

# **Hindusthan College of Engineering and Technology**

An Autonomous Institution, Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai

Accredited by NBA (AERO, AUTO, CIVIL, CSE, ECE, EEE, IT, MECH, MECHATRONICS)

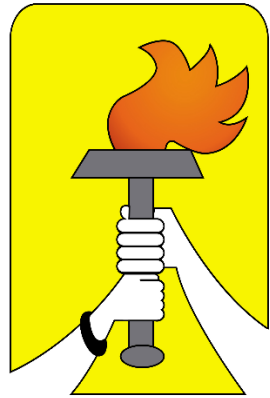
Accredited by NAAC with 'A++' Grade with CGPA of 3.69 out of 4 in Cycle 2

**Valley Campus, Coimbatore – 641 032, Tamil Nadu, INDIA**

Tel: +91 422 4242424    [www.hicet.ac.in](http://www.hicet.ac.in)

## **MASTER OF BUSINESS ADMINISTRATION**

**HINDUSTHAN  
EDUCATIONAL AND**



**CHARITABLE TRUST**

**HICET**

## **CHOICE BASED CREDIT SYSTEM**

**Curriculum and Syllabus**

**Academic year 2024-2025**

## **VISION AND MISSION OF THE INSTITUTION**

### **Vision of the Institution**

To become a premier institution by producing professionals with strong technical knowledge, innovative research skills and high ethical values.

### **Mission of the Institution**

IM1: To provide academic excellence in technical education through novel teaching methods.

IM2: To empower students with creative skills and leadership qualities.

IM3: To produce dedicated professionals with social responsibility

## Vision Statement of the Department

Emerge as a premier business school recognized globally for management education, practice and research that propels lifelong learning with ethical and professional values.

## Mission Statement of the Department

- Promote a collaborative learning environment that delivers the best in teaching, research and innovation with a global perspective.
- Imbibe entrepreneurial and innovative capabilities to manage change and transformation across various disciplines of management practices.
- Nurture professional and ethical responsibilities related to industry, society, and environment.

## Program Educational Objectives (PEO's)

|      |  |
|------|--|
| PEO1 | Exhibit managerial acumen with creative, innovative thinking and values in a global context.     |
| PEO2 | Function effectively as competent managers with problem solving and decision-making capabilities |
| PEO3 | Contribute responsibly to business and societal communities.                                     |

### Program Outcomes (PO's)

|     |   |
|-----|---|
| 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's)

|      |   |
|------|---|
| PSO1 | Integrate core, cross-functional and interdisciplinary aspects of management theories and frameworks with real world practices. |
| PSO2 | Engage in independent and lifelong learning and take up challenging assignments for professional development.                   |

# **CURRICULUM**

## **R2024**

**MBA Regulation 2024**

**Curriculum Structure - Semester - I**

| Minimum Credits to be earned |                                     |            |          |           |           |               |            |            | 95    |          |
|------------------------------|-------------------------------------|------------|----------|-----------|-----------|---------------|------------|------------|-------|----------|
| Course Code                  | Course Title                        | Hours/Week |          |           | Credits   | Maximum Marks |            |            | Folio | Category |
|                              |                                     | L          | T        | P         |           | CA            | ESE        | Total      |       |          |
| <b>SEMESTER 1</b>            |                                     |            |          |           |           |               |            |            |       |          |
| 24AC1291                     | Management Boot Camp                | 45 hours   |          |           | 0         | -             | -          | -          | AC    | MC       |
| 24BA1201                     | Cost and Management Accounting      | 3          | 1        | 0         | 4         | 40            | 60         | 100        | T     | PCC      |
| 24BA1202                     | Design Thinking                     | 3          | 0        | 0         | 3         | 40            | 60         | 100        | T     | ESEC     |
| 24BA1203                     | Economics for Business Applications | 3          | 0        | 0         | 3         | 40            | 60         | 100        | T     | FC       |
| 24BA1204                     | Foundations of AI in Business       | 2          | 0        | 0         | 2         | 100           | --         | 100        | T     | ESEC     |
| 24BA1205                     | Human Behaviour at Work             | 3          | 0        | 0         | 3         | 40            | 60         | 100        | T     | PCC      |
| 24BA1801                     | Entrepreneurial Mindset             | 1          | 0        | 2         | 2         | 100           | --         | 100        | P     | ESEC     |
| 24HE1091                     | Professional Development I          | 0          | 0        | 2         | 1         | 100           | --         | 100        | SS    | ESEC     |
| 24MA1151                     | Data Analysis and Modeling*         | 3          | 0        | 2         | 4         |               |            | 100        | TWL   | RMC      |
| 24BA1001                     | Excel Applications in Business      | 0          | 0        | 4         | 2         | 60            | 40         | 100        | L     | ESEC     |
|                              | <b>Total credits</b>                | <b>18</b>  | <b>2</b> | <b>10</b> | <b>24</b> | <b>560</b>    | <b>340</b> | <b>900</b> |       |          |

\* Assessment to have both theory and lab components.

### Curriculum Structure – Semester II

| Code               | Course Title                       | Hours/Week  |          |           | Credits   | Maximum Marks |            |             | Category |
|--------------------|------------------------------------|-------------|----------|-----------|-----------|---------------|------------|-------------|----------|
|                    |                                    | L           | T        | P         |           | CA            | ESE        | Total       |          |
| <b>SEMESTER II</b> |                                    |             |          |           |           |               |            |             |          |
| 24BA...            | Social Immersion Project           | 60 hours    |          |           | 2         | 100           | -          | 100         | ESEC     |
|                    | Business Research Methods          | 2           | 0        | 2         | 3         | 50            | 50         | 100         | RMC      |
|                    | Decision Models for Management     | 3           | 1        | 0         | 4         | 40            | 60         | 100         | PCC      |
|                    | Introduction to Business Analytics | 2           | 0        | 2         | 3         | 50            | 50         | 100         | PCC      |
|                    | Operations Management              | 3           | 0        | 0         | 3         | 40            | 60         | 100         | PCC      |
|                    | Marketing Management               | 3           | 0        | 0         | 3         | 40            | 60         | 100         | PCC      |
|                    | Human Resources Management         | 3           | 0        | 0         | 3         | 40            | 60         | 100         | PCC      |
|                    | Financial Management               | 3           | 1        | 0         | 4         | 40            | 60         | 100         | PCC      |
|                    | Professional Development II        | 0           | 0        | 2         | 1         | 100           | --         | 100         | ESEC     |
|                    | Business Application Software Lab  | 0           | 0        | 4         | 2         | 60            | 40         | 100         | ESEC     |
|                    | Outbound Training                  | 3 to 5 days |          |           |           |               |            |             | MC       |
|                    | <b>Total Credits</b>               | <b>19</b>   | <b>2</b> | <b>10</b> | <b>28</b> | <b>560</b>    | <b>440</b> | <b>1000</b> |          |

### Curriculum Structure – Semester III


| Code                | Course Title                      | Hours/Week |          |           | Credits   | Maximum Marks |            |             | Category |
|---------------------|-----------------------------------|------------|----------|-----------|-----------|---------------|------------|-------------|----------|
|                     |                                   | L          | T        | P         |           | CA            | ESE        | Total       |          |
| <b>SEMESTER III</b> |                                   |            |          |           |           |               |            |             |          |
| 24BA...             | Summer Internship                 | 4 weeks    |          |           | 2         | 100           | --         | 100         | ESEC     |
|                     | Strategic Management              | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PCC      |
|                     | Corporate and Business Laws       | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PCC      |
|                     | Professional Elective-1 (Major)   | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PEC      |
|                     | Professional Elective-2 (Major)   | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PEC      |
|                     | Professional Elective – 1 (Minor) | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PEC      |
|                     | Professional Elective -2 (Minor)  | 3          | 0        | 0         | 3         | 40            | 60         | 100         | PEC      |
|                     | Professional Development III      | 0          | 0        | 2         | 1         | 100           | --         | 100         | ESEC     |
|                     | Project (Phase 1)                 | 0          | 0        | 6         | 3         | 60            | 40         | 100         | ESEC     |
|                     | IPR Filing and Management         | 0          | 0        | 2         | 1         | 100           | --         | 100         | RMC      |
|                     | <b>Total Credits</b>              | <b>18</b>  | <b>0</b> | <b>10</b> | <b>25</b> | <b>640</b>    | <b>460</b> | <b>1100</b> |          |

## Curriculum Structure – Semester 4

| Code               | Course Title                     | Hours/Week |          |           | Credits   | Maximum Marks |            |            | Category |
|--------------------|----------------------------------|------------|----------|-----------|-----------|---------------|------------|------------|----------|
|                    |                                  | L          | T        | P         |           | CA            | ESE        | Total      |          |
| <b>Semester IV</b> |                                  |            |          |           |           |               |            |            |          |
| 24BA...            | Business Ethics and CSR          | 3          | 0        | 0         | 3         | 40            | 60         | 100        | PCC      |
|                    | Professional Elective-3 (Major)  | 4          | 0        | 0         | 3         | 40            | 60         | 100        | PEC      |
|                    | Professional Elective-4 (Major)  | 4          | 0        | 0         | 3         | 40            | 60         | 100        | PEC      |
|                    | Professional Elective – 1(Minor) | 3          | 0        | 0         | 3         | 40            | 60         | 100        | PEC      |
|                    | Professional Development IV      | 0          | 0        | 4         | 2         | 60            | 40         | 100        | ESEC     |
|                    | Project (Phase 2)                | 0          | 0        | 6         | 3         | 60            | 40         | 100        | ESEC     |
|                    | ESG and Sustainability           | 1          | 0        | 0         | 1         | 100           | --         | 100        | ESEC     |
|                    | <b>Total Credits</b>             | <b>13</b>  | <b>0</b> | <b>10</b> | <b>18</b> | <b>380</b>    | <b>320</b> | <b>700</b> |          |

## Distribution of Credits

| S. NO                | Course Classification                      | Credits Per Semester |                        |           |           | Credits Total | %            |
|----------------------|--|----------------------|------------------------|-----------|-----------|---------------|--------------|
|                      |  | I                    | II                     | III       | IV        |               | Distribution |
|                      |  | 1                    | Foundation Course (FC) | 3         | -         | -             | -            |
| 2                    | Professional Core Course(PCC)              | 7                    | 20                     | 6         | 3         | 36            | 36           |
| 3                    | Professional Elective Course (PEC)         | 0                    | -                      | 12        | 9         | 21            | 21           |
| 4                    | Research Methodology & IPR Course (RMC)    | 4                    | 3                      | 1         | -         | 8             | 8            |
| 5                    | Employment Skill Enhancement course (ESEC) | 10                   | 5                      | 6         | 6         | 27            | 27           |
| <b>TOTAL CREDITS</b> |  | <b>24</b>            | <b>28</b>              | <b>25</b> | <b>18</b> | <b>95</b>     | <b>100</b>   |

  
 Chairman – BOS  
 Chairman - BoS  
 MBA - HICET

  
 Dean- Academics  
 Dean (Academics)  
 HICET

  
 Principal  
 PRINCIPAL  
 Hindusthan College Of Engineering & Technology  
 COIMBATORE - 641 032.

# **SYLLABUS**

## **Semester-1**

**REGULATION -2024**

|                        |                              |
|------------------------|------------------------------|
| <b>Course Title</b>    | <b>Management Boot Camp</b>  |
| <b>Course Code</b>     | <b>24AC1291</b>              |
| <b>Course Category</b> | <b>Mandatory Course (MC)</b> |
| <b>Credit Units</b>    | <b>Nil</b>                   |

**Course Objectives:**

This course intends to provide the basic concepts and valuable insights into modern management practices. It lays emphasis on basic accounting practices and the introduction to statistical methodologies that is deployed in the managerial decision-making process. Further, the course also highlights the growth and significance of Multi-national corporations and its impact on global economy.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>35</b>          | <b>10</b>           | <b>0</b>             | <b>NIL</b>           | <b>45</b>          |

| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Identify and evaluate key managerial functions and applications with a global perspective              | 3                    | 3          | --         | 3          | --         | 3           | 2           |
| 2          | Develop proficiency in summarizing financial data using financial accounting practices and conventions | 3                    | 3          | --         | 2          | 1          | 2           | 2           |
| 3          | Make use of basic statistical tools and their application in business decision-making                  | 2                    | 3          | --         | --         | --         | 3           | 3           |

|   |                 |
|---|-----------------|
| <b>Unit 1: Concept and practice of Management</b>   | <b>15 hours</b> |
| <p>Definition - Foundations and concepts - Functions and skill sets of managers. PODSCORB: Strategic planning premises and processes. Problem solving and Decision making. Organizing: Scope and application – Organization structures- Types and relevance- Staffing and coordination. Controlling: Process of controlling – Controlling mechanisms.</p> <p><b>Global Management and Practice</b> – Multinational corporations - Scope and operations, Organizational design and structure. Management styles and approaches. Locus of decision making. Case studies from US, Europe and Asia Pacific regions.</p> |                 |
| <b>Unit 2: Basics of Financial Accounting and Practice</b>  | <b>14 hours</b> |
| <p><b>Theory: (8 hours)</b></p> <p>Financial reporting: Key principles and concepts of Financial Accounting – Double entry Accounting systems – Typology of transactions.</p> <p><b>Tutorial using Tally: (6 hours)</b></p> <p>Accounting Process—Preparation of Trial Balance- Trading and Profit and Loss Account and Balance Sheet.</p>  |                 |
| <b>Unit 3: Data Preparation and Analysis</b>  | <b>16 hours</b> |
| <p><b>Theory: (12 hours)</b></p> <p>Data Preparation - Editing –Coding- Data Entry- Data Analysis-Classification and Tabulation - Diagrams and Graphs. Units of measurements-Discrete and Continuous Data-Central tendency -Mean, Median, Mode. Measures of dispersion-Range, Quartile Deviation, Mean Deviation, Standard Deviation and Variance</p> <p><b>Tutorial using SPSS: (4 hours)</b></p> <p>Meaning and importance of SPSS, Data view, Variable view, Main Menus in SPSS, Data Types, Measures in SPSS, Creating and Saving a file, Measures of Central Tendency and Dispersion using SPSS.</p>           |                 |
| <b>Total</b>  | <b>45 hours</b> |

**Pedagogy and Assessment:**

**Pedagogy:** Lectures and Interactive Discussions, Case Studies, Hands on training in Tally and SPSS

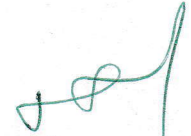
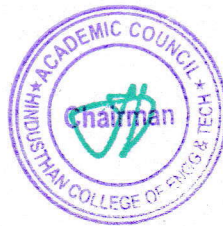
**Assessment:** Seminars and Presentations, Assignments, Tests, Reports/ Reflective diaries

**Reference Books:**

1. Bhattacharya Hashish, Financial Accounting, Essentials of Financial Accounting, Prentice Hall of India, 6<sup>th</sup> Edition, 2022.
2. Harold Koontz, Heinz Weinrich, Mark V. Cannice – Essentials of Management, 11<sup>th</sup> edition, 2020
3. Gerald Keller- Statistics for Management and Economics, Cengage, 12<sup>th</sup> edition 2022



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MBA - HiCET**



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HiCET**

|                        |                                       |
|------------------------|---------------------------------------|
| <b>Course Title</b>    | <b>Cost and Management Accounting</b> |
| <b>Course Code</b>     | <b>24BA1201</b>                       |
| <b>Course Category</b> | <b>Professional Core Course</b>       |
| <b>Credit Units</b>    | <b>4</b>                              |

**Course Objectives:**

This course is structured to be a basic toolbox which aims to provide fundamental applications of cost and management accounting in business. The course is designed for the student to understand and apply various costing methods for different environments. Further the course enhances the students' ability to examine budgeting and costing systems to optimize product mixes with appropriate resource allocation.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>3</b>           | <b>1</b>            | <b>0</b>             | <b>4</b>             | <b>60</b>          |

| <b>CO#</b> | <b>Course Outcomes</b>  | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|---|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |   | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Make use of financial statements to evaluate business risks and stability   | 3                    | 3          | --         | 2          | --         | 3           | 2           |
| 2          | Appraise industry/firm's cost behavior, cost drivers, and cost control methods for planning and control   | 3                    | 3          | --         | 2          | 2          | 3           | 2           |
| 3          | Appraise different product costing scenarios in job-order process and service environments  | 3                    | 3          | --         | 2          | 2          | 3           | 2           |
| 4          | Make use of Marginal costing technique in managerial decision making such as fixation of selling price and control of cost.   | 3                    | 3          | --         | 3          | 3          | 3           | 2           |
| 5          | Create and utilize various budgeting techniques to plan and allocate resources effectively. Identify and analyze cost variances to evaluate cost control effectiveness. | 3                    | 3          | --         | 2          | 1          | 3           | 2           |

|  |                 |
|--|-----------------|
| <b>Unit 1: Analysis and Interpretation of Financial Statements</b>   | <b>12 hours</b> |
| Analysis of Financial Statements– Horizontal Analysis – Comparative and Common sized Statements – Trend Analysis - Ratio Analysis - Dupont Model – Analysis of Fund Flow and Cash Flow Statements. |                 |
| <b>Unit 2: Cost Behaviors</b>  | <b>12 hours</b> |
| Cost Accounting – Concepts and terminologies – Classification of Cost – Activity Based Costing – Direct Expenses and Overheads- Allocation of overheads  |                 |
| <b>Unit 3: Costing System</b>  | <b>12 hours</b> |
| Unit costing- Cost sheet- Process costing-Normal profit or loss- Abnormal profit or loss. Service costing- features and application  |                 |
| <b>Unit 4: Cost and Decision making</b>  | <b>12 hours</b> |
| Marginal costing and Absorption costing- Cost Volume Profit Analysis –Relevant Costs for Decision Making - Pricing Decisions - Operational Decisions   |                 |
| <b>Unit 5: Budget and Budgetary Control</b>  | <b>12 hours</b> |
| Budgets – Types – Budgetary Control – Standard costing and Variance Analysis - Cost and Sales Variances – Use of Accounting information for Management Control.                                    |                 |
| <b>Total</b>   | <b>60 hours</b> |

**Pedagogy and Assessments:**

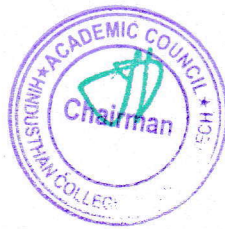
**Pedagogy:** Problem solving exercises, Case studies with industry data, use of Data visualization tools, peer learning and Project Based Learning.

**Assessments:** Practice Tests, Realtime assignments, Assignments, End semester examinations

**Reference Books:**

1. Drury, Colin, 2015, Cost and Management Accounting-An Introduction, Cengage Learning, 8<sup>th</sup> Edition, 2015.
2. Garrison, Noreen, Brewer, Managerial Accounting, McGraw Hill, 14<sup>th</sup> Edition, 2017.
3. Gupta, Ambrish, Financial Accounting for Management-An Analytical Perspective, Pearson Education, 5<sup>th</sup> Edition, 2016.
4. Horngren, CT, Sundem, GL, Stratton, WO, Burgstahler, D and Schatzberg, JO, Introduction to Management Accounting, Pearson, 16<sup>th</sup> Edition, 2019.
5. Khan, MY, Jain, PK, Management Accounting, Tata McGraw Hill, 7<sup>th</sup> Edition, 2017.

  
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**Dean (Academics)  
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|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Design Thinking</b>                               |
| <b>Course Code</b>     | <b>24BA1202</b>                                      |
| <b>Course Category</b> | <b>Employability Skill Enhancement Course (ESEC)</b> |
| <b>Credit Units</b>    | <b>3</b>   |

**Course Objectives:**

The course aims to provide a comprehensive understanding of design thinking principles. The course offers a platform to understand various frameworks and tools to encourage structured innovation and creative problem solving. The course is designed to adopt a mindset to explore, identify and activate new sources of ideas beyond the conventional work environment.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>3</b>           | <b>0</b>            | <b>0</b>             | <b>3</b>             | <b>45</b>          |


| <b>CO#</b> | <b>Course Outcomes</b>  | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|---|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |   | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Apply key design thinking skills and principles to solve complex problems and foster innovation.                      | 3                    | 3          | 3          | 3          | 3          | 3           | 3           |
| 2          | Develop communication skills to collaborate with stakeholders, team members, and end-users during the design process. | 3                    | 3          | 2          | 3          | 3          | 3           | 3           |
| 3          | Ability to identify and leverage new sources of ideas and innovative models.  | 3                    | 3          | 2          | 3          | 3          | 3           | 3           |
| 4          | Demonstrate the ability to develop innovative solutions.  | 3                    | 3          | 1          | 2          | 3          | 3           | 3           |
| 5          | Demonstrate teamwork capability and cultivate creativity.   | 2                    | 2          | 3          | 2          | 3          | 2           | 2           |

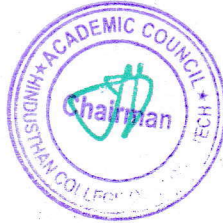
|   |                 |
|---|-----------------|
| <b>Unit 1: Design Thinking: An Overview</b>   | <b>8 hours</b>  |
| Types of Thinking - Design Thinking and its benefits - Applications of design thinking - Design Thinking Skills - Design Thinking Mindset.  |                 |
| <b>Unit 2: Design Thinking Models</b>   | <b>9 hours</b>  |
| Design Thinking Models: Stanford University d. School model - 3i model of IDEO - Herbert Simon 7 stage design process - Double Diamond model - AIGA: Head, Heart and Hand. Common elements of Design Thinking models. |                 |
| <b>Unit 3: Design Thinking Process - Empathize and Define</b>   | <b>9 hours</b>  |
| Methods and Tools for Empathize and Define Phase: Interviews, Observation, Personas, empathy map, affinity diagram, mind map, journey map, storytelling.  |                 |
| <b>Unit 4: Design Thinking Process – Ideate</b>   | <b>10 hours</b> |
| Methods and Tools for Ideate Phase: Brainstorming, Brainwriting, SCAMPER, Mind Mapping, Storyboard, bodystorming, role play, Crazy eights.  |                 |
| <b>Unit 5: Design Thinking Process - Prototype and Test</b>   | <b>9 hours</b>  |
| Prototype and Test Phase: Types of prototypes - methods of prototyping - minimum viable product. Methods of testing - usability testing, A/B testing.   |                 |
| <b>Total</b>  | <b>45 hours</b> |

|  |
|--|
| <b>Pedagogy and Assessment</b>   |
| <b>Pedagogy:</b> Lecture/ Presentation, Group discussion, Hands on activity, PBL with design thinking framework, Visual thinking scenarios and tools, Suggestive Rapid Prototyping |
| <b>Assessment:</b> Mini project, Field study, Seminars, Poster Presentation, Tests, End Semester Examination.  |

**Reference Books:**

1. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve– Apply", Springer, 2011
2. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.
3. Jimmy Jain "Design Thinking for startups: A Handbook for Readers and Workbook for Practitioners", 1st Edition, Notion Press, 2018
4. Roger L Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press , 2009.
5. Tim Brown "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation", Kindle Edition, HarperCollins e-books, 2009.

  
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**Dean (Academics)  
HiCET**

|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Economics for Business Applications</b> |
| <b>Course Code</b>     | <b>24BA1203</b>                            |
| <b>Course Category</b> | <b>Foundational Course (FC)</b>            |
| <b>Credit Units</b>    | <b>3</b>                                   |

**Course Objectives:**

The course provides students with a fundamental understanding and practical knowledge of the ways in which individuals and organizations address basic challenges on scarcity, price fluctuations and resource management. The course also lays emphasis on the role of economic policies adopted by the government from time to time aimed at promoting long run growth

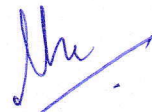
| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>3</b>           | <b>0</b>            | <b>0</b>             | <b>0</b>             | <b>45</b>          |

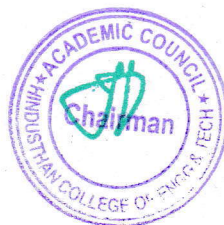
| <b>CO#</b> | <b>Course Outcomes</b>  | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|---|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |   | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Explain the role of managerial economics in decision making   | 3                    | 3          | --         | 2          | 2          | 3           | 2           |
| 2          | Analyze cause and effect relationship in demand and supply functions  | 3                    | 3          | --         | 2          | 3          | 3           | 2           |
| 3          | Examine the production function and identify optimal resource allocation strategies.                        | 3                    | 3          | --         | --         | 2          | 3           | 2           |
| 4          | Appraise the market environment with respect to cost, price, product differentiation and market environment | 3                    | 3          | --         | 3          | 2          | 3           | 2           |
| 5          | Evaluate the impact of government policies and economic factors on business operations.                     | 3                    | 2          | 2          | --         | 3          | 3           | 2           |

|  |                 |
|--|-----------------|
| <b>Unit 1: Foundations of Managerial Economics</b>   | <b>3 hours</b>  |
| Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms. Concept of Market Economics – Production Possibility Frontier.   |                 |
| <b>Unit 2: Demand, Supply and Equilibrium</b>  | <b>10 hours</b> |
| Demand and Supply Function – Types of Equilibrium – Consumers and Producers Surplus – Estimation of Demand Curve – Elasticity Types, Importance and Measurement – Demand Forecasting – Time Series Analysis  |                 |
| <b>Unit 3: The Production Function</b>   | <b>8 hours</b>  |
| Production Function – Short Run Law of Variable Proportions – Long Run Returns to Scale – Isoquants and Producer’s Equilibrium - Expansion Path – Cost Curves in SR and LR and Revenue Curves - Externalities  |                 |
| <b>Unit 4: Market Economics</b>  | <b>12 Hours</b> |
| Equilibrium of the Firm and Industry – Markets – Perfect Competition – Monopoly and Price Discrimination– Oligopoly – Game Theory - Monopolistic Competition- Field visit.   |                 |
| <b>Unit 5: Macro Economics</b>   | <b>12 hours</b> |
| Measuring economic performance. -GDP, GNP, Inflation, Bank rates, Fiscal deficit, Balance of trade, Business cycles-Introduction to Foreign exchange, Export and Import, BOT and BOP. Stock market indices.<br>Indian budget and its impact on the nation - Fiscal and monetary policies and the challenges. Role of RBI and commercial banks. |                 |
| <b>Total</b>   | <b>45 hours</b> |

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| <b>Pedagogy and Assessments</b>  |
| <p><b>Pedagogy:</b> Class Lectures, News article discussions and debates, Case Studies, Scenario analysis,</p> <p><b>Assessments:</b> Class assignments, Market visits, Seminars and presentations, Quiz, Tests and End Semester Examinations.</p> |

|  |
|--|
| <b>Textbooks:</b>  |
| <ol style="list-style-type: none"> <li>1. Christopher R. Thomas and S Charles Maurice, "Managerial Economics", TMH, 12<sup>th</sup> edition, 2020.</li> <li>2. D N Dwivedi- Managerial Economics, Vikas Publications, 2018, 8<sup>th</sup> Edition.</li> <li>3. Piyali Ghosh Geethika, Purba Roy Choudry – Managerial Economics TMH 2017, 3<sup>rd</sup> edition.</li> </ol>   |
| <b>General readings</b>  |
| <ol style="list-style-type: none"> <li>1. Wealth of Nations" – Adam Smith</li> <li>2. "Freakonomics", Steven D. Levitt and Stephen J Dubner</li> <li>3. "The Undercover Economist", Tim Harford</li> <li>4. "Hidden Order: The Economics of Everyday Life", David D. Friedman</li> <li>5. "Armchair Economist: Economics &amp; Everyday Life", Steven E. Landsburg</li> <li>6. "Naked Economics: Undressing the Dismal Science", Charles Wheelan</li> </ol>                        |
| <b>Readings</b>  |
| <ol style="list-style-type: none"> <li>1. "Economics: An Introduction and Vocabulary", HBS Note</li> <li>2. "Microeconomics for Strategists", HBS Note</li> <li>3. "How Do Economies Grow", HBR, May–June 1997</li> <li>4. "Four Steps to Forecast Total Market Demand", HBR, July–August 1988</li> <li>5. "The Microeconomics of Industry Supply", McKinsey Quarterly</li> <li>6. "Price Discrimination", HBS Note</li> <li>7. "Relevant Costs and Revenues", HBS Note</li> </ol> |

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Foundations of AI in Business</b>                 |
| <b>Course Code</b>     | <b>24BA1204</b>                                      |
| <b>Course Category</b> | <b>Employability Skill Enhancement Course (ESCE)</b> |
| <b>Credit Units</b>    | <b>2</b>   |

**Course Objectives:**

This course introduces Artificial Intelligence, exploring its foundational concepts and key applications. Students will learn about predictive modeling and how algorithms are utilized to make predictions based on data. The course covers various domains of AI, including machine learning, deep learning, natural language processing, neural networks and robotics.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>2</b>           | <b>0</b>            | <b>0</b>             | <b>2</b>             | <b>30</b>          |


| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Gain functional knowledge and vocabulary to explain AI concepts  | 3                    | 3          | --         | 1          | --         | 3           | 2           |
| 2          | Make use of predictive modeling and algorithms of AI for addressing business issues.                       | 3                    | 3          | --         | 1          | --         | 2           | 3           |
| 3          | Identify and make use of various domains of Artificial Intelligence for business processes and development | 3                    | 3          | --         | 1          | --         | 3           | 3           |

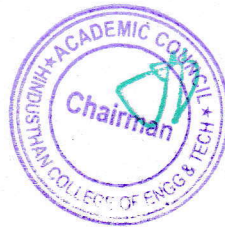
|  |                 |
|--|-----------------|
| <b>Unit 1: Introduction to AI</b>  | <b>8 hours</b>  |
| Key concepts and terminologies of AI, Types of AI: Narrow AI vs. General AI. Role of AI in business-benefits and challenges of AI adoption in business. AI Agents - Types & Functionalities-Simple reflex agents, Model based reflex agent, Goal based agents, Utility based agents, Learning agents, Multi agent systems, Hierarchical agents, Working and Application of AI Agents.  |                 |
| <b>Unit 2: Use of Predictive Modeling and Algorithms in AI</b>   | <b>10 hours</b> |
| Predictive Modeling –Types of predictive models-Classification Models, Regression Model, Clustering Model, Forecast Model, Time Series Model, Anomaly Detection Model. Algorithm for Predictive Models – Random forest predictive modeling, Gradient boosted predictive modeling, Linear regression, Logistic regression.  |                 |
| <b>Unit 3: Domains of AI</b>   | <b>12 hours</b> |
| Machine Learning - Supervised, Unsupervised, Semi-supervised and Reinforcement learning. Machine Learning Workflow - Data collection and pre-processing, Model training and evaluation, Model deployment and monitoring. Deep Learning- Stages, Deep Learning Workflow Processes and Models. Neural Networks – Scope, Types and Workings. Robotics – Robotics and its Applications. Natural Language Processing –NLP Applications in Business- Sentiment Analysis, Machine Translation, Information Extraction, Entity Recognition, Document Clustering, Keyword Extraction, Information Retrieval, Topic Modeling, Text Classification, Text Summarization. |                 |
| <b>Total</b>   | <b>30 hours</b> |

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| <b>Pedagogy and Assessments</b>   |
| <b>Pedagogy:</b> Teaching with podcasts, Case studies with real world examples, Animations, Data visualization tools, Real world AI applications. |
| <b>Assessments:</b> Multiple choice questions, Team projects, Quizzes and Clicker questions, Mini projects.                                       |

**Reference Books:**

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep Learning. MIT Press.
2. Luger G, "Artificial Intelligence: Structures and Strategies for complex problem solving", Fourth Edition, Pearson Education.
3. Nilsson J, "Artificial Intelligence: A new Synthesis", Elsevier Publishers.
4. Russel S and Norvig P, "Artificial Intelligence – A Modern Approach", Second Edition, Pearson Education

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

|                        |                                       |
|------------------------|---------------------------------------|
| <b>Course Title</b>    | <b>Human Behavior at Work</b>         |
| <b>Course Code</b>     | <b>24BA1205</b>                       |
| <b>Course Category</b> | <b>Professional Core Course (PCC)</b> |
| <b>Credit Units</b>    | <b>3</b>                              |

**Course Objectives:**

The course is structured to provide the students with the necessary information and tools to effectively track the complex aspects of individual and group dynamics within organizational settings. The students are able to examine the psychological elements that impact employee motivation, decision-making, leadership approaches, and team performance. The course is poised to give a strong base to manage people, create productive teams, and achieve your management goals.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>3</b>           | <b>0</b>            | <b>0</b>             | <b>3</b>             | <b>45</b>          |

| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Determine the key influencers of human behavior at work in modern organizations                    | 3                    | 2          | 2          | 3          | 3          | 3           | 3           |
| 2          | Classify and analyze various notions of individual behaviour and its effect on diversity           | 3                    | 2          | 3          | 3          | 3          | 3           | 3           |
| 3          | Analyze the organizational aspects of Team dynamics  | 3                    | 2          | 3          | 3          | 3          | 3           | 3           |
| 4          | Explain the various aspects motivation with relevance to job environment                           | 3                    | 2          | 3          | 3          | 3          | 3           | 3           |
| 5          | Appraise the synergetic effect of power, politics and conflicts into organizational interventions. | 3                    | 2          | 3          | 3          | 3          | 3           | 3           |

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|--|-----------------|
| <b>Unit 1: Fundamentals of Human Behaviour</b>   | <b>9 hours</b>  |
| Introduction to Human Behaviour - Nexus between People, Work and Organizations - Contemporary influences- Managing a global workforce in the 21st century- -Issues and implications – Scenarios.                                 |                 |
| <b>Unit 2: Individual Differences and Managing Diversity</b>   | <b>9 hours</b>  |
| Factors affecting behaviour at work - Emotional Labor - Personality and personality assessment - Emotional intelligence. Attitudes and values. Perception and the perceptual process. Managing diversity. Psychological Capital. |                 |
| <b>Unit 3: Work Group Dynamics</b>   | <b>9 hours</b>  |
| The difference between groups and teams - Formal and Informal groups - Stages of Team development - Building effective, cohesive teams. Contemporary approaches to team working - The downsides of team working. Case studies    |                 |
| <b>Unit 4: Motivation and Engagement</b>   | <b>9 hours</b>  |
| Motivating by Job design • Job design • Job crafting • Performance management • Work engagement • Job Demand-Resources model • Employee Involvement • Reward and motivation.   |                 |
| <b>Unit 5: Power, Politics and conflicts</b>   | <b>9 hours</b>  |
| Organizations as complex political systems • The different bases of individual and organizational power • Organizational politics • Managing organizational politics • Organizational conflict • Managing conflict – Process.    |                 |
| <b>Total</b>   | <b>45 hours</b> |

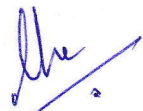
**Pedagogy and Assessments:**

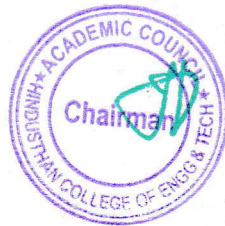
**Pedagogy:** Case discussions, Role playing, Group projects and Presentation, Focused Group Discussions and Experiential sharing

**Assessments:** Mini surveys, Reflective practices, Presentations, Group discussions, End semester exams.

**Reference Books:**

1. Kimberly D. Elsbach, Anna Kayes, D. Christopher Kayes, "Contemporary Organizational Behaviour: From Ideas to Action", Pearson Publications, 2015
2. Kavitha Singh, "Organizational Behaviour", Pearson Publications, 3<sup>rd</sup> Edition, 2015.
3. Margie Parikh and Rajen Gupta, Organizational Behaviour, McGraw-Hill, 1<sup>st</sup> Edition, 2017.
4. McShane L. Steven., Von Gilnow Mary Ann., Sharma R. Radha, "Organizational Behaviour", Tata McGraw-Hill, New Delhi, (Special Indian Edition), 6<sup>th</sup> Edition, 2015.
5. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Publications, 18<sup>th</sup> Edition, 2018.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Entrepreneurial Mindset</b>                       |
| <b>Course Code</b>     | <b>24BA1801</b>                                      |
| <b>Course Category</b> | <b>Employability Skill Enhancement Course (ESEC)</b> |
| <b>Credit Units</b>    | <b>2</b>   |

**Course Objectives:**

This course is quite unconventional of a typical academic approach. Students are got to the essential traits and thought process of an entrepreneur. Further it elaborates about the scientific approach of effectuation and its principles for channelizing entrepreneurial mindsets. The course is expected to take the learner through the real time entrepreneurial journey.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>1</b>           | <b>-</b>            | <b>2</b>             | <b>2</b>             | <b>45</b>          |

| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Develop the skill sets required to spot entrepreneurial acumen                 | 2                    | 3          | 2          | 3          | 2          | 3           | --          |
| 2          | Make use of Effectuation principles for building entrepreneurial mindsets      | 2                    | 3          | 2          | 3          | 2          | 3           | --          |
| 3          | Elaborate upon the various stages and attributes of an entrepreneurial journey | 3                    | 3          | 2          | 3          | 2          | 3           | 3           |

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| <b>Unit 1: Introduction to Entrepreneurial Mindset</b>   | <b>5 hours</b> |
| <p>Understanding Entrepreneurial Mindset: Key mental qualities. Avenues to imbibe key mental qualities and passion for entrepreneurship- Developing resilience and perseverance. Techniques for fostering creativity and thinking outside the box. Innovation and exploring different approaches to problem-solving. Adapting to change and embracing uncertainty in entrepreneurial ventures.</p> |                |

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| <b>Unit 2: Effectuation</b>  | <b>5 hours</b>  |
| Causal reasoning Vs Effectual reasoning – Scope of Effectuation – What makes entrepreneurs Entrepreneurial - Five principles of Effectuation and the Effectual Cycle -Affordable loss and plunge decisions- Effectuation and new venture performance |                 |
| <b>Unit 3: Entrepreneurial Experimentation</b>   | <b>5 hours</b>  |
| From Unknown to known – Dealing with uncertainty – Validating one’s assumption – Learning from failures – Seeking feedback and support – Planning and Prioritizing-Experiencing the journey of entrepreneurship                                      |                 |
| <b>Unit 4: Mini Project</b>  | <b>30 hours</b> |
| Profiling up an entrepreneurial journey – Pitch Presentation   |                 |
| <b>Total</b>   | <b>45 hours</b> |

**Pedagogy and Assessments:**

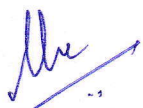
**Pedagogy:** Case studies, Biographic readings, Flipped classrooms, experiential learning, Huddle with experts.

**Assessments:** Reflective Practice and Journaling, Mini projects, Group Discussions.

**General Readings**

1. Stephen Covey -The 7 Habits of Highly Effective People
2. Eric Ries -The Lean Startup
3. H. Pink- Drive by Daniel
4. Paul Jarvis -Company of One
5. Ben Horowitz -The Hard Thing About Hard Things
6. Ray Dalio- Principles: Life and Work
7. Keith Ferrazzi -Never Eat Alone
8. Blake Masters and Peter Thiel -Zero to One
9. Rob Fitzpatrick- The Mom Test

10. Seth Godin- Purple Cow
11. B. Joseph Pine II and James H. Gilmore -The Experience Economy
12. Seth Godin- This Is Marketing
13. John Bader- Straddling the Abyss

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Professional Development I</b>                    |
| <b>Course Code</b>     | <b>24HE1091</b>                                      |
| <b>Course Category</b> | <b>Employability Skill Enhancement Course (ESCE)</b> |
| <b>Credit Units</b>    | <b>1</b>   |

**Course Objectives:**

Effective communication is the cornerstone of success in the business world. Today's business landscape demands skills to exhibit professionalism of being a team player and develop rapport with workplaces. Thus the focus of the course is to inculcate on understanding effective oral and written communication, the etiquettes of professional communication to improve to improve workplace relationships

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>0</b>           | <b>0</b>            | <b>2</b>             | <b>2</b>             | <b>30</b>          |


| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Develop technical and communication competencies for addressing different stakeholder needs                                      | --                   | 1          | 3          | 3          | 2          | 3           | 3           |
| 2          | Construct clear, concise, and persuasive messages across various channels, from emails and reports to presentations and meetings | --                   | 1          | 3          | 3          | 2          | 3           | 3           |
| 3          | Showcase proper business wardrobe and professional etiquette to maintain professional decorum in workplaces                      | --                   | --         | 3          | 3          | 2          | 3           | 3           |

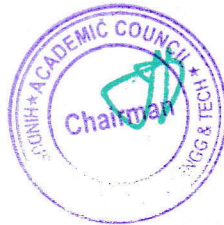
|  |                 |
|--|-----------------|
| <b>Module 1: Listening &amp; Reading:</b>  | <b>8 hours</b>  |
| Listening for specific information; Short conversations or monologues-Conversation / Interview/Discussions.<br>Reading: Understanding short real-world communicate, reports and notices. -reading for detailed factual information-Reading for gist and specific information   |                 |
| <b>Module 2: Speaking</b>  | <b>8 hours</b>  |
| Building conversations –Presentation of extempore - Group Discussions – Negotiations – Expression and justification of opinions, Mini presentations on current affairs Public speaking   |                 |
| <b>Module 3: Preparing written communication and business presentation:</b>  | <b>8 hours</b>  |
| Writing process for business messages- Key criteria for effective message creation- Preparing written communication in the professional context: Proposals- Resume building - Reports. Presentation techniques- Blog writing- short case writing   |                 |
| <b>Module 4: Workplace communication and Etiquettes:</b>   | <b>6 hours</b>  |
| Professional Email Writing - Report Writing and Business Document Formatting - Technical Writing Fundamentals- Public Speaking and Presentation Skills- Communication Styles and Adaptability for different audiences- Business Meeting Etiquette and Telephone Communication. Wardrobe engineering and Professional Attire - Effective Body Language and Nonverbal Cues |                 |
| <b>Total</b>   | <b>30 hours</b> |

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| <b>Pedagogy and Assessment</b>   |
| <b>Pedagogy:</b> Business /Newspaper discussion, Audio/Video, Workshops, Role play and simulated scenarios, Public speaking, Debates and Group discussions, Mini presentation, gamified exercises. |
| <b>Assessments:</b> News analysis and Presentation, Short case/ blog writing, Movie/Book review  |

**Reference Books:**

1. Barun K. Mitra "Personality Development and Soft Skills", (2<sup>nd</sup> edition), Oxford University Press, 2016.
2. Raymond V. Lesikar and Marie Flatley., "Basic Business Communication – Skills for empowering the internet generation", (10<sup>th</sup> edition) TATA McGraw- Hill, 2008.
3. Soft Skills: an Integrated Approach to Maximize Personality, Gajendra S. Chauhan, Sangeeta Sharma, Wiley India

  
**Chairman - BoS  
MBA - HICET**



  
**Dean (Academics)  
HICET**

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|------------------------|--|
| <b>Course Title</b>    | <b>Data Analysis and Modeling</b>                |
| <b>Course Code</b>     | <b>24MA1151</b>                                  |
| <b>Course Category</b> | <b>Research Methodology and IPR course (RMC)</b> |
| <b>Credit Units</b>    | <b>04</b>  |

**Course Objectives:**

This course aims to equip the students to apply their basic knowledge and skills to extract insights from data, and to apply data analysis and modeling techniques to make predictions and classifications for business decision making.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| <b>3</b>           | <b>1</b>            | <b>0</b>             | <b>4</b>             | <b>60</b>          |

| <b>CO#</b> | <b>Course Outcomes</b>  | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|---|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |   | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Work with common probability distributions and interpret their characteristics in the context of data analysis. | 3                    | 3          | --         | 2          | --         | 3           | 2           |
| 2          | Apply statistical tools and tests to identify patterns, relationships, and trends within data sets.             | 3                    | 3          | --         | 2          | --         | 3           | 3           |
| 3          | Develop an understanding of inferential statistics to draw conclusions and test hypotheses about data.          | 3                    | 3          | --         | 2          | --         | 2           | 2           |
| 4          | Contemplate and integrate statistical findings to business decision making processes.                           | 3                    | 3          | --         | 3          | 2          | 3           | 3           |
| 5          | Gain insights into logical data structuring and modeling for adoptable enterprise solutions.                    | 3                    | 3          | --         | 2          | 3          | 3           | 2           |

|   |                 |
|---|-----------------|
| <b>UNIT 1: PROBABILITY</b>  | <b>12 hours</b> |
| Basic definitions and rules for probability, conditional probability, independent of events, Baye's Theorem-Probability distributions: Binomial, Poisson and Normal Distributions-Business applications problems.   |                 |
| <b>UNIT 2: TESTING OF HYPOTHESIS-PARAMETRIC TESTS</b>   | <b>12 hours</b> |
| <p><b>Theory: (9 hours)</b></p> <p>Hypothesis testing: one sample and two samples' tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations-Business applications.</p> <p><b>Tutorials: (3 hours)</b></p> <p>t-test, F-Test and Z-Test using SPSS.</p> |                 |
| <b>UNIT 3: TESTING OF HYPOTHESIS-NON-PARAMETRIC TESTS</b>   | <b>12 hours</b> |
| <p><b>Theory: (9 hours)</b></p> <p>Mann-Whitney U test and Kruskal Wallis test-Rank correlation. Chi-square tests for independence of attributes and goodness of fit -Business applications</p> <p><b>Tutorials: (3 hours)</b></p> <p>Chi-square and other related nonparametric tests using SPSS.</p>  |                 |
| <b>UNIT 4: APPLICATIONS OF BIVARIATE ANALYSIS</b>   | <b>12 hours</b> |
| <p><b>Theory (9 hours)</b></p> <p>Correlation (Raw data) – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line -Business applications of Correlation and Regression.</p> <p><b>Tutorials: (3 hours)</b></p> <p>Correlation and Regression Analysis using SPSS.</p>   |                 |
| <b>UNIT 5: APPLICATIONS OF MULTIVARIATE ANALYSIS</b>  | <b>12 hours</b> |
| <p><b>Theory (9 hours)</b></p> <p>Introduction, analysis of variance, completely randomized design, randomized block design, Latin square design. -application in Business decision process and Management.</p> <p><b>Tutorials: (3 hours)</b></p> <p>ANOVA, Factor Analysis and Cluster Analysis using SPSS.</p>   |                 |
| <b>Total</b>  | <b>60 hours</b> |


### **Pedagogy and Assessments**

**Pedagogy:** Hands on Training using SPSS, peer learning, problem solving using manipulative data sets.

**Assessments:** Practice Tests, Assignments, Basic Model Building, End semester examinations

### **Reference Books:**

1. Anil Kumar Mishra- A Handbook on SPSS for Research Work, 1<sup>st</sup> Edition, Himalaya Publishing House, 2017.
2. Gupta S.C, Fundamentals of Statistics, 2018, 7<sup>th</sup> Ed. HPH.
3. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8<sup>th</sup> Edition, 2017.
4. Richard I. Levin, David S. Rubin (2017) Statistics for Management, 8<sup>th</sup> edition, Pearson Education.
5. Srivastava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3<sup>rd</sup> Edition 2017.
6. N. D. Vohra ND, Business Statistics, Tata McGraw Hill, 2017.

  
**Chairman - BoS  
MBA - HICET**



  
**Dean (Academics)  
HICET**

|                        |  |
|------------------------|--|
| <b>Course Title</b>    | <b>Excel Applications in Business</b>                |
| <b>Course Code</b>     | <b>24BA1001</b>                                      |
| <b>Course Category</b> | <b>Employability Skill Enhancement Course (ESEC)</b> |
| <b>Credit Units</b>    | <b>2</b>   |

**Course Objectives:**

This course equips you with the essential skills to leverage Microsoft Excel as a tool for maximizing efficiency and productivity in various business functions. The course enables a student to classify and organize large datasets and apply appropriate excel functions to identify trends, patterns and relationships to support informed decisions.

| <b>Lecture (L)</b> | <b>Tutorial (T)</b> | <b>Practical (P)</b> | <b>Total Credits</b> | <b>Total Hours</b> |
|--------------------|---------------------|----------------------|----------------------|--------------------|
| -                  | -                   | 4                    | 2                    | 60                 |

| <b>CO#</b> | <b>Course Outcomes</b>   | <b>CO-PO Mapping</b> |            |            |            |            |             |             |
|------------|--|----------------------|------------|------------|------------|------------|-------------|-------------|
|            |  | <b>PO1</b>           | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PSO1</b> | <b>PSO2</b> |
| 1          | Work on excel functions to support managerial decision making.                             | 2                    | 3          | --         | 2          | 3          | 3           | 2           |
| 2          | Combine data from multiple worksheets to create comprehensive reports and identify trends. | 3                    | 3          | --         | 2          | 3          | 3           | 2           |
| 3          | Effectively present data insights and findings using spreadsheets and charts.              | 3                    | 3          | --         | 2          | 3          | 3           | 2           |

|  |                 |
|--|-----------------|
| <b>Unit:1 Spread sheet Basics</b>  | <b>20 hours</b> |
| Basic text and cell formatting -Paragraphs -Using hyperlinks Selecting ranges- using comments- Text functions for purification of large dataset-Time and Date Conversion-Auto completion of series- Table formatting and |                 |

|   |                 |
|---|-----------------|
| highlighting-Conditional formatting-Data visualization using graphs-Working with multiple worksheets.   |                 |
| <b>Unit-II Formulas and function</b>  | <b>20 hours</b> |
| Linking & Embedding -consolidating data- Auto filter and custom filter, Auto sort and custom sort-Relative and absolute cell references-logical functions-V lookup function-Statistical functions –Financial functions  |                 |
| <b>Unit-III Advanced functions</b>  | <b>20 hours</b> |
| Scenario manager- Goal seek-sensitivity analysis-Data table-Solver- Data Validation- Working with validation formula -Data mining using pivot tables, pivot chart- Modifying Charts- Protection and security: Unlocking cells-Worksheet Protection – Workbook Protection –Macros. |                 |
| <b>Total</b>  | <b>60 hours</b> |

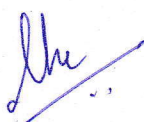
**Pedagogy for Course Delivery:**

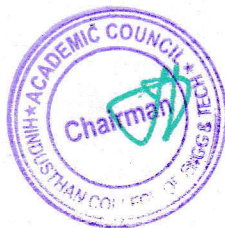
**Pedagogy:** Excel Manual, Structured exercises, collaborative learning, case studies with datasets.

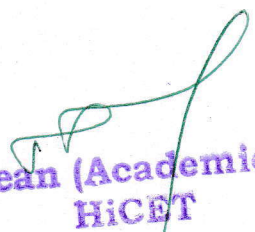
**Assessment:** Lab reports, Hands on Lab examinations, Used case studies, End semester examinations.

**Reference Books:**

1. Jordan Gold Meier “Advanced Excel Essentials” Apress publishers, 1<sup>st</sup> edition 2014
2. Microsoft Excel: Advanced Participant Guide-Towson University
3. Michael Alexander “Excel Macros for Dummies, 2<sup>nd</sup> paperback, 2018
4. Wayne Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6<sup>th</sup> Edition, Microsoft Press, 2019.

  
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