their own recommendations for growth of market share, using the concepts learnt in class. Students give presentation on their assignment to the class

1	Analysing Marketing Environment and Competition	Major components of Internal Environment, the microenvironment and macro-environment; 5 C of Marketing (Company, Competitors, Customers, Context, Collaborators) SWOT Analysis, PEST Analysis. Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product- Market Grid, Porter's Five Force Model for Industry Analysis	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: Tools for competitive analysis Textbook Mapping Chapter 3, Chapter 6, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	Case Study Starbuck in China – selling coffee in the land of tea Assignment Students will create BCG Matrix for Indian or Global company, allocate SBU's to each category and justify with supporting data. Students will give presentation on their assignment in the classroom
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2	Market Segmentation, Target Marketing and Positioning for Competitive Advantage	Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioural; Target marketing: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning for competitive advantage	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf) Industry Mapping: STP model for market analysis Textbook Mapping Chapter 9, Marketing Management: Text and Cases (3rd Edition) Author - Tapan K Panda Publisher – Taxmann Publications	Case Study Fevicol – The iconic bond Assignment A designer brand for cosmetics is eager to enter the India market. Students will advise this brand for segmentation, target market and positioning strategy in India using STP model learnt in class. Students will give presentation on their assignment in the classroom
2	Consumer Behaviour and Marketing Research	A framework of consumer decision making process, overview of major factors influencing consumer behaviour; Marketing research: Role in decision making, Steps and process of Marketing Research, B2B Marketing.	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/) (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/consumer-behavior-project.pdf) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf	Case Study Wonder Cement – Building a strong brand through digital marketing Assignment Students will survey their friends in the class for their perceptions and behaviors around a product. This is then compared to an analysis of the marketing strategies of the product Students will give presentation on their assignment in the classroom

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

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

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



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1st Semester Syllabus for MBA Admission Batch (2026-28)

1. Paper Name- Statistical Inference for Decision Making (Operations Research)
Paper Code- MBA106

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

1. **CO 1:** Learning how to work with numbers and solve data centric problems
2. **CO 2:** Learning to formulate mathematical model to solve simultaneous equations
3. **CO 3:** Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using, excel solver.
4. **CO 4:** Identify different types of decision-making environments and choose the appropriate decision-making approaches for each.

Module number	Topic	Sub-topics	Mapping with Text Book Chapter	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Basic Mathematics	Number System, Determinants & Matrices, Permutation and Combinations, Calculus	Rangaraj, Mallieswari, Rema – Chapter 1 Mariappan – Chapter 15 Mariappan – Chapter 7	International Academia Linear Algebra Mathematics MIT OpenCourseWare Introduction to Arithmetic Geometry Mathematics MIT OpenCourseWare Highlights of Calculus Supplemental Resources MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion and scenario analysis	10	

2	Basic Statistics	Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization)	International Standards https://ocw.mit.edu/courses/18-05-introduction-to-probability-and-statistics-spring-2022/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	MS Excel/ SPSS	Textbook Mapping Basic Statistics, DEBASISH SUR, DEEP BANERJEE, Publisher: GNP Publisher Chapter: 1
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3		Simple Correlation and Regression.	International Standards https://ocw.mit.edu/courses/18-05-introduction-to-probability-and-statistics-spring-2022/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2		Textbook Mapping Business Statistics 10ed: For Contemporary Decision Making, An Indian Adaptation Ken Black; Sanjeet Singh Chapter 12
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4	Theory of Estimation	Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency, unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation.	International academia https://ocw.mit.edu/courses/18-05-introduction-to-probability-and-statistics-spring-2022/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	MS Excel/ SPSS	Textbook Mapping Business Statistics 10ed: For Contemporary Decision Making, An Indian Adaptation Ken Black; Sanjeet Singh Chapter 8 & 9
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5	Statistical Inference	Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes) Spearman's Rank Correlation Coefficient.	International academia https://ocw.mit.edu/courses/18-05-introduction-to-probability-and-statistics-spring-2022/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	6	MS Excel/ SPSS	Textbook Mapping Business Statistics 10ed: For Contemporary Decision Making, An Indian Adaptation Ken Black; Sanjeet Singh Chapter 11.
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6	Linear Programming	Formulating maximization/minimization problems, Graphical solution, Simplex method, Artificial Variables – Big M – Method, Special cases of LP, Duality of LP and its interpretation, Post Optimality/Sensitivity Analysis, Applications of LP.	International Academia https://ocw.mit.edu/courses/18-310-principles-of-discrete-applied-mathematics-fall-2013/11d00f8f0f460a5e59b5e97322a218a9_MIT18_310F13_Ch8.pdf AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	6	MS Excel Solver/TORA	Textbook Mapping Operations Research, 1e by P. Mariappan Chapter 2
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7	Transportation Problems	Introduction - Mathematical formulation of transportation problem – the Transportation method for finding initial solutions-North West Corner Method – Least Cost Method – Vogel’s Approximation method – test for optimality - steps of MODI method-loops in transportation table – Degeneracy.	International Standards https://ocw.mit.edu/courses/18-310-principles-of-discrete-applied-mathematics-fall-2013/11d00f8f0f460a5e59b5e97322a218a9_MIT18_310F13_Ch8.pdf AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	6	MS Excel Solver/TORA	Textbook Mapping Operations Research, 1e by P. Mariappan. Chapter 4
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8	Assignment Problems	Introduction - Mathematical statement of the problem- Hungarian method of solution – Maximization case in assignment problem unbalanced assignment problem – restrictions on assignment. Travelling salesman problem.	International Standards: https://ocw.mit.edu/courses/18-310-principles-of-discrete-applied-mathematics-fall-2013/11d00f8f0f460a5e59b5e97322a218a9_MIT18_310F13_Ch8.pdf AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	MS Excel Solver/ TORA	Textbook Mapping Operations Research, 1e by P. Mariappan Chapter 5
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9	Theory of Games: Introduction	Two person zero sum games – Pure strategies – games with saddle points – rules to determine saddle points – mixed strategies – Game without saddle points – the rules of dominance – Methods of solution for games without saddle points—algebraic methods, graphical methods.	International academia https://ocw.mit.edu/courses/14-126-game-theory-spring-2016/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	MS Excel/ R Programming	Textbook Mapping Operations Research by Vasant Lakshman Mote, T. Madhavan Chapter 20
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Suggested Readings:

1. Business Mathematics : P. Mariappan.; Pearson
2. Business Mathematics : Rangaraj, Mallieswari and Rema ; Cengage
3. Operations Research, 1e by P. Mariappan, Pearson
4. Operations Research by Vasant Lakshman Mote, T. Madhavan, Wiley

Reference Books

Operations Research an Introduction by Hamdy A. Taha. Pearson



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1st Semester Syllabus for MBA Term Admission Batch (2026-28)

Paper Name- Human Resources Management

Paper Code- MBA107

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

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

[AI FOR HR](#)

COURSE OBJECTIVES:

- To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently
- To understand the different compliance related measures, industrial relations and labour laws for better employee relations

PROGRAM OUTCOMES

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

COURSE OUTCOMES

CO1: Developing a knowhow on definitions and classifications used in the study of Human Resource Management to grasp concepts involving best HR Management practices

CO2: Apply the information to plan and recruit employees of an organization thoroughly to achieve the organizational goals in an effective, efficient and optimum way.

CO3: Analyze the performance aspects of individual employees and evaluate as per organizational parameters and communicate shortcomings in a positive way to improve the organization's effectiveness.

CO4: Create a benchmark for best HRM practices that shall aid in establishing sustainable and positive work culture at workplace.

DETAILED SYLLABUS

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Human Resource Management	Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage, Structure of HR Department, Line and staff responsibility of HR Managers, Environmental factors influencing HRM	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ (Point-4) AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : Jack Nelson's Problem -Gary Dessler – Page No 25 Text Book Mapping : Gary Dessler – Human Resource Management – 17 th Edition Chapter 1	6	Application Case – Tesla's Strategy - Gary Dessler – Page No 105 RL Wolfe: Implementing Self-Directed Teams Case-Reference no. 4063 Cisco Switches in China: The Year of the Manager Case-Reference no. UVA-OB-0978 https://www.thecasecentre.org/products/view?id=94345 Barbara Norris: Leading Change in the General Surgery Unit Case-Reference no. 9-409-090 https://www.thecasecentre.org/products/view?id=95756
1	Human Resource Planning – Recruitment & Selection	Definition, objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning &; Development,	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/	6	Creating a Job Description using Questionnaire Technique Gary Dessler – Page No 136 Employment Vignettes

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Succession Planning, Rightsizing, Restructuring Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors Human Resource Information System (HRIS).	AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case : Techtonic Group -Gary Dessler – Page No 184 Text Book Mapping : Gary Dessler – Human Resource Management – 17th Edition Chapter 5		Case-Reference no. 9-311-021 https://www.thecasecentre.org/product/view?id=96667 Rick Drumm (A), (B) & (C) Case-Reference no. 643-C08A Case-Reference no. 643-C08B Case-Reference no. 643-C08C https://www.thecasecentre.org/product/view?id=96688 https://www.thecasecentre.org/product/view?id=96686 https://www.thecasecentre.org/product/view?id=96687 Hiring Successful Professionals: One Process - Multiple Goals Note-Reference no. 9-411-028 https://www.thecasecentre.org/product/view?id=97037
1	Training & Development	Assessment of Training Needs, Training Process; Designing, Implementation and Evaluation of Training Programs, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation, Identifying core competencies at different levels,	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ Point 5,7 AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	6	Creation of Training Evaluation Form Gary Dessler – Page No 295 Cisco Switches in China: The Year of the Manager Case-Reference no. UVA-OB-0978 New Recruits' Perfunctory Perceptions: The Manager's Apathy Case-Reference no. 409-083-1 https://www.thecasecentre.org/product/view?id=91898

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Developing individual's competencies and developing action plan to bridge the gaps.	Industry Mapping Application Case : Re-inventing the Wheel at Apex Door Co. -Gary Dessler – Page No 298 Text Book Mapping : Gary Dessler – Human Resource Management – 17 th Edition Chapter 8		Organisational Communication Blunders Case-Reference no. 409-077-1 https://www.thecasecentre.org/products/view?id=91879 Human Resource Management: Best Practices at Fedex Corporation Case-Reference no. 403-063-1 https://www.thecasecentre.org/products/view?id=21045
1	Performance Appraisal Systems	Performance Appraisal Systems: Purpose, Methods, Appraisal instruments, 360 Degree appraisal, HR Scorecard, Errors in appraisal, Potential Appraisal, Appraisal Interview. Introducing Key result areas (KRA; Key Performance Indicators (KPI).	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ Point 9,14 AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : Appraising the Secretaries at Sweet Water U -Gary Dessler – Page No 334 Text Book Mapping :	4	Case Study: Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (The New Performance Management System) Gary Dessler – Page No 336 Global Data Research Centre: The Knowledge (Mis)Manager Case-Reference no. 409-074-1 https://www.thecasecentre.org/products/view?id=91871 Human Resource Management: Best Practices at Fedex Corporation Case-Reference no. 403-063-1 https://www.thecasecentre.org/products/view?id=21045

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Gary Dessler – Human Resource Management – 17 th Edition Chapter 9		
2	Compensation Management	Concepts, Components; System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans	International Academia: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case – Salary Inequities at Astra Zeneca Gary Dessler – Page No 412 Text Book Mapping : Gary Dessler – Human Resource Management – 17 th Edition Chapter 11	4	Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (New Compensation Plan) Gary Dessler – Page No 336 SAS Institute (A): A Different Approach to Incentives and People Management Practices in the Software Industry Case-Reference no. HR6A https://www.thecasecentre.org/products/view?id=91827 Compensation Management Case-Reference no. 404-021-1 https://www.thecasecentre.org/products/view?id=20177

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	Industrial Relations in India	Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India. Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.	International Standards : https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case – Organizing New Media Employees at Vice Media Gary Dessler – Page No 543 -Exit Interview Questionnaire Text Book Mapping : Gary Dessler – Human Resource Management – 17th Edition Chapter 15	4	Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (New Labour Relations Practices) Gary Dessler – Page No 544 RL Wolfe: Implementing Self-Directed Teams, Case-Reference no. 4063 https://www.thecasecentre.org/products/view?id=93299 Hiring a Newtonian - Confidential Instructions for the Human Resources Director Case-Reference no. PON254 https://www.thecasecentre.org/products/view?id=146546

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	AI in HR	Introduction to AI and Its Relevance in HR AI in Recruitment and Talent Acquisition AI in Employee Engagement and Experience Performance Management and Retention with AI Ethical Considerations and Challenges of AI in HR Future of AI in HR and Emerging Trends	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Case Study of Zoho People https://www.zoho.com/people/	6	Activities: • Role-play exercise with mock recruitment using AI-based candidate sourcing and assessment tools. • Review of a sample AI-driven applicant tracking system (ATS) • Group project: Designing an employee Chatbot to answer basic HR questions. • Exploration of an AI tool that customizes training recommendations based on employee profiles.
2	HR policy & Strategy	Basics of HR Strategic Planning, Developing HRM Policies, Strategic HRM. High Performance Work Systems	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case – Zappos WoW Way Gary Dessler – Page No 105	4	Worksheet for Environment Scanning Gary Dessler – Page No 84 Workplace Violence Hits Home: Are You Ready? Case from journal-Reference no. JIACS15-05-09 https://www.thecasecentre.org/products/view?id=103562 Strategic Human Resource Management Book chapter-Reference no. MHE0202BC https://www.thecasecentre.org/products/

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Text Book Mapping : Gary Dessler – Human Resource Management – 17 th Edition Chapter 3		view?id=94483 Human Resource Strategy for Quality Service: The Hilton Group Plc Case-Reference no. 401-009-1 https://www.thecasecentre.org/products/view?id=22021

Lesson Plan: Sec A: Prof. Dr. Nadindla Srividya, Sec B: Prof. Chirabrata Mazumder and Sec C: Pritha Chanda

WORKING DAY	Chapter No	Chapter Name	LESSON PLAN – DESCRIPTION
1	1	Introduction to Human Resource Management	Meaning, Scope, objectives
2	1	Introduction to Human Resource Management	functions of HRM
3	1	Introduction to Human Resource Management	HR as a Factor of Competitive Advantage
4	1	Introduction to Human Resource Management	Structure of HR Department
5	2	Introduction to Human Resource Management	Line and staff responsibility of HR Managers
6	2	Introduction to Human Resource Management	Environmental factors influencing HRM
7	2	Human Resource Planning – Recruitment & Selection	Definition, objective, process of HRP, Supply and Demand Forecasting techniques
8	2	Human Resource Planning – Recruitment & Selection	Manpower Inventory, Career Planning & Development
9	2	Human Resource Planning – Recruitment & Selection	Succession Planning, Rightsizing
10	2	Human Resource Planning – Recruitment & Selection	Restructuring Process, Sources, Methods of selection,

11	2	Human Resource Planning – Recruitment & Selection	Interviewing Methods, Skills and Errors
12	2	Human Resource Planning – Recruitment & Selection	Human Resource Information System (HRIS).
13	3	Training & Development	Assessment of Training Needs, Training Process; Designing
14	3	Training & Development	Implementation and Evaluation of Training Programs, Induction Training
15	3	Training & Development	Developing Managerial Skills for: team management, collaboration, interaction across business functions
16	3	Training & Development	presentation, Identifying core competencies at different levels,
17	3	Training & Development	Developing individual's competencies
18	3	Training & Development	Developing action plan to bridge the gaps.
19	4	Performance Appraisal Systems	Performance Appraisal Systems: Purpose, Importance & Methods, Appraisal instruments
20	4	Performance Appraisal Systems	HR Scorecard, Errors in appraisal, 360 degree appraisal
21	4	Performance Appraisal Systems	Potential Appraisal, Appraisal Interview
22	4	Performance Appraisal Systems	Introducing Key result areas (KRA; Key Performance Indicators (KPI). Development of KPI
23	5	Compensation Management	Concepts, Components, System of Wage Payment- concept and examples
24	5	Compensation Management	Job evaluation- concept & process, wage/ salary fixation- factors and principles
25	5	Compensation Management	Incentives, bonus, ESOPs, Fringe Benefits (Concept, Payment of Bonus Act)
26	5	Compensation Management	Retirement Benefits & Compensation Plans (components & ways to form a plan)
27	6	Industrial Relations in India	Concept, Parties in Industrial Relations, Trade Unions
28	6	Industrial Relations in India	Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries
29	6	Industrial Relations in India	Workers Participation in Management: concepts, Forms, prospects in India
30	6	Industrial Relations in India	Quality Circles: concept, importance, Trend in Industrial Relations in India

31	7	AI in HR	Introduction to AI and Its Relevance in HR
32	7	AI in HR	AI in Recruitment and Talent Acquisition
33	7	AI in HR	AI in Employee Engagement and Experience
34	7	AI in HR	Performance Management and Retention with AI
35	7	AI in HR	Ethical Considerations and Challenges of AI in HR
36	7	AI in HR	Future of AI in HR and Emerging Trends
37	8	HR policy & Strategy	Basics of HR Strategic Planning
38	8	HR policy & Strategy	Developing HRM Policies
39	8	HR policy & Strategy	Strategic HRM
40	8	HR policy & Strategy	High Performance Work Systems

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2 × 10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5 × 6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10 × 5)	100

Examination Rules & Regulations:

https://iemcollege-my.sharepoint.com/:b:/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxIogHKO074XeUBC9qm3XNaf_qUeSiVTNh5OQ?e=MMQn40

CO-PO MAPPING

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

Text Book

Gary Dessler, Human Resource Management, 17th Edition

[Amazon Link](#)

Reference Books

Aswathappa, K. - Human Resource Management, Tata McGraw Hill

[Amazon Link](#)

Fundamentals of Human Resources Management: A Practical Guide for Today's HR Professional- Diane Arthur

Industrial Relations by Arun Monappa, Tata McGraw Hill



University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus
Institute of Engineering & Management, New Town Campus
University of Engineering & Management, Jaipur



1st Semester Syllabus for MBA Batch 2026-2028

Subject Name: Essential Studies for Professionals -I Credit: 02 Lecture Hours: 20

Subject Code: MBAESP101

Relevant Links:

Study Material links:

1. <http://egyankosh.ac.in/handle/123456789/67479>
2. <https://ncert.nic.in/textbook.php?leec1=1-6>
3. https://books.google.co.in/books?id=lvAfP7uyKJsC&pg=PA18&source=gbs_toc_r&cad=2#v=onepage&q&f=false
4. <http://egyankosh.ac.in/handle/123456789/90547>
5. https://books.google.co.in/books?id=lvAfP7uyKJsC&pg=PA18&source=gbs_toc_r&cad=2#v=onepage&q&f=false
6. <http://egyankosh.ac.in/handle/123456789/89589>
7. <https://ncert.nic.in/textbook/pdf/leec103.pdf>

COURSE OBJECTIVES:

1. To introduce fundamental techniques of quantitative aptitude and logical reasoning.

2. To impart knowledge on practical methods for solving problems related to quant foundation, percentage, ratio-proportion and partnership.
3. To introduce fundamental concepts of economics, banking systems, and national/global economic frameworks.
4. To impart knowledge related to Indian economy, RBI operations, economic reforms, and current affairs.

COURSE OUTCOMES:

CO 1: Apply basic quantitative techniques to solve real-life numerical problems.

CO 2: Analyze and solve logical reasoning questions using structured approaches.

CO 3: Analyze and evaluate the roles of various economic sectors and the impact of economic reforms like LPG

CO 4: Demonstrate an understanding of national and international current affairs relevant to banking, economy, and policy.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Quantitative Aptitude	1. Quant Foundation - Number System - HCF and LCM - Decimal Fractions - Simplification - Square roots and cube roots 2. Percentage- Basic concept of percentage & its shortcut rules & applications. 3. Ratio and Proportion, Partnership - Basic concept of Ratio & Proportion, Shortcut tricks & their applications.	International Exams 1. GRE (https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37) National Exams: 1. UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams:	12	1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand (Chapter 1, 2, 3, 4, 5, 10, 11, 13, 14, 20)	❖ Assignment on Numerical Problem Solving on percentage, profit and loss and mixture alligation.

			1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement,pg1 2. Miscellaneous Services Recruitment Examination file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
2	Logical Reasoning	1. Coding and Decoding i. Conditional Coding, ii. Word-Pattern Coding, iii. Chinese Coding 2. Direction Sense Test i. Direction Sense Test, ii. Direction Distance Test, iii. Shadow based Questions.		12	1. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S.Chand (Chapter 4, 8)	❖ Assignment on Letter Coding, Number Coding, Conditional Coding and Chinese Pattern. ❖ Assignment on Directions and Distance ❖ Assignment on Syllogism
3	Economics	1. Basic economics- Types of Economy, Feature of Indian Economy 2. Sectors of the economy and their analysis: Primary (Agriculture, Mining, etc), Secondary (Industry, various policies), Tertiary	National Exams: 1.UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-english-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-	40	1. IGNOU study material: a. BECC-101, Block-1, Unit-1, Unit-2, Unit-3 b. BECC-114, Block-6 c. BECC-113, Unit-1	❖ Essay on “Consumer Behavior Shifts: Navigating the Dynamics of Changing Demand Patterns in India” ❖ Assignment on

		(services, etc.) 3. Liberalisation, Privatisation and Globalisation (LPG) 4. RBI & Its Function- Board of Governance, Operation. Credit control policies- CRR, SLR, Bank rate, Repo rate, Reverse Repo rate, Prime lending rate, MSF, LAF, FERA, FEMA. 5. Money Market	2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) 5. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), pg 22-23 State Level Exams: 1.Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement), pg 1 2. Miscellaneous Services Recruitment Examination (https://adda247jobs-wp-		2. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 1, 2, 3) 3. Frank, ISC Economics class XI (Chapter 1,2,3,4,12, 14, 15, 16) 4. Macro Economic Theory by Jhingan, M.L, Chapter- 24, 25	The Impact of Liberalisation, Privatisation, and Globalisation (LPG) on the Indian Economy ❖ Assignment on The Role and Functions of the Reserve Bank of India in Monetary Regulation ❖ Assignment on The Structure and Instruments of the Indian Money Market
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			assets-prod.adda247.com/jobs/wp-content/uploads/sites/7/2022/11/21142422/2707970_2019.pdf)) pg 1			
4	Current Affairs and Static GK	National News, International News, MOU's and agreements, Summits and Conclaves, Obituaries, Awards and Events, Sports, Important Days, Banking and Economic Awareness	National Exams: 1.UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), pg 22-23 4. IBPS Probationary officer (https://www.ibps.in/wp-content/uploads/Detailed-Advt.-CRP-PO-XII.pdf) , Pg 7. 5. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServ	08	1. Current Affairs Magazine IEM-UEM 2. Lucent GK	❖ Discussion on National and International affairs ❖ Discussion on MOU's and agreements, Summits and Conclaves ❖ Discussion on recent Awards and Events, Sports. ❖ Discussion on Economic Awareness

			er/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 6. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1.Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination https://adda247jobs-wp-assets-prod.adda247.com/jobs/wp-content/uploads/sites/7/2022/11/21142422/2707970_2019.pdf)). pg 1		
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TEXT BOOKS:

1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand
2. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand
3. IGNOU study material:

- BECC-101, Block-1, Unit-1, Unit-2, Unit-3
 - BECC-114, Block-6
 - BECC-113, Unit-1
4. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 1, 2, 3)
 5. Frank, ISC Economics class XI (Chapter 1,2,3,4,12, 14, 15, 16)
 6. Macro Economic Theory by Jhingan, M.L, Chapter- 24, 25

REFERENCE BOOKS:

1. ESP Study Material



University of Engineering and Management
University of Engineering & Management, Jaipur



1st Semester Syllabus for MBA Batch 2026-2028

Subject Name: Skill Development for Professionals-I Credit: 01 Lecture Hours: 20

Subject Code: MBASDP181

Pre-requisite: Basic knowledge of school-level English and Mathematics

COURSE OBJECTIVES:

1. To introduce key components of English grammar and their practical usage.
2. To impart knowledge on effective vocabulary usage and comprehension skills.
3. To impart knowledge on interpreting data from tables and structured formats.
4. To impart knowledge on recent current affairs and essential static general knowledge.

COURSE OUTCOMES:

CO 1: Demonstrate an understanding of nouns, pronouns, and apply grammar rules correctly.

CO 2: Use synonyms and antonyms effectively in written and spoken English.

CO 3: Interpret tabular data accurately and draw relevant conclusions.

CO 4: Stay informed about national and international events, and recall key facts from static general knowledge.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Verbal English	Noun: What is noun, Kinds of Noun, Rules & Application. Pronoun: Definition of Pronoun, Examples, Rules & Application. Single fillers Basic Application of Vocabulary (Synonyms and Antonyms) Reading Comprehension Personal Letter Writing	International Exams 1.GRE (https://www.ets.org/pdfs/gre/gre-math-review.pdf) 2.GMAT (https://downloads.mba.com/downloads/gmat-handbook.pdf) National Exams: 1.UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), pg 22-23 4. IBPS Probationary officer (https://www.ibps.in/wp-content/uploads/Detailed-Advt.-CRP-PO-XII.pdf) , Pg 7 5. Combined Graduate Level conducted by SSC	20	1. Textbook: Objective General English, Author: R.S Aggarwal, Publishing house: S. Chand	❖ Assignment on: - Noun Identification: Underline nouns in given sentences. - Pronoun Replacement: Replace nouns with appropriate pronouns. - Fillers - Synonym Matching: Match words with their synonyms. - Synonym Rewrite: Replace underlined words with synonyms. - Antonym Matching: Match words with their antonyms.

			(https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 6. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) 7. XAT (https://xat.org.in/xat-syllabus/) 8. GATE (https://gate2024.iisc.ac.in/papers-and-syllabus/) 9. CAT https://iimcat.ac.in/per/g01/pub/756/ASM/WebPortal/1/index.html?756@@1@@1 State Level Exams: 1.Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf), pg 1		• Antonym Rewrite: Replace underlined words with antonyms. • Antonym Listing: Write 10 words with their antonyms.
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2	Data Interpretation	1. Tabular Data Interpretation	National Exams: 1. UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21) 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement), pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf), pg 1	20	1. Textbook: An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S. Chand	❖ Calculating Totals and Averages: Provide a table with sales data over several months. Ask students to calculate the total sales and average sales for each month. ❖ Comparing Data: Provide a table with data on two or more products or categories. Ask students to compare the data and determine which product/category performed better based on different criteria (e.g., sales, growth rate).
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3	Current Affairs and Static GK	National News, International News, MOU's and agreements, Summits and Conclaves, Obituaries, Awards and Events, Sports, Important Days, Banking and Economic Awareness	National Exams: 1.UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), pg 22-23 4. IBPS Probationary officer (https://www.ibps.in/wp-content/uploads/Detailed-Advt.-CRP-PO-XII.pdf) , Pg 7. 5. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 6. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1.Civil Services Executive Exam (WBCS)	08	1. Current Affairs Magazine of IEM-UEM 2. Lucent GK	❖ Discussion on National and International affairs ❖ Discussion on MOU's and agreements, Summits and Conclaves ❖ Discussion on recent Awards and Events, Sports. ❖ Discussion on Economic Awareness
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			https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement , pg 1 2. Miscellaneous Services Recruitment Examination https://adda247jobs-wp-assets-prod.adda247.com/jobs/wp-content/uploads/sites/7/2022/11/21142422/2707970_2019.pdf), pg 1			
4	Quantitative Aptitude	1. Average- Concept on average, different missing numbers in average estimation, shortcuts & their application. 2. Mixture & Alligation – Proportion & mixtures in percentages, populations & liquids, shortcuts & their application. Profit & Loss- Basic concept, formulae, shortcut tricks & their application.	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg.	12	1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand (Chapter 6, 20, 11, 12)	Assignment on average, profit and loss and mixture alligation.

			20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
5	Logical Reasoning	1. Alphanumeric Series- i. Alphabet Series, ii. Random Series, iii. Number Series, iv. Letter Gap, v. Missing Number Series, vi. Series Completion 2. Blood Relations- i. Family Tree Questions ii. Indication Type BR, iii. Coding Blood	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37) National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-	12	1. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand (Chapter 1, 5)	❖ Assignment on series completion. Assignment on blood relation.

		Relations, Miscellaneous Blood Relations.	211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
6	Objective English	1. Subject-Verb Agreement- Verbs and its Application, Non-Finites (Infinitives, Gerunds and Participles) 2. Application of Tense 3. Basic Application of Vocabulary (Synonyms and	International Exams 1. GRE (https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37) National Exams: 1. UPSC Civil Services Exam (https://upsc.gov.in/sites/default/fil	12	Textbook: Objective General English, Author: R.S Agarwal, Publishing house: S. Chand	❖ Verbs and its Application: Practice set based on Spot the Error. ❖ Non-Finites (Infinitives, Gerunds and Participles): Practice set based

		Antonyms) 4. Reading Comprehension Official Letter/ Application Writing	es/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1		on Spot the Error. ❖ Application of Tenses: Practice set based on Spot the Error, ❖ Filler (Single & Double) ❖ Reading Comprehension: Comprehend the passage Official Letter/Application Writing
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7	Data Interpretation	Pie Charts	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?p	12	Textbook: An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S. Chand ❖ Percentage, ratio & average based pie charts. ❖ Degree based pie charts. ❖ Single Pie chart. Double & Mixed Pie chart
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			aram1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
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TEXT BOOKS:

1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand
2. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand
3. Objective General English, Author: R.S Agarwal, Publishing house: S. Chand
4. An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S. Chand

REFERENCE BOOKS:

1. SDP Study Material

University of Engineering and Management, Jaipur

1st Semester Syllabus for MBA Batch: 2026-28

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

Lecture Hours: 20

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

<https://www.coursera.org/professional-certificates/microsoft-excel-skills>

<https://www.linkedin.com/learning/excel-essential-training-microsoft-365-25302368>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>

https://onlinecourses.nptel.ac.in/noc25_mg113/preview

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

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

Suggested Readings:

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

Course Objectives:-

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

Course Outcomes:-

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

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

Mapping of Cos with POs:

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

2