

JSPM University Pune

Faculty of Business Management and Commerce

School of Business Management



NEP Aligned Syllabus

for

MBA (Master of Business Administration)

(Effective from AY: 2023-24)

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Semester – I Level - 6.5

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs. per week)				Examination and Marking Scheme			Credits
				L	T	P	E L	TH	PR	OR	
1	PSMC	230GMAM01_01	Advanced Statistics	2	-	-	-	50	-	-	2
2	PCC	230VMSM01_01	Principles & Practices of Management	2	-	-	4	100	-	50	3
3	PCC	230VMSM02_01	Business Accounting	3	-	-	2	100	-	-	3.5
4	PCC	230VMSM03_01	Organizational Behavior	2	1	-	-	100	-	-	3
5	MMC	230GCSM28_01	Introduction to Data Science	1	-	2	-	-	50	50	2
6	SEC	230GCAB02_01	C Programming	2	-	2	-	-	50	50	3
7	VSC	230IDCB01_01	Design Thinking and Creativity	1	-	-	2	-	-	50	1.5
8	AEC (HSMC)	230UENM01_01	Communicative English for Professionals	1	-	2	-	50	-	-	2
9	RMC	230IRMM01_01	Research Methodology	2	-	-	-	50	-	-	2
Total Academic Engagement and Credits				16	1	6		450	100	200	22
				23		8	750				



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Semester – II Level – 6.5

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs. per week)				Examination and Marking Scheme			Credits
				L	T	P	E L	TH	PR	OR	
1	PSBC	230VMSM46_02	Economics for Business	2	1	-	-	100	-	-	3
2	PCC	230VMSM04_02	Marketing Management	2	-	-	4	100	-	50	3
3	PCC	230VMSM05_02	Financial Management	2	1	-	-	100	-	-	3
4	PCC	230VMSM06_02	Human Resource Management	3	-	-	2	100	-	50	3.5
5	MMC	230GAIB01_02	Introduction to Artificial Intelligence	1	-	2	-	-	50	50	2
6	VSC	230IINB02_02	Innovation	1	-	-	2	-	-	50	1.5
7	AEC (HSMC)	230UENM02_02	Business Communication	1	-	2	-	50	-	-	2
8	RMC	230IRMM03_02	Research Data Analysis	2	-	-	-	50	-	-	2
9	IITP/FP/CEP	230VMSM47_02	Internship/Field Project/Community Engagement Programme	4 to 6 weeks				-	-	50	2
Total Academic Engagement and Credits				14	2	4		500	50	250	22
				20		8	800				

Note: A **Postgraduate Diploma** will be awarded if a student exits after first year. For Exit at the end of first year the student must complete: (Total credits = 8)

a) An internship / OJT of 8 - 10 weeks (4 credits)

b) Additional Course 1 (4 credits) (Vocational Skill Course (VSC) / Skill Enhancement Course (SEC))



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: PSMC	Course Title: Advanced Statistics	
Course Code: 230GMAM01_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 2	Lecture (L): 2 Tutorial (T): 0 Practical (P): 0 Experiential Learning (EL): 0	Theory (TH): 50 Marks
Prerequisite Courses, if any: <ul style="list-style-type: none"> Basic Symbols of Mathematics 		
Course Objectives: <p style="text-align: center;"><i>To enable the students:</i></p> <ul style="list-style-type: none"> To provide knowledge about basic concepts of Statistics. To demonstrate data handling skills and summarize data with clarity To provide knowledge about measurement of central tendency. To give an overview of Regression, correlation and Time series analysis. To Provide the basic knowledge about the probability 		
Course Outcomes: On completion of the course, learner will be able to CO1: Understand Statistical problem-solving concepts CO2: Memorize all basic formulae of Statistics CO3: Apply Statistical methods to solve various Industrial problems. CO4: Analyze the statistical data and apply suitable statistical method to solve problems. CO5: Express given statistical data in tables and graphs. CO6: Evaluating simple Statistical real-world Problems.		
Course Contents		
Unit I	Introduction to Statistics and Data Collection	4 Hrs
Meaning and Definition of Statistics, Nature and Importance of Statistics, Collection and Types of Data, Classification and Tabulation of Data		
Unit II	Measures of Central Tendency	8 Hrs
Introduction, Arithmetic Mean, Median and Mode, Relation between Mean, Median and Mode, Simple Numerical Problems		
Unit III	Measures of Dispersion	4 Hrs



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Introduction, Range, quartile, decile and percentile, Mean Deviation, Quartile Deviation, Standard variation and Variance		
Unit IV	Measures of Skewness	5 Hrs
Introduction, Moments, Raw Moments, Central Moments, Skewness - Karl Pearson's Coefficient and Bowley's Coefficient, Kurtosis, Correlation and Regression		
Unit V	Time Series Analysis	4 Hrs
Introduction, Meaning & Component of Time series analysis, Method of Least squares- Straight line Trend, Method of Least Squares- Second degree parabola, Method of Moving Average.		
Unit VI	Theory of Probability	5 Hrs
Meaning of Probability, Basic concepts of Probability, Joint and Marginal Probability, Mathematical expectation, Expected Value, Simple Numerical problems.		

Learning Resources

Text Books:

1. Gupta S. P & Gupta M.P., Business Statistics, Sultan Chand & sons, 16th Edition.
2. A.P. Verma, Business Statistics, Asian Books Pvt. Ltd, 5th Edition.

Reference Books:

1. Stine, R. and Foster. (2014). Statistics for Business (Decision making and Analysis).
2. Vohra, N.D. (latest edition) Business Statistics, New Delhi, Mcgraw Hills
3. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
4. Bhardwaj, R. S., Business Statistics, Excel Books, 2000.

MOOC / NPTEL Courses:

1. NPTEL Course "*Business Statistics*", By Prof. Mukesh Kumar Barua, IIT Roorkee

Link of the Course: https://onlinecourses.nptel.ac.in/noc20_mg23/preview



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: PCC	Course Title: Principles & Practices of Management	
Course Code: 230VMSM01_01	Teaching Scheme: Hrs /Per week	Examination Scheme:
Credits: 3	Lecture (L): 2 Tutorial (T): 0 Practical (P): 0 Experiential Learning (EL): 4	Theory (TH): 100 Marks Oral (O): 50 Marks
Prerequisite Courses, if any: <ol style="list-style-type: none"> Basics of Management (Available on Great Learnings) Basics of Leadership (Available on Oxford Home Study Centre) 		
Course Objectives: <ul style="list-style-type: none"> Demonstrate theoretical knowledge in management course. Gain practical skills and personal attributes and competencies that is required for managerial position. Describe the five management functions of planning, organizing, leading, staffing and controlling. Outline the historical evolution of management theories. To learn the Leadership skills in Management. To study the goal setting by Management Objective Theory 		
Course Outcomes: On completion of the course, learner will be able to <ul style="list-style-type: none"> CO 1 Have a conceptual knowledge about the planning and decision making CO 2 Understand the concept of organizing for the effective functioning of a management CO 3 Identify and apply appropriate management techniques for managing business CO 4 Analyze the managerial practices and choices relative to ethical principles and standards. CO 5 Demonstrate the techniques for controlling and coordination CO 6 Evaluate leadership style to anticipate the consequences of each leadership style 		
Course Contents		
Unit I	Introduction to Management	5 Hrs
Management – An Emerging Profession, Definition & Nature of Management, Scope, Purpose of Management, Characteristics of Management, Functions & Roles of Manager		
Unit II	Evolution of Management Thought	5 Hrs



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Classical Theory, Scientific Management, Management Process or Administrative Management, Bureaucracy, Behavioral Science Approach, Quantitative Approach, Systems Approach, Contingency Approach

Unit III	Planning	5 Hrs
Types of Plans, Planning Process, Introduction to Strategic Management, Organizational Dynamics, Process of Strategic Management		
Unit IV	Organizing and Directing	5 Hrs
Introduction, Principles of Delegation Authority, developing a culture of Innovation and performance, Understanding authority and responsibility		
Unit V	Staffing and Coordination	5 Hrs
Introduction, Workforce Diversity, Concept & Principles of Coordination, Need for Coordination, Importance of Coordination		
Unit VI	General Overview of all the Units	5 Hrs
Skills of an effective Manager, Operational Approach, Analysis of organizational resources and capabilities, Factors Determining Span of Management, Coordination Process		

Learning Resources

Text Books: (Maximum 2)

1. Stephen P. Robbins, David A. Decenzo, 2016. Fundamentals of Management, Pearson Education, 9th Edition
2. Harold Koontz, O'Donnell and Heinz Weihrich, 2012. Essentials of Management. New Delhi, 9th edition, Tata McGraw Hill

Reference Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo
2. Management - Text & Cases, Satya Raju
3. Principles of Management – Davar

MOOC / NPTEL Courses:

1. NPTEL Course "*Principles of Management*", By Prof. Usha Lenka, IIT Roorkee

Link of the Course: https://onlinecourses.nptel.ac.in/noc23_mq33/preview

Additional Web Resources:

1. https://onlinecourses.swayam2.ac.in/nou23_mq04/preview

Additional Web Resources:

1. <https://www.coursera.org/learn/principles-of-management>
2. <https://alison.com/course/an-introduction-to-the-principles-of-management>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: PCC	Course Title: Business Accounting	
Course Code: 230VMSM02_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 3.5	Lecture (L): 3 Tutorial (T): 0 Practical (P):0 Experiential Learning (EL):2	Theory (TH):100 Marks
Prerequisite Courses, if any: 1. 2.		
Course Objectives: <ul style="list-style-type: none"> Recognize the importance of accounting in various aspects of business and finance. Learn how to record financial transactions in journals, post them to ledgers, and prepare a trial balance. Develop the ability to create final accounts, including income statements and balance sheets Understand how marginal costing can be used for decision-making, including cost-volume-profit (CVP) analysis. Familiarize with various types of budgets Develop the ability to analyze cost variances, including material cost variances and labor cost variances. 		
Course Outcomes: On completion of the course, learner will be able to CO1: Remembering: Describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing CO2: Understanding: Explain in detail, all the theoretical concepts taught through the syllabus. CO3: Applying: Perform all the necessary calculations through the relevant numerical problems. CO4: Analysing: Analyze the methods of standard costing and apply these techniques in business decisions. CO5: Evaluate the financial impact of the decision. CO6: Create the Financial Statement of Sole Proprietor, Cost Sheet and Budgets		
Course Contents		
Unit I	Introduction to Accounting	5 Hrs
Meaning & Scope of Accounting: Overview of Accounting, Users of Accounting, Accounting concept conventions, Principles of accounting, basic accounting terminology.		
Unit II	Financial Accounting	10 Hrs



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Financial Accounting; Types of organization, Journal, Ledger, Trial Balance, Preparation of Final Accounts.

Unit III	Cost Accounting	7 Hrs
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Cost Accounting Basic concept of Cost Accounting, objective, Importance & advantage of cost accounting, Preparation of Cost sheet

Unit IV	Marginal Costing	8 Hrs
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Marginal Costing Meaning, Principle and advantage of Marginal Costing, Contribution, P/V Ratio, CVP analysis, MOS, BEP Chart

Unit V	Budget & Budgetary Control	8 Hrs
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Budget & Budgetary Control, Types of Budgets, Budgeting Process, Preparation of Flexible Budget, Cash budget, Master Budget

Unit VI	Standard Costing	7 Hrs
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Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances – Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance

Learning Resources

Text Books: (Maximum 2)

1. A.P. Rao, "Management Accounting", Everest Publishing House.
2. H. V. Jhamb, "Fundamentals of Management Accounting" Ane books Pvt. Ltd., 3rd Edition.
3. Ravi M. Kishore, "Cost & Management Accounting", Taxmann's, 6th Edition
4. Jawahar Lal, "Cost Accounting", Mc Graw Hill, 6th Edition

Reference Books:

1. M. N. Arora, "Cost Accounting – Principles & Practices", Vikas Publishing House, 12th Edition.
2. Ravi Kishore, "Management Accounting, Taxmann's

MOOC / NPTEL Courses:

Link of the Course: https://onlinecourses.nptel.ac.in/noc23_mq65/preview

https://onlinecourses.nptel.ac.in/noc19_mq38/preview

Additional Web Resources:



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: PEC	Course Title: Organizational Behavior	
Course Code: 230VMSM03_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 3	Lecture (L): 2 Tutorial (T): 1 Practical (P): 0 Experiential Learning (EL): 0	Theory (TH): 100 Marks
Prerequisite Courses, if any: 1. 2.		
Course Objectives: <ol style="list-style-type: none"> 1. To understand the basic concepts of OB. 2. To impart knowledge that will help students balance their work and personal lives and develop both professional and life skills. 3. To comprehend the existing situation and control the change. 4. To introduce the learners to the recent trends in the area of OB. 5. To develop decision-making skills. 		
Course Outcomes: On completion of the course, the learner will be able to –		
CO1: Describe the difficulties of individual and group behavior in organizations. CO2: Explain the consequences of organizational behavior from the perspectives of employees, managers, leaders, and the organization. CO3: APPLY Theories, Models, Principles, and Frameworks of organizational behaviour in specific organizational settings. CO4: ANALYZE human behavioral problems like attitudinal issues, low motivational levels, conflict, politics, etc., and develop solutions to these problems. CO5: FORMULATE approaches to reorient individual, team, managerial, and leadership behavior to achieve organizational goals. CO6: DEVELOP strategies for challenges faced while shaping organizational behaviour, organizational culture, and organizational change.		
Course Contents		
Unit I	Fundamentals of Organizational Behaviour	7 Hrs
Definition, Nature, Scope, Goals of OB, Importance of OB, Evolution of OB, Models of OB. Perception, Attitude, Values: Meaning of Perception, Factors influencing Perception, Values, Attitude, Emotional Intelligence		
Unit II	Personality and Motivation	7 Hrs



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Personality and Motivation: Meaning, Definition of Personality, Determinants and Types of Personality, Models of Personality.

Motivation: Meaning, Nature, Importance, and Process of Motivation, Theories of Motivation (Maslow's Need Hierarchy Theory, McGregor's Theory, Herzberg's Two Factor Theory)

Unit III	Conflict Management and Stress Management	7 Hrs
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Meaning and Definition of Conflict, Sources of Conflict, Types of Conflict and Effect of Conflict, Conflict Management Strategies.

Stress Management: Meaning and Definition of Stress, Sources of Stress, Causes of Stress in Organization, Effect of Stress and Stress Management Strategies

Unit IV	Group Dynamics and Leadership	7 Hrs
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Group Dynamics and Leadership: Nature of Groups, Types of Groups and Group Behaviour, Stages of Group Development, Team Building, Team Effectiveness.

Leadership: Concept of Leadership, Qualities of Leader, Difference between Managers and Leaders, Overview of Leadership, Types and Theories of Leadership

Unit V	Organizational Change	7 Hrs
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Meaning and Definition of Organizational Change, Goals of Organizational Change, Nature of Organizational Change, Types of Organizational Change, Resistance to Change

Unit VI	Emerging Aspects of OB	7 Hrs
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TQM, Managing Cultural Diversity, Quality Circles, Total Employee Involvement.

Learning Resources

Text Books: (Maximum 2)

1. K. Ashwathappa, "Organizational Behaviour", Tata McGraw Hill
2. L.M. Prasad, "Organizational Behaviour", Sultan and Chand Publishing Company

Reference Books:

1. Dr. Sharad Javadekar, Prof. Shobha Dadlani, "Business Entrepreneurship, Environment, and Organizational Behavior", Narendra Prakashan.
2. John Adair, "Leadership and Motivation", Kogan Page India Private Limited, New Delhi
3. Basu P.K., "Public Enterprises, Policy, Performance and Professionalization", Allied Publishers Pvt. Ltd, New Delhi
4. Desai V., "Entrepreneurship Management", Himalaya Publishing House, New Delhi.
5. Stephen P Robbins, "Organizational Behavior"
6. Nkomo, "Human Resource Management", CENGAGE Learning.



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MOOC / NPTEL Courses:

1. NPTEL Course "*Title of the Course*", Name of the Faculty member,
Name of the conducting Institute

Link of the Course:

Additional Web Resources:

1. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2. https://collegetutor.net/notes/Organization_and_Organizational_Behaviour_notes_pdf
3. https://indiafreenotes.com/lu-bba-organizational-behaviour/#google_vignette



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: MMC	Course Title: Introduction to Data Science	
Course Code: 230GCSM28_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 2	Lecture (L): 1 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL): 0	Practical(P): 50 Marks Oral (O): 50 Marks
Prerequisite Courses, if any: <ol style="list-style-type: none"> 1. Basic understanding of computers 2. 		
Course Objectives: <ul style="list-style-type: none"> • Building the fundamentals of data science. • Imparting design thinking capability to build big-data. • Developing design skills of models for big data problems • Gaining practical experience in programming tools for data sciences • Empowering students with tools and techniques used in data science. 		
Course Outcomes: On completion of the course, learner will be able to CO1: To understand foundations of Data Science CO2: To analyze and understand stages in data science. CO3: To develop the ability to build and assess data-based models. CO4: To execute statistical analyses with professional statistical software. CO5: To demonstrate skill in data management. CO6: To construct data visualizations in big-data analytics.		
Course Contents		
Unit I	Introduction to Data Science	4 Hrs
Introduction to Data Science, Evolution of Data Science, Data Science Roles, Stages in a Data Science Project, Types of data, Applications of Data Science in various fields, Data Security Issues. Case Study: Johnson and Johnson use data science to fight the Pandemic.		
Unit II	Data Collection and Data Pre-Processing	4 Hrs
Data Collection Strategies, Data Pre-Processing Overview, Data Cleaning, Data Integration and transformation, Data Reduction, Data Discretization. Case Study: Data Preprocessing in Credit Card Consuming Behavior Mining		
Unit III	Exploratory Data Analytics	5 Hrs



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<p>Descriptive Statistics, Probability, Mean, Standard Deviation, Skewness and Kurtosis, Box Plots, Pivot Table, Heat Map, Correlation Statistics, classification, regression, clustering. Case Study: An Exploratory Data Analysis of Netflix Content</p>		
Unit IV	Data Visualization	4 Hrs
<p>Designing visualizations, Time series, Geo-located data, Correlations and connections, Hierarchies, and networks, inter activity, Seven stages of data visualization, Case Study: Text Emotions Detection</p>		
Unit V	Visualization Design	5 Hrs
<p>Visualization design options – Data representation, Data Presentation widgets, data visualization tools – PowerBI. Case Study: A case study for core guided petro physical analysis</p>		
Unit VI	Applications of Data Science	4 Hrs
<p>Applications of Analytics in Healthcare, Applications of Analytics in Agriculture, Applications of Analytics in Business, Applications of Analytics in Sports, Applications in weather forecast. Case Study: Amazon uses data science to personalize shopping experiences and improve customersatisfaction.</p>		

Learning Resources

Textbooks:

1. B. Uma Maheshwari, R. Sujatha "Introduction to Data Science" Wiley, 2021.
2. Rachel Shutt and Cathy O'Neil "Doing Data Science", 2014

Reference Books:

1. Jojo Moolayil, "Smarter Decisions: The Intersection of IoT and Data Science", PACKT, 2016.
2. Cathy O'Neil and Rachel Schutt, "Doing Data Science", O'Reilly, 2015.
3. David Dietrich, Barry Heller, Beibei Yang, "Data Science and Big data Analytics", EMC 2013
4. Raj, Pethuru, "Handbook of Research on Cloud Infrastructures for Big Data Analytics", IGI Global.



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MOOC / NPTEL Courses:

7. NPTEL Course "*Big Data Computing*", Prof. Rajiv Mishra, IIT Patna

Link of the Course:

https://onlinecourses.nptel.ac.in/noc23_cs112/preview

Additional Web Resources:

<https://www.mygreatlearning.com/academy/learn-for-free/courses/data-science-foundations>



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List of Laboratory Experiments	
1.	Installation of IDLE to work with python libraries
2.	Introduction to python libraries for Data Science
3.	Draw a linear graph using Mat plot lib library from Python
4.	Draw a bar graph using Matplot lib. Write a code to change attributes width and Color of Bar graph
5.	Draw a Pie chart using matplotlib.
6.	Understanding Array creation routines using NumPy.
7.	Develop a code to understand array indexing and slicing.
8.	Develop code to understand following operations on matrices (i) Addition of two matrices (ii) Subtraction of two matrices (iii) multiplication of two matrices (iv) division of matrix elements (v) Dot product of two matrices
9.	Create Data Frame using Pandas and print number of columns and Number of Rows.
10.	Write code to Extract and Read Data with Pandas .csv file and .xls file
11.	Design a desktop to display bar graph, line graph and pie chart for given data set using power BI.
Virtual LAB Links:	
Lab Name: Introduction to Data Science Lab	
Link of the Virtual Lab: https://www.iiitmk.ac.in/DAVirtualLab/#work	



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: SEC	Course Title: C Programming	
Course Code: 230GCAB02_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 3	Lecture (L): 2 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL): 0	Practical (PR): 50 Marks Oral (O): 50 Marks
Prerequisite Courses, if any: 1. Basic mathematical knowledge.		
Course Objectives: <ul style="list-style-type: none"> • The course is designed to provide complete knowledge of C language. • Design solutions to simple engineering problems by applying the basic programming principles of C language and basic mathematical knowledge. • Choose a suitable C-construct to develop C code for a given problem. • Recognize the bugs in the C program. • Apply the C-language syntax rules to correct the bugs in the C program. • Develop simple C programs to illustrate the applications of different data types such as arrays, pointers, functions. 		
Course Outcomes: On completion of the course, learner will be able to CO1: Analyze a computational problem and develop an algorithm/flowchart to find its solution. CO2: Illustrate and explain the basic computer concepts and programming principles of C language. CO3: Develop C programs to solve simple computational problems with decision-making and looping constructs. CO4: Formulate a given computational problem into a few modules and develop a readable multi-function C program by using recursion if required, to find the solution to the computational problem. CO5: Construct C programs to demonstrate the applications of derived data types such as arrays, pointers, structures, and strings. CO6: Develop readable C programs with files for reading input and storing output.		
Course Contents		
Unit I	Introduction to programming	6 Hrs



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Introduction to programming – definitions and developing Algorithms and flowcharts for simple programs. Introduction to C Programming: Origin and history of c programming character set, Identifiers and keywords data types, constants, variables, operators, special operators, constants, Expressions, compound statements, structure of C program, Input and output function.

Unit II	Statements	8 Hrs
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Selection statements – if nested if's, the if-else –if ladder the conditional expressions, switch statement nested switch statements, iteration statements – the for loop, for loop variations, the while loop, the do-while loop, declaring variable with in selection and iteration statements, jump statement, the return statement, the go to submit, break statement, exit () function, the continue statement, expression statement. Block statements.

Unit III	Arrays	6 Hrs
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Arrays – Array what is an array? – Array Declaration, Array Initialization – Accessing individual elements of an array – Two Dimensional Arrays – Multi Dimensional Array, Passing an array element to a function – Rules of using an array. What are strings? String I/O, string Manipulation.

Unit IV	Functions	8 Hrs
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Functions – The General Form of a Function, Math functions, elements of function, function categories, types of functions, Function Arguments Call by value, Call by Reference, return statement. Uses of functions.

Unit V	Storage classes and Pointers	7 Hrs
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C pre – processor, storage classes – Automatic – Register, Static and external. Pointers – definition, pointer variables, pointer expressions, arithmetic pointers, pointers and arrays, initializing pointers and functions and problems with pointers.,

Unit VI	Structures	8 Hrs
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Structures – definition, accessing structure members, structure assignments, array of structures, passing structures, structure pointers, uses of structures Unions – definitions, difference between structure and union, type def. Files – introduction to streams and files,



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Learning Resources

Textbooks: (Maximum 2)

1. Balgurusamy, "*C Programming by Balgurusamy*", Tata Mc-Graw Hill, 5th Edition.
2. Yashwant Kanitkar, "*Let us C by Yashwant Kanetkar*", BPB, 10th Edition.

Reference Books:

1. H. Schildt, "*Turbo C/C++ - The Complete reference by H. Schildt*".
2. S. Kochan, "*Programming in C by S. Kochan*", CBS

MOOC / NPTEL Courses:

1. NPTEL Course "*Introduction To Programming In C*", Dr. Satyadev Nandakumar, IIT Kanpur

Link of the Course: https://onlinecourses.nptel.ac.in/noc22_cs40/preview



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List of Laboratory Experiments	
1.	Write a C program to print your name and details
2.	Write a C program to simple interest and compound interest.
3.	Write a C program to find largest of three numbers using If- Else ladder
4.	Write a C program to check whether a number is even or odd
5.	Write a C program to print prime numbers.
6.	Write a C program to perform basic arithmetic operations using switch case.
7.	Write a C program to print Fibonacci series.
8.	Write a C program to sort an array of integers.
9.	Write a C program to take input of name, roll no and marks obtained by a student in 4 subjects of 100 marks each and display the name, roll no with percentage score secured.
10.	Write a C program to implement concept of pointer.
11.	Write a C program to swap two numbers using function.
Virtual LAB Links:	
1.Lab Name: Computer Programming Lab Link of the Virtual Lab: https://cse02-iiith.vlabs.ac.in/exp/advanced-control-flow/	
2.Lab Name: Computer Programming Lab Link of the Virtual Lab: https://cse02-iiith.vlabs.ac.in/exp/arrays/	
3. Lab Name: Computer Programming Lab Link of the Virtual Lab: https://cse02-iiith.vlabs.ac.in/exp/structures/	
4. Lab Name: Computer Programming Lab Link of the Virtual Lab: https://cse02-iiith.vlabs.ac.in/exp/pointers/	



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: VSC	Course Title: Design Thinking and Creativity	
Course Code: 230IDCB01_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 1.5	Lecture (L): 1 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL): 0	Oral (O) : 50 Marks
Prerequisite Courses, if any:		
Course Objectives:		
Course Outcomes: On completion of the course, learner will be able to, CO1: Describe the Design thinking principles of Human Centered approach to real life problem solving CO2: Demonstrate through the project-oriented approach the basic theories and knowledge of design thinking and master the tools and principles of design thinking, and their application. CO3: Demonstrate through the project-oriented approach the basic theories and knowledge of design thinking and master the tools and principles of design thinking, and their application. CO4: Analysis of various applications of design thinking. CO5: Determine the suitable design thinking approach to solve the problem. CO6: Develop a low fidelity prototype of the alternative Solutions to the identified Problem.		
Course Contents		
Unit I	Design Thinking Introduction	3 Hrs
Introduction & definition of design thinking, Principles, the process, Innovation in design thinking, importance of design thinking method, the relationship between design thinking and innovation & entrepreneurship. Five step method of Design thinking (Empathize, Define, Ideate, Prototype, Test). Class Activity: Students are asked to form groups. Classroom Project begins: Share ideas with team members, discuss about meaning of DT, it's importance in today's world. Case: ABC Nightline- IDEO Shopping Cart, (the video can be shown in classroom for discussion.)		
Unit II	Awareness of the five stages of design thinking, Empathize & Define	5 Hrs



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Stage 1 & 2: Empathize & Define
 Introduction of the tools in the stage of empathy. Emphasize the skills and tactics of interviews. Understand the persona, Methods of collecting the data from interviews. The empathy map.
 Establishing the Problem statement using 5 Why's technique as a tool to understand the root cause.
 (Ex.26/11 attack, rescue team not able to move with ambulance due to stagnation) & Emphasis on establishing the "Problem Statement" only for faculty ref.
 Classroom Project: Each group will write the Problem Statement by using Stages of Empathy and technique of 5 Why's.
 Each group member will do the interview round for writing the problem statement.
 Take record of the interview process.

Unit III	Ideate	10 Hrs
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Stage 3, Ideate
 Process to Find and select ideas, The creative process and creative principles, Creativity techniques, Evaluation of ideas. Idea Generation Stage-Fine tuning process of ideas (every team member comes up with 1 idea and passes on to next person, each idea will be fine-tuned by each team member and ultimately matured ideas are established- round robin method) and selection of best three ideas by voting method.
 Classroom Project: Through the project, students will know how to propose the point of view (POV) statement based on the analyses of data from user research via the brainstorm and others.
 Students are asked to submit ideas as many as possible.
 Note in POV practice: please define the problem which each group is finally going to resolve.
 The practice process: unpack the interview data, select one interviewee as analysis target and solution. Make inferences to generate ideas and POV statement. Please remember: No solution in the POV statement.
 (For faculty ref.: YouTube links for DT examples -How design thinking is transforming lives in rural India - <https://www.youtube.com/watch?v=EH9u1bHqwpc>. Design Thinking in Netflix | | Case Studio - 04 - https://www.youtube.com/watch?v=8P8gspd_Bx8)

Unit IV	Prototype & Test	5 Hrs
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Stage 4 and 5, Prototype & Test
 Prototype and test stage, Prototype model, The role of prototype and test in the innovation and entrepreneurship. prototype and the way to test, visualization of ideas.
 Classroom project: groups design the prototype to show ideas about the innovative way to resolve the problem in the dormitory life.
 Concerning the test practice: Ask other group to visit your group and test your prototype, and then in turn.

Unit V	Understanding Business Viability	2 Hrs
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Checking the Business viability of selected ideas derived in stage 3 using BXT model, Tools for the Design Journey, Pillars of Design thinking.

Unit VI	Presentation and closure	3 Hrs
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The student groups will give the final presentation of the project they have done (Unit 1 to 5) and close the DT process.



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Learning Resources

Text Books:

3. Design Thinking Methodology Book Paperback, ArtBizTech, Emrah Yayici, 2016.
4. Design Thinking for Strategic Innovation, by Idris Mootee, CEO Idea Couture, Wiley 2014

Reference Books:

1. "SL Schensul, JJ Schensul, MD LeCompte", (latest reprint) Essential Ethnographic Methods: Observations, Interviews, and Questionnaires: (Ethnographer's Toolkit), <https://rowman.com/ISBN/9780759122017>
2. Paddy Miller, Thomas Wedell-Wedellsborg, (2013), Innovation as Usual: How to Help Your People Bring Great Ideas to Life, HBR Press
3. Tim Brown, (2010), Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HBR Press
4. "SL Schensul, JJ Schensul, MD LeCompte", (latest reprint) Essential Ethnographic Methods: Observations, Interviews, and Questionnaires: 2 (Ethnographer's Toolkit), <https://rowman.com/ISBN/9780759122017>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: AEC	Course Title: Communicative English for Professionals	
Course Code: 230UENM01_01	Teaching Scheme:Hrs/Per Week	Examination Scheme:
Credits: 2	Lecture (L): 1 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL): 0	Theory (TH): 50 Marks
Prerequisite Courses, if any: 1. 2.		
Course Objectives: <ul style="list-style-type: none"> • Remember the different aspects of communication. • Understand basics of grammar, sentence construction and vocabulary to write and speak effectively. • Apply appropriate modes of expressions in written and oral communication. • Analyze the attitude and aptitude of the speaker in the professional sphere for effective listening skill. • Evaluate the non-verbal clues of the speaker for effective communication. • Cultivate students to create commendable personalities. 		
Course Outcomes: On completion of the course, learner will be able to CO1: Understand and practice different types of communication. CO2: Reflect on basic language skills-listening, speaking, reading, and writing and attempt tasks by using functional grammar and vocabulary effectively. CO3: Reproduce their understanding of concepts/principles of business communication skills. CO4: Build relationships, solve problems, ensure understanding, resolve conflicts, and improve accuracy. CO5: Become more self-confident and develop a strong determination. CO6: Build social skills with ease and comfort.		
Course Contents		
Unit I	Foundation of Communication	2 Hrs
Importance and types of Communication, Types of communication: Verbal and Non-verbal, Channels of communication, Barriers to Effective Communication and ways to mitigate.		
Unit II	Language Competency/Functional English	2 Hrs
Basic rules of Phonics, Parts of Speech, Sentence Constructions, Prefixes and Suffixes		
Unit III	Business Communication at Workplace	2 Hrs



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Types of business letter, Characteristics of good business letter, Letter Components and Layouts, Email Communication, memo		
Unit IV	Mindful Listening	2 Hrs
The purpose and types of listening, Principles of effective listening, Ways to improve listening skills, Role of Active listening in professional interactions and conflict resolutions		
Unit V	Art of Effective Verbal Interaction	2 Hrs
Identifying common fears and anxieties related to speaking, Techniques to build confidence and overcome stage fright, Voice modulation, pitch, and pace for engaging delivery, Impromptu Speaking		
Unit VI	Effective Body Language	2 Hrs
Basic Principles of body language and nonverbal communication, Signs and clusters, Kinesics & Proxemics, Gesture & Posture		

Learning Resources

Textbook: (Maximum 2)

1. Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003.

Reference Book:

1. Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977.

MOOC / NPTEL Course:

TEL Course "Developing Soft Skills and Personality" by Prof. T Ravichandran, IIT Kharagpur

Link of the Course: <https://nptel.ac.in/courses/109104107>

Additional Web Resources:

<https://www.britishcouncil.in/english/online/resources-websites/moocs><https://www.dailywritingtips.com/>



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- I		
Course Type: AEC	Lab Course Title: Communicative English for Professionals	
Course Code: 230UENM01_01	Teaching Scheme:	Examination Scheme:
Credits: 2	Lecture (L): 1 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL): 0	Theory (TH): 50 Marks
Prerequisite Courses, if any: - Nil		
List of Laboratory Experiments		
Group A		
1.	Phonics	
2.	Parts of Speech	
3.	Presentation Skills	
4.	Tenses	
5.	Verbal and Non-verbal Communication	
Group B		
6.	Listening Skills	
7.	Reading Skill	
8.	Body Language	
9.	Formal Writing	
10.	Email Writing	
Virtual LAB Links:		



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JSPM University Pune FY MBA “Master of Business Administration” Semester- I		
Course Type: RMC	Course Title: Research Methodology	
Course Code: 230IRMM01_01	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 02	Lecture (L): 2 Tutorial (T): 0 Practical (P): 0 Experiential Learning (EL): 0	Theory (TH) : 50 Marks
Prerequisite Courses, if any: 1. 2.		
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize students with Business Research Activities. 2. To improve students' ability to carry out research in business and social sciences. 3. To help students figure out the best way to conduct their research. 4. To familiarize students with the practice of applying various research methods and techniques. 		
Course Outcomes: On completion of the course, the learner will be able to –		
CO1: Define several terms and concepts related to scientific and business research. CO2: Describe the concepts and terminologies used in business and scientific research in their entirety. CO3: Apply scientific research principles to solve modern business problems. CO4: Analyse a research problem from multiple angles and highlight pertinent facets of the research process. CO5: Assess each design's suitability for research, sampling, data collection, and data analysis options in relation to a specific, real-world business research problem. CO6: Address practical business research problems, Develop research and sampling designs, data collection tools, testable hypotheses, and data analysis techniques, and write research reports, proposals, and papers.		
Course Contents		
Unit I	Introduction to Research	5 Hrs
Meaning and Definition of Research, Objectives of Research, Characteristics of Research Need for Research, Importance of Research, Types of Research		
Unit II	Problem Identification & Formulation	5 Hrs
Research Process, Basic Overview, Defining the Research Problem, Formulation of Research Problem / Errors in Selecting Research Problem, Research Questions (Management, Investigation), Research Methods vs. Research Methodology		
Unit III	Literature Review and Hypothesis	5 Hrs



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Literature Review Concepts and Theories, Meaning of Hypothesis and Formulation of Hypothesis, Sources of Hypothesis, Characteristics of Hypothesis, Role of Hypothesis Tests of Hypothesis		
Unit IV	Research Data	5 Hrs
Sampling Design and Types and Techniques, Types of Data, Methods of Data Collection Questionnaires, Observation Method and Interview Method, Case Study Method		
Unit V	Ethics in Research	7 Hrs
Ethics in Conduct of Research, Ethical Challenges in Data Collection, Ethical issues in scientific Publication, Plagiarism and Self-Plagiarism, Cases of Scientific Misconduct		
Unit VI	Scientific Writing	7 Hrs
Preparation of Title, Keywords, and Methods Section, Preparation of Figures and Schematics, Citations and Referencing, Report Writing and Presentation, Layout of a Research Paper, Research Journals, Impact Factor of Journals		

Learning Resources

Text Books: (Maximum 2)

1. P. L. Bhandarkar, T. S. Wilkison & D. K. Laldas, "Methodology & Techniques of Social Research", Himalaya Publishing House
2. Dipak Kumar Bhattacharyya, "Research Methodology", Excel Books

Reference Books:

1. C. R. Kothari, "Research Methodology-Methods & Techniques", New Age International Publishers
2. Pervez Ghauri, Dr. Kjell Gronhaug, "Research Methods in Business Studies: A Practical Guide", FT Prentice Hall
3. Allen, Earl R. Babbie, "Research Methods for Social Work", Cengage
4. Royce Singleton, Bruce C. Straits, Margaret Miller Straits, "Approaches to Social Research", Oxford University Press
5. Alan Bryman & Emma Bell, "Business Research Methods", Oxford University Press
6. Donald Cooper & Pamela Schindler, "Business Research Methods", TMGH.



MOOC / NPTEL Courses:

8. SWAYAM Course “MCO-03: Research Methodology and Statistical Analysis”, Prof (Dr) Subodh Kesharwani

Name of the conducting Institute: Indira Gandhi National Open University

Link of the Course: https://onlinecourses.swayam2.ac.in/nou23_cm17/preview?

9. SWAYAM Course “Research Ethics using Research Methodology: Creating a New Global Education Curriculum”, Satya Saurabh Khosla

Link of the Course: https://onlinecourses.swayam2.ac.in/aic21_ge02/preview

Additional Web Resources:

4. <https://www.iedunote.com/research-methods>
5. <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
6. https://www.researchgate.net/publication/363032252_Research_Methodology_Notes
7. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAX1023.pdf
8. <https://microbenotes.com/category/research-methodology/>
9. <https://southcampus.uok.edu.in/files/link/downloadlink/rm%20u1%20p1.pdf>
10. <https://www.studocu.com/in/document/bharati-vidyapeeth-university/research-methodology/research-method-notes/31514135>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: PSBC	Course Title: Economics for Business	
Course Code: 230VMSM46_02	Teaching Scheme: Hrs/ Per week	Examination Scheme:
Credits: 3	Lecture (L): 2 Tutorial (T): 1 Practical (P):0 Experiential Learning (EL): 0	Theory TH): 100
Prerequisite Courses, if any: 1. 2.		
Course Objectives: The course enables the students to understand, analyze and evaluate economic aspects of business and the business environment applicable to business decision making. It will enhance skills related to analytical and critical thinking, evaluating arguments, delivering coherent arguments in written essays, review and researching information, and skill related to mathematical calculations for obtaining optimum price output combination.		
Course Outcomes: On completion of the course, learner will be able to - CO1: To familiarize with the students the importance of economic approaches in managerial decision making. CO2: To understand Various Theories of factor pricing and determine the reward for the various factors of Production required. CO3: To analyze and evaluate effect of demand & Supply on Market Dynamics and to apply concept of Price. CO4: Evaluate different Pricing Policies. CO5: Apply Pricing Decisions in dynamic & different types of market condition. CO6: Create Different Pricing Policies for sales maximization.		
Course Contents		
Unit I	Introduction to Managerial Economics	10 Hrs
Introduction to Managerial Economics, Evolution, Nature & Scope & Circular flow of economy, Production Possibility Frontiers, Managerial Economics: Micro & Macro.		
Unit II	Demand Analysis	8 Hrs
Demand Analysis, Objectives and determinants of demand, theory of consumer behaviour, the elasticity of demand and its measurement methods, importance in decision making		
Unit III	Supply & Production	8 Hrs
Supply & Production - Objectives of Supply analysis, Determinants of supply, Elasticity of Supply. Theory of Production Function & Cost Analysis, Law of Production and analysis		
Unit IV	Demand Forecasting	10 Hrs



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Demand forecasting-Meaning, Methods of demand forecasting- Expert opinion, surveys and market experiments, Time series analysis, Trend Projection, Barometric forecasting. Empirical Estimation of Production & Cost. Short & Long run average cost curves and their analysis

Unit V	Pricing Decision	10 Hrs
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Pricing Decision. Pricing under different market structures: Perfect & Imperfect (Monopoly, Duopoly, Monopolistic Competition, and Oligopoly) Markets Pricing policies & Strategies. Collusive & Non-Collusive Oligopoly. Baumol's & Williamsons Model.

Unit VI	Factor Pricing	9 Hrs
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Factor Pricing: Determinants of Factor Pricing, Marginal Productivity Theory, and Modern Theory of Wage rate determination, Modern Theory of Profit, Welfare Economics, Pareto optimality conditions.

Learning Resources

Text Books: (Maximum 2)

1. Samuelson, William F. and G. Marks, Stephen (2011), Managerial Economics, USA: John Wiley & Sons, Inc.
2. Thomas, Christopher and Maurice, S. Charles (2010), Managerial Economics: Foundations of Business Analysis and Strategy (10th edition), New York: Mc-Graw Hill

Reference Books:

1. Salvatore, Dominik (2012), Managerial Economics in a Global Economy, New York, McGraw Hill. Press.
2. Lipsey Richad G, Purvis, Douglas D., Sparks, Gordon R. and Steiner, Peter O. (1988), Economics, USA: HarperCollins Publishers
3. Peterson, HC and Lewis, WC (2002), Managerial Economics, New Delhi, Prentice Hall of India.
4. Baye, MR (2010), Managerial Economics and Business Strategy, New York, McGraw Hill



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MOOC / NPTEL Courses:

10. Principles Of Economics,
By Prof. Sabuj Kumar Mandal, IIT Madras

Link of the Course: https://onlinecourses.nptel.ac.in/noc23_ec06/preview

11. Introduction to Managerial Economics, By Subhashish Gupta | Indian Institute of
Management Bangalore

Link of the Course:

https://onlinecourses.swayam2.ac.in/imb23_mq38/preview

Additional Web Resources:

<https://www.coursera.org/courses?query=managerial%20economics>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: PCC	Course Title: Marketing Management	
Course Code: 230VMSM04_02	Teaching Scheme: Lectures and Experiential Learning	Examination Scheme: Theory
Credits: 3	Lecture (L): 2 Tutorial (T): 00 Practical (P):00 Experiential Learning (EL): 4	Theory(TH) : 100 Oral (O): 50
Prerequisite Courses, if any: (None)		
<p>Course Objectives: To develop a better appreciation and understanding of the role of marketing in a business organization, and in the society at large.</p> <p>Specific objectives include:</p> <ul style="list-style-type: none"> To enhance your knowledge about marketing theories, principles, strategies and concepts and how they are applied; To provide you with opportunities to analyse marketing activities within the firm; To allow you to apply marketing concepts and theories to realistic marketing situations. 		
<p>Course Outcomes: On completion of the course, learner will be able to</p> <p>CO1: Explain the significance of holistic marketing in designing and implementing effective marketing programmes</p> <p>CO2: Examine how successful marketers identify and satisfy the right market segments.</p> <p>CO3: Evaluate the significance of product and pricing strategies in attaining market leadership.</p> <p>CO4: Determine the significance of promotion and channel strategies in influencing and reaching target markets.</p> <p>CO5: Develop a marketing plan to demonstrate how values can be created, communicated, and delivered to the target audience in a competitive environment</p>		
Course Contents		
Unit I	Introduction to Marketing Concept:	4 Hrs
Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging trends in marketing; Marketing Mix and its applications. Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.		
Unit II	Segmentation Targeting and Positioning	6 Hrs



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Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market targeting Strategies; Positioning, Consumer and Industrial Market.

Unit III	Consumer Behavior	6 Hrs
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Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying

Unit IV	Product Decisions and Pricing Decisions	6 Hrs
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Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

Price Decisions: Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies

Unit V	Physical Distribution Decisions and Promotion Decisions	6 Hrs
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Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.

Unit VI	Legal Ethical and Social Aspects of Marketing	2 Hrs
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Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Learning Resources

Text Books: (Maximum 2)

1. Kotler Philip, Principles of Marketing, 17e, 2018, Pearson Education
2. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi

Reference Books:

5. Kotler Philip: Marketing Management, 16e, 2022, Pearson Education
6. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York



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MOOC / NPTEL Courses:

2. EMRC Swayam: "Marketing Management", Dr. Nambram Amulkumar, Centre for Entrepreneurship and Skill Development (CESD), Manipur University

Link of the Course:

<https://www.manipuruniv.ac.in/p/emrc-swayam-marketing-management>

Additional Web Resources:



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- II		
Course Type: PCC	Course Title: Financial Management	
Course Code: 230VMSM05_02	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 3	Lecture (L): 2 Tutorial (T): 1 Practical (P):0 Experiential Learning (EL):0	Theory (TH): 100
Prerequisite Courses, if any: 1. 2.		
Course Objectives: <ul style="list-style-type: none">• To enhance students' understanding of financial concepts, principles, and terminology, enabling them to navigate the financial aspects of personal and professional life effectively.• To provide students with the skills to analyze financial statements, financial ratios, and other financial data to assess the financial health and performance of organizations.• To teach students how to allocate financial resources efficiently through techniques such as capital budgeting and working capital management to maximize value creation.• To provide students with the skills to analyze financial statements, financial ratios, and other financial data to assess the financial health and performance of organizations.		



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Course Outcomes: On completion of the course, learner will be able to

CO1: Remembering: Describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting

CO2: Understanding: Explain in detail all theoretical concepts throughout the syllabus.

CO3: Applying: Perform all the required calculations through relevant numerical problems.

CO4: Analyzing Analyze the situation and

- comment on financial position of the firm
- estimate working capital required
- decide ideal capital structure
- evaluate various project proposals

CO5: Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

CO6: Create Comparative Financial Statements using Ratio Analysis and Comparative Proposals using Capital Budgeting Techniques

Course Contents

Unit I	Introduction to Financial Management	6 Hrs
Introduction to Financial Management: Meaning, Scope & Objectives of Financial Management, Functions of Financial Management, Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Classification of Sources of Finance.		
Unit II	Financial performance analysis	10 Hrs
Financial performance analysis using Ratio Analysis, Fund Flow and Cash Flow statement.		
Unit III	Financing Decision	8 Hrs
Financing Decision: Cost of Capital – Components of cost of capital, Factors affecting cost of capital – Computation of Cost of Debt, Cost of Preference Shares, Cost of Equity & Weighted Average Cost of Capital.		
Unit IV	Capital Structure Planning	5 Hrs
Capital Structure Planning- Optimum Capital Structure- Factors determining Capital Structure- Theories of Capital Structure: NI Approach-NOI Approach- MM Approach- Traditional Approach- Valuation of Firms.		
Unit V	Capital Budgeting	8 Hrs
Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Techniques of Capital Budgeting-Traditional techniques and Modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR		
Unit VI	Working Capital	8 Hrs
Working Capital: Meaning and Concept of Working Capital – Gross and Net working Capital- Types of Working Capital- Factors determining working capital- Estimation of working capital requirement, Operating Cycle.		



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Learning Resources

Text Books: (Maximum 2)

1. I M Pandey," Financial Management, Vikas Publishing House Pvt. Ltd.
2. Srivastava R.M," Financial Management, Himalaya Publication House
3. Shashi K. Gupta and R.K. Sharma," Financial Management, Kalyani Publication

Reference Books:

1. Ravi Kishore," Financial Management", Taxman
2. V.K. Bhalla," Financial Management, S. Chand

MOOC / NPTEL Courses.



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: PCC	Course Title: Human Resource Management	
Course Code: 230VMSM06_02	Teaching Scheme: Hrs/Per Week	Examination Scheme: Theory
Credits: 3.5	Lecture (L): 3 Tutorial (T): 0 Practical (P):0 Experiential Learning (EL): 2	Theory(TH):100 Oral (O) : 50
Prerequisite Courses, if any: 1. 2.		
Course Objectives: 1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations. 2. To help the students focus on and analyze the issues and strategies required to select and develop manpower resources 3. To develop relevant skills necessary for application in HR related issues 4. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions		
Course Outcomes: On completion of the course, learner will be able to CO1: Understand human resource management from a systemic, strategic perspective. CO2: Apply relevant theories to the management of people in organizations. CO3: Describe sound practice in the areas of recruitment, selection, training, performance appraisal, remuneration and retention CO4: Outline the compensation strategies of an organization, to analyses the strategic issues and strategies required to select and develop manpower resources CO5: Recognize contemporary human resource management tools and understand some of the technical details of human resource management practices CO6: Analyze business challenges involving human resource systems.		
Course Contents		
Unit I	Introduction to HRM	5 + 10 EL Hrs
Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models: Harvard Model, SHRM “matching model”.		
Unit II	Talent Acquisition, Recruitment & Selection	5 + 10 EL Hrs



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Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment- Introduction & Sources of Recruitment, Difference between recruitment and selection, Selection process.

Unit III	Human Resource Development	5 + 10 EL Hrs
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Human Resource Development: Meaning and Importance of HRD-Competency Mapping-Training: Need and Objectives, Methods of Training-Career Planning and Development-Performance Appraisal-Techniques of Performance Appraisal, Retention strategies.

Unit IV	Mechanism for harmonious ER	5 + 10 EL Hrs
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Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Worker's participation in management, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees.

Unit V	Compensation Management	5 + 10 EL Hrs
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Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits - Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension.

Unit VI	Overview of HRM trends and challenges	5 + 10 EL Hrs
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HRIS- Need, Advantages & Uses of HRI, HR Accounting- Concepts, Methods, Electronic HRM, Green HRM, HR audit, Work life balance, Quality circles. Diversity, equity, and inclusion (DEI)



Learning Resources

Text Books: (Maximum 2)

1. K. Ashwathappa," Human Resource Management:- Text and Cases", TATA McGraw Hill,10TH Edition
2. C.B. Mamoria & S.V.Gankar,,:Personnel Management:- Text and Cases", Himalaya Publishing House,16TH Edition

Reference Books:

1. R. K. Ghai S. P. S Bedi,Human Resource Management, Bharti Publications 2nd Edition.
2. C.B. Mamoria & S.V.Gankar," Dynamics Of Industrial Relations Himalaya Publishing House,16TH Edition
3. Gary Dessler, BijuVarkey,," Human Resource Management", Pearson Publication, 12thEdition
4. Ronald J. Burke and Cary L. Cooper," Reinventing human resource management: challenges and new directions ", London ; New York : Rutledge, 2005.

Additional Web Resources:

1. <https://hbsp.harvard.edu/cases/>
2. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>
2. <https://www.citehr.com/>
3. <https://www.hr-guide.com/>



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- II		
Course Type: MMC	Course Title: Introduction to Artificial Intelligence*	
Course Code: 230GAIB01_02	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 01	Lecture (L): 1 Tutorial (T): 0 Practical (P): 2 Experiential Learning (EL):0	Practical (PR):50 Oral(O): 50
Prerequisite Courses, if any: Solid understanding of machine learning fundamentals and programming skills. Basic knowledge of linear algebra and calculus.		
Course Objectives: <ul style="list-style-type: none">• This course delves into advanced topics in artificial intelligence (AI) and explores cutting-edge techniques and algorithms used in the field.• It covers advanced machine learning, natural language processing, computer vision, and knowledge representation, allowing students to gain a deep understanding of AI and its real-world applications.		



Course Outcomes: On completion of the course, learner will be able to

- CO1:** Understand and apply advanced machine learning techniques, such as deep learning, reinforcement learning, and transfer learning, to solve complex AI Problems.
- CO2:** Explore advanced natural language processing (NLP) techniques and apply them to tasks such as sentiment analysis, named entity recognition, and question answering.
- CO3:** Gain proficiency in advanced computer vision techniques, including image recognition, object detection, and image generation, using convolutional neural networks (CNNs) and generative models.
- CO4:** Develop a deep understanding of reinforcement learning algorithms and their applications in robotics, game playing, and control systems
- CO5:** Acquire knowledge of advanced knowledge representation techniques, such as semantic networks and ontologies, and apply logical reasoning for knowledge-based systems.
- CO6:** Evaluate and discuss the ethical considerations and societal impact of AI, including fairness, transparency, accountability, and privacy in AI systems.

Course Contents

Unit I	Advanced Machine Learning	8 Hrs
Study of advanced techniques in machine learning, including deep learning, reinforcement learning, ensemble methods, and transfer learning. Exploration of neural networks, convolutional neural networks (CNNs), recurrent neural networks (RNNs), and generative models.		
Unit II	Natural Language Processing (NLP) and Computer Vision	8 Hrs
Introduction to advanced NLP techniques, such as sentiment analysis, named entity recognition, topic modeling, and question answering. Study of language models, sequence-to-sequence models, and attention mechanisms.		
Computer Vision: Exploration of advanced computer vision techniques, including image recognition, object detection, semantic segmentation, and image generation. Study of convolutional neural networks (CNNs) for vision tasks and advanced architectures such as GANs (Generative Adversarial Networks).		
Unit III	Reinforcement Learning and Knowledge Representation	8 Hrs



In-depth study of reinforcement learning algorithms and approaches, including Markov decision processes, Q-learning, policy gradients, and model-based reinforcement learning. Exploration of applications in robotics, game playing, and control systems.

Knowledge Representation: Study of advanced knowledge representation techniques, such as semantic networks, ontologies, and logical reasoning. Introduction to knowledge graphs and their applications. Overview of knowledge-based systems

Unit IV	AI Ethics and Advance Applications	8 Hrs
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Exploration of ethical considerations and societal impact of AI. Discussion of fairness, transparency, accountability, and privacy in AI systems. Study of AI governance frameworks and responsible AI practices.

Advanced AI Applications: Case studies and practical applications of AI in various domains, such as healthcare, finance, cybersecurity, and natural language understanding. Examination of real-world challenges and best practices

Unit V	AI for Big Data	8 Hrs
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Study of AI techniques and algorithms for big data analysis, including scalable machine learning, distributed deep learning, and streaming data analytics. Exploration of AI tools and frameworks for big data processing.

Unit VI	Explainable AI and Research Trends	8 Hrs
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Introduction to techniques for interpreting and explaining AI models' decisions. Study of model interpretability, fairness, and bias mitigation methods

Research Trends: Discussion of current research trends and emerging topics in artificial intelligence, such as meta-learning, federated learning, explainable AI, and AI for edge computing

Learning Resources

Text Books:

4. Anand Deshpande , "Artificial Intelligence for Big Data: Complete Guide to Automating Big Data Solutions Using Artificial Intelligence Techniques" Packt Publishing, 2017.
5. Stuart Russell & Peter Norvig, "Artificial Intelligence: A Modern Approach", Prentice-Hall, Third Edition 2009



Reference Books:

1. Ian Goodfellow, Yoshua Bengio, and Aaron Courville , “Deep Learning” , MIT Press, 2016
2. Richard S. Sutton and Andrew G. Barto, “Reinforcement Learning: An Introduction”, MIT Press, 2018
3. Steven Bird, Ewan Klein, and Edward Loper, “Natural Language Processing with Python”, O'Reilly Media 2009
4. Richard Szeliski, . "Computer Vision: Algorithms and Applications" , Springer, 2010.
5. Christopher M. Bishop , "Pattern Recognition and Machine Learning" Springer, 2006
6. Ronald J. Brachman and Hector J. Levesque , "Knowledge Representation and Reasoning" , Morgan Kaufmann, 2004
7. Nicolas Miailhe, et al., "Responsible AI: A Global Policy Framework" The Future Society, 2021
8. Christoph Molnar, "Explainable AI: Interpreting, Explaining and Visualizing Deep Learning" Chapman and Hall/CRC, 2020.

MOOC / NPTEL Courses:

12.NPTEL Course “*An Introduction to Artificial Intelligence*”, Prof. Mausam,IIT Delhi

Link of the Course: https://onlinecourses.nptel.ac.in/noc22_cs56/preview

Additional Web Resources:

1. <https://www.mygreatlearning.com/curriculum/foundations-of-ai-ml-courses>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-artificial-intelligence>



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- II		
Course Type: LC	Lab Course Title: Foundations of Artificial Intelligence Lab *	
Course Code: 230GAIB01_02	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 01	Lecture (L): Tutorial (T): Practical (P): 2 Experiential Learning (EL):	Practical (PR): 50 Marks Oral (O): 50 Marks
List of Laboratory Experiments (Minimum 10)		
1.	Installation of Weka and Tensor flow for the practical Session	
2.	Analysis of COVID-19 dataset using multilayer perception in WEKA	
3.	Analysis of Airline reservation system dataset using supervised learning algorithm	
4.	Analysis of Soyabean dataset using machine learning techniques algorithm	
5.	Case study regarding creation of problem statement and implementation using machine learning and AI approach.	
6.	Deep learning approach for data classification and visualization (Kaggle dataset).	
7.	Create a problem statement and solve using CNN and deep learning using Kaggle dataset	
8.	Data visualization and clustering approach for the any one problem statement using WEKA	
9.	Design and development of model for machine learning and natural language processing for sentiment analysis (Kaggle dataset)	
10.	Object recognition using the deep learning and machine learning	
12.	Image processing application development using deep learning and machine learning approach	
13	Speech processing application using deep learning and machine learning approach	
14	Case study regarding ChatGPT and Open AI tool for day to day activity	
15	Case study of AI for Logistic approach used by Amazon.	



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- II		
Course Type:	Course Title: Innovation	
Course Code: 230IINB02	Teaching Scheme: (Hours/Week)	Examination Scheme:
Credits: 1.5	Lecture (L): 1 Tutorial (T): 0 Practical (P): 0 Experiential Learning (EL): 2	Oral (OR): 50 Marks
Prerequisite Courses, if any: Nil		
Course Objectives: <ul style="list-style-type: none">• To understand the concept of innovation and creativity• To familiarize with the tools for innovation• To understand fundamentals of innovation management• To get overview of real-world implementation of innovation and creativity		
Course Outcomes: On completion of the course, learner will be able to... CO1: apply the concepts of creativity and innovation in all walks of life. CO2: inculcate and incorporate individual creativity and innovative skill set at conceptual, product design and management level. CO3: solve real time problems with enhanced ability in respective sectors of work for increased productivity and improved organizational behaviour. CO4: perform with improved skill set in entrepreneurship and start up ecosystem. CO5: to find solutions to social, corporate and personal problems with de novo approach.		
Course Contents		
Unit I	Innovation & Creativity	(3Hrs)
Innovation: Meaning, Concept, Characteristics, Importance, Principles of Innovation, Process of Innovation. Creativity: Meaning, Concept, Importance, Creativity Process, Components of creative performance, Hurdles to Creativity		
Unit II	Tools for Innovation	(5Hrs)



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Creative Thinking: Traditional V/S Creative Thinking,
Individual Creativity Techniques: Meditation, Self-Awareness, & Creative Focus
Group Creative Techniques: Brainstorming, Off The Wall Thinking & Thinking Hats Method.

Dimensions of Innovation:

Innovation Eco-system in India and abroad, Social Innovation, Grass root Innovation, Frugal Innovation, Global Innovation- Global Innovation Index framework, GII, Case studies in India and abroad.

Unit III	Innovation Management	(3Hrs)
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Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors Influencing Innovation, Commercialization of Innovation, Innovation and Start up ecosystem

Unit IV	Areas of Innovation	(2Hrs)
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Innovation in Entrepreneurship, Product innovation, Process Innovation, Social Innovation, Case studies highlighting types, implementation imperatives and sector specific impact.

Unit V	Group innovation study	(1Hrs)
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Each student group will prepare a case study on one innovation topic either from their area of work or through participation in the exposition, symposia, workshop of any relevant forum. The project report will be submitted for the study.

Unit VI	Presentation and Closure	(1Hrs)
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The student group will give the presentation of the project in the chosen area. The report will highlight the process of exploring executing and exploiting the innovation. It will also mention methodology to manage the innovation.

Learning Resources

Text Books:

1. Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the World. New York: Scribner, 2012.
2. "Managing Creativity and Innovation" Harvard Business School Press

Reference Books:

1. "Organizational Innovation", SAGE Publication, London, 2001.
2. "Jugaad Innovations, Navi Radjou and Jaideep Prabhu, Random House India
3. "Kelley, Tom, Jonathan Littman, and Tom Peters. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. New York: Doubleday, 2001.
4. "Innovation Management & New Product Development", Paul Trott, published by Pitman, 2000.



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MOOC / NPTEL Courses:

2. NPTEL Course "*Innovation, Business Models and Entrepreneurship*", Prof Rajat Agrawal, Prof Vinay Sharma, IIT Roorkee.

Link of the Course: https://onlinecourses.nptel.ac.in/noc23_mg116/preview

Additional Web Resources:

<https://youtu.be/FXJUDyqobbM>
https://youtu.be/FF_38_ZuRbQ
https://youtu.be/33JjV_NDbpY
<https://youtu.be/DNUwZctwwhw>
<https://youtu.be/PC1qbAhKz0>
<https://youtu.be/wbFVNBNI7Bk>
<https://youtu.be/kfpERveB8kM>
<https://youtu.be/Y6R9ps2E1oM>
<https://youtu.be/66N5SM73AEc>
<https://youtu.be/1YLtkc6U3Rs>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: AEC	Course Title: Business Communication	
Course Code: 230UENM02_02	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 2	Lecture (L): 1 Tutorial (T): 0 Practical (P):2 Experiential Learning (EL):0	Theory (TH) : 50
Prerequisite Courses, if any: 1) 2)		
Course Objectives: <ul style="list-style-type: none"> Remember the theoretical basics of Communication. Understand skills required for efficient interpersonal communication and leadership abilities. Apply Presentation Techniques in the Professional Environment. Analyze trends in the respective market to accommodate accordingly. Evaluate the skills related to production & presentation of messages in multiple formats. Create placement ready personalities. 		
Course Outcomes: On completion of the course, learner will be able to CO1: Apply Verbal and Non-Verbal Communication Techniques in the Professional Environment CO2: write impressive official correspondence and learn to make and give effective presentations in a professional environment. CO 3: Write an impressive resume and face the interview confidently. CO 4: Present themselves well in front of large audience on a variety of situations related to group communication and presentation in a relevant scenario. CO5: Socialize with ease and comfort. CO6: Develop Corporate Communication Skills		
Course Contents		
Unit I	Employment Communication	2 Hrs
Introduction and objectives of Report Writing, Types of Business Reports-Informational Reports, Analytical Report, Research Report, Progress Report, Explanatory Report, Structure of Reports- Title page, table of content, summary, the main body, conclusion, and recommendations, Writing Abstracts and Summaries		
Unit II	Resume Writing	2 Hrs



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Introduction to Resume Writing- Concept and Details, Types of Resume Writing- chronological and functional, Key components of effective Resume Writing, Structure and contents of Cover Letter

Unit III	Interview Skills / Techniques	3 Hrs
Interview Skills / Techniques – Concept and Process, Peer Interview/Mock Interview- Pre-interview planning and performance, Opening Strategies and Answering Strategies Interview through tele and video- conferencing.		
Unit IV	Group Discussion	3 Hrs
Group Discussion – Concept and important points, Roles and Phases in Structured Group Discussion, Expectations of the Panel, Do's and Don'ts in Group Discussion		
Unit V	Presentation Skills	2 Hrs
Elements of Presentation- Content, Organization, Delivery, Design of Presentation- ,Oral Presentations (individual or group) through JAM Sessions/Seminars/PPTs, Written Presentations through Posters/Projects/Reports/ E-mails/Assignments		
Unit VI	Essential Soft Skills	3 Hrs
Grooming Etiquettes and Manners, Stress and Conflict Management- Coping styles and symptoms and Time Management- Pomodoro Technique, Pareto Technique, Leadership Skills- Definition, Strategies, and Styles		

Learning Resources

Textbooks:

1. Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. *Business Communication Today*: Tenth Edition. New Jersey: Prentice Hall, 2010.

Reference Books:

1. Collins, Patrick. *Speak with Power and Confidence*. New York: Sterling, 2009.
2. Barun, Mitra. *Personality Development and Soft Skills*, Barun K Mitra, Oxford Press, 2011.

MOOC / NPTEL Courses:

1. NPTEL Course “Soft skill Development” Prof. Priyadarshi Patnayak, Prof. V.N, Giri, Prof. D. Suar, IIT Kharagpur

Link of the course: <https://youtu.be/Af9RoDvhTLE?si=cqQim2DX2Cepi0eX>

Additional Web Resources:

<http://www.englishdaily626.com/c-errors.php>

https://www.stressdirections.com/personal/about_stress/stress_statistics.html



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JSPM University Pune		
FY MBA “Master of Business Administration”		
Semester- II		
Course Type: AEC	Lab Course Title: Business Communication	
Course Code: 230UENM02_02	Teaching Scheme:	Examination Scheme:
Credits: 2	Lecture (L): 1 Tutorial (T): 0 Practical(P): 2 Experiential Learning (EL): 0	Theory (TH): 50 Marks
Prerequisite Courses, if any: -		
List of Laboratory Experiments		
Group A		
1.	Report Writing	
2.	Resume Writing	
3.	Interview technique	
4.	Group Discussion	
5.	Presentation Skills	
Group B		
6.	Soft Skills: Grooming, Etiquettes and Manners	
7.	Stress Management	
8.	Time Management	
9.	Leadership Skill	
10.	PowerPoint Presentation	
Virtual LAB Links:		



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: RMC	Course Title: Research Data Analysis	
Course Code: 230IRMM03_02	Teaching Scheme: Hrs/Per Week	Examination Scheme:
Credits: 2	Lecture (L): 2 Tutorial (T): 0 Practical (P): 0 Experiential Learning (EL): 0	Theory(TH):50
Prerequisite Courses, if any: -		
Course Objectives: <ol style="list-style-type: none"> 1. To develop the ability to create visual representations of data using appropriate tools. 2. To equip with various statistical techniques to draw meaningful conclusions from data. 3. To enable the students with the principles of experimental design, the formulation and execution of experiments 4. To enable students to comprehend the concept of Analysis of Variance, and different types of ANOVA. 5. To develop proficiency in selecting and applying appropriate measures of association 6. To acquaint students with the process of crafting research proposals 		
Course Outcomes: On completion of the course, the learner will be able to CO1: Demonstrate Proficiency in Data Visualization Techniques CO2: Perform data analysis using statistical methods CO3: Apply Experimental Design Principles in various research contexts. CO4: Interpret research data using Analysis of Variance (ANOVA) CO5: Demonstrate Proficiency in Measuring Associations CO6: Develop a Comprehensive Research Proposal		
Course Contents		
Unit I	Data Visualization	5 Hrs
Data preparation process, data presentation, data visualization techniques, effective communication of complex findings		
Unit II	Data Analysis	5 Hrs
Basic statistical concepts, measure of central tendency and variation, univariate statistics, sampling distribution, hypothesis testing		
Unit III	Design of Experiments	5 Hrs
Basics of experimental design, principles of randomization, factorial experiments, fractional factorial designs, Design of Experiments (DOE) - Demonstration using software tools software tools		
Unit IV	ANOVA	5 Hrs
Introduction to ANOVA, One-way ANOVA, Two-way ANOVA, Analysis of Covariance (ANCOVA), Demonstration using software tools		



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Unit V	Measures of Association	5 Hrs
Simple regression, Multiple Regression, Chi-square tests, Equality of proportion test, Demonstration using software tools		
Unit VI	Research Proposal Development	5 Hrs
Importance of research proposals in academic and professional contexts, Components of a research proposal, creating a realistic research timeline, Submitting the research proposal for funding or approval, Research proposal drafts, and peer reviews		



Learning Resources

Text Books:

1. Wayne Goddard, Stuart Melville, “*Research Methodology: An Introduction*”, Juta, Lansdowne, Second Edition.
2. Ranjit Kumar “*Research Methodology: A Step-by-Step Guide for Beginners*”, SAGE Publications Pvt. Ltd Fourth Edition.
3. Dr. C. R. Kothari, “*Research Methodology: Methods and Trends*”,

Reference Books:

1. Nicholas Walliman, “*Research Methods: The Basics*”, Routledge – Taylor and Francis Group, Third Edition.
2. Vinod Chandra, Anand, Hareendran “*Research Methodology*”, Pearson 1st Edition
- Dr. Prabhat Pandey, Dr. Meenu Mishra Pandey, “*Research Methodology: Tools and Techniques*”, Bridge Center, 2015.
3. Alan Bryman & Emma Bell, “*Business Research Methods*”, Oxford University Press, Third Edition.

MOOC / NPTEL Courses:

1. “*Research Methodology*”, Prof. Edamana Prasad, Prof. Prathap Haridoss, IIT Madras.

Link of the Course: https://onlinecourses.nptel.ac.in/noc23_ge36/preview

2. “*Research Methodology*”, Prof. Soumitra Banerjee, IISER Kolkata.

Link of the Course: <https://archive.nptel.ac.in/courses/127/106/127106227/>

Additional Web Resources:

1. <https://www.coursera.org/learn/research-methods>
2. <https://www.coursera.org/specializations/data-collection>
3. <https://www.coursera.org/learn/introduction-to-academic-writing>



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JSPM University Pune FY MBA “Master of Business Administration” Semester- II		
Course Type: IITP / FP/CEP	Lab Course Title: Internship / Field Projects/ Community Engagement project	
Course Code: 230VMSM47_02	Teaching Scheme: (Hrs./Week)	Examination Scheme:
Credits: 2	Duration: 04 to 06 Weeks	Oral (OR): 50 Marks
Prerequisite Courses, if any: -		
Objectives: Learners will be able to <ul style="list-style-type: none">● To expose students to the industrial environment, which cannot be simulated/experienced in the classroom and hence creating competent professionals in the industry and to understand the social, economic and administrative considerations that influence the working environment of industrial organizations.● To provide students with an opportunity to apply theoretical knowledge from academics to the realities of the field work/training.● To providing practical experience in a field or discipline		
Course Outcomes: On completion of the course, learner will be able to <ul style="list-style-type: none">CO1: Develop professional competence through internship.CO2: Apply academic knowledge in a personal and professional environment.CO3: Build the professional network and expose students to future employees.CO4: Apply professional and societal ethics in their day to day life.CO5: Become a responsible professional having social, economic and administrative considerations.CO6: Decide own career goals and personal aspirations.		
Duration and Evaluation: <ul style="list-style-type: none">● Internship to be completed after every even semester (2, 4 and 6) and before commencement of next odd semester (03, 05 and 07).● Internship should be at least 4 to 6 weeks and it is to be assessed immediately after completion.		
Framework of Internship/ Field Project / Community Engagement Project: <ul style="list-style-type: none">● During the vacation after even semester, students are ready for industrial experience. Therefore, they may choose to undergo Internship / Field Project /		



Community Engagement Project

- Students may choose either to work on innovation or entrepreneurial activities resulting in start-up or undergo internship with industry/ NGO's/ Government organizations/ Micro/ Small/ Medium enterprises to make themselves ready for the industry.
- Every student is required to prepare a file containing documentary proofs of the activities done by him.
- The evaluation of these activities will be done by Programme Coordinator/ Project Head / faculty / TPO/ mentor or Industry Supervisor.

Internship Guidelines:

Step 1: The department will issue request Letter/ Email to the respective industry/ firm/ NGO/ organization to allot various slots of 4-6 weeks as internship/ Field Project / Community Engagement Project periods for the students.

Step 2: Industry will confirm the training slots allocated for internships via Confirmation Letter/ Email.

Step 3: Students on joining Training at the concerned Industry / Organization, submit the Joining Report/ Letters / Email.

Step 4: Students undergo industrial training/ Field Project / Community Engagement Project at the concerned Industry / Organization. In- between Faculty Member(s) can evaluate(s) the performance of students once/twice by visiting the Industry/Organization and Evaluation Report of the students is submitted in department.

Step 5: Students will submit training report after completion of internship.

Step 6: Training Certificate to be obtained from industry / Organization.

Internal Reporting Guidelines for students:

- Every intern should send weekly report to their internal guide without fail. It is mandatory for the intern to send weekly reports to their respective guide on regular basis.
- Interns should have at least fortnightly verbal communication with the internal guide without fail.
- In cases where in the company wants to secure their confidential information in the project / internship report, the internal guide should duly co-ordinate with the respective mentor/reporting manager on the method of reporting to assure that no information will be leaked outside and is purely for academic purposes.

Internship Diary / Internship Workbook:

- Students must maintain Internship Diary/ Internship Workbook. The main purpose of maintaining diary/workbook is to cultivate the habit of documenting. The students



should record in the daily training diary account of the observations, impressions, information gathered and suggestions given, if any.

- The training diary/workbook should be signed after every day by the supervisor/ in charge of the section where the student has been working.
- Internship Diary/workbook and Internship Report should be submitted by the students along with attendance record and an evaluation sheet duly signed and stamped by the industry to the Institute immediately after the completion of the training.

Internship Diary / workbook may be evaluated on the basis of the following criteria:

- Proper and timely documented entries.
- Adequacy & quality of information recorded
- Data recorded.
- Thought process and recording techniques used.
- Organization of the information.

Internship Work Evaluation:

- Every student is required to prepare and maintain documentary proofs of the activities done by him / her as internship diary or as workbook.
- The evaluation of these activities will be done by Programme Coordinator/ Project Head / faculty / TPO/ mentor or Industry Supervisor based on- overall compilation of internship activities, sub-activities, the level of achievement expected, evidence needed to assign the points and the duration for certain activities.

Evaluation-Seminar presentation / Oral Examination at the institute:

The student will present a seminar based on his training report, before an expert committee constituted by the concerned department as per norms.

The evaluation will be based on the following criteria:

- Depth of knowledge and skills Communication & Presentation Skills.
- Team Work
- Creativity
- Planning & Organizational skills
- Adaptability and Analytical Skills
- Attitude & behaviour at work.
- Societal Understanding
- Ethics
- Regularity and punctuality
- Attendance record
- Log book
- Student's Feedback from External Internship Supervisor

● **Internship Report:**

- The report shall be presented covering following recommended fields but limited to:
- Title/Cover Page
- Internship completion certificate.



JSPM UNIVERSITY PUNE

Recognized by the UGC u/s 2 (f) of UGC Act 1956 and enacted by the
State Government of Maharashtra - JSPM University Act, 2022 (Mah. IV of 2023)

- Internship Place Details- Company background-organization and activities/Scope and
- object of the study / personal observation.
- Index/Table of Contents
- Introduction
- Title/Problem statement/objectives
- Motivation/Scope and rationale of the study
- Methodological details
- Results / Analysis /inferences and conclusion
- Suggestions / Recommendations for improvement to industry, if any
- Attendance Record
- List of reference (Library books, magazines and other sources)

Feedback from internship supervisor (External & Internal):

Post internship, faculty coordinator should collect feedback about student with following recommended parameters:

- Technical knowledge
- Discipline
- Punctuality
- Commitment
- Willingness to do the work
- Communication skill
- Individual work
- Team work
- Leadership