

**DRAFT**



**MASTER OF BUSINESS ADMINISTRATION  
(Two-Year Full Time Residential Programme)  
2021-23 BATCH**

**PROGRAMME STRUCTURE & SYLLABUS**

**BIRLA SCHOOL OF MANAGEMENT  
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## 1. INTRODUCTION

### MASTER OF BUSINESS ADMINISTRATION (MBA)

Birla School of Management, Birla Global University offers a two year full time residential Master of Business Administration (MBA) programme. The main aim of this programme is to prepare the students for managing the business in different sectors of economy in the VUCA (volatile, uncertain, complex and ambiguous) world. The programme facilitates learning in theory and practice of different functional areas of management. It equips the students with appropriate managerial skills and aptitude for various specialized business operations. The academic programme enables the students to understand the current business issues and challenges, and manage businesses globally with aid of advanced technology. It also strives to develop high caliber professionals who devote themselves to effective management of an organization by achieving excellence with values.

The maximum number of students admitted to this programme is currently 120. The curriculum is designed as per outcome based learning (OBL) framework so as to make the academic curricula more practical and well-aligned with the Vision & Mission of the university. Further, it also consists of all important areas of specialisation that will be available to the students during the course.

During two years MBA programme students are required to undergo the following:

- Immersion Course
- 25 Core Courses
- 10 Elective Courses (6 Major and 4 Minor Courses) from Marketing, Finance, Banking Technology, Human Resources and Operations Management Specialisation areas
- 1 Knowledge Enhancement Course out of a bouquet of courses
- Experiential Learning through Summer Internship, Social Immersion Programme, Industry visits, Activity based Self Learning, and Live projects.

#### **Definitions:**

(i) 'Academic Programme' means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department.

(ii) 'Course' means a segment of a subject that is part of an Academic Programme

(iii) 'Programme Structure' means a list of courses (Core and Elective) that makes up an Academic Programme, specifying the syllabus, credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc., prepared in conformity with University Rules and eligibility criteria for admission.

(iv) 'Core Course' means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course.

(v) 'Elective Course' means an optional course to be selected by a student out of given areas of specialization.

(vi) 'Credit' means the value assigned to a course which indicates the level of instruction as per UGC guidelines.

(vii) 'SGPA' means Semester Grade Point Average calculated for the individual semester.

(viii) 'CGPA' is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

### **1.1 Duration of Programme**

The Two Year programme is divided into four semesters. During the first semester, the students are provided extensive teaching in a number of core courses. From the second semester onwards till the fourth semester, the students are required to complete core as well as specialisation courses. Students pursue their special interests in-depth through a specialisation offered by the programme. From April to June, students are required to undertake a Summer Internship Project (SIP). During the fourth semester, apart from core and specialization courses, a student has to study one of the five knowledge enhancement courses from bouquet of courses being offered. Besides, about 1400 hours of teaching and special guest lectures, co-curricular and extra curricular activities are also conducted.

### **1.2 Programme Objectives:**

The objectives of the programme are:

1. To enhance the knowledge and skills of the students in different functional areas of management to work effectively in business & social organization.
2. To develop a positive attitude, interpersonal and leadership skills of the students through co-curricular and extracurricular activities.
3. To encourage students for innovative & entrepreneurial ventures.
4. To promote research-oriented project work among students.
5. To build a strong foundation for developing a value-based understanding to handle corporate social responsibilities affecting all stakeholders.

### **1.3 Programme Outcomes:**

On successful completion of the programme, students will be able to :

1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
2. Understand and communicate economic, social, legal, ethical and global aspects of business;
3. Conduct research and use analytical & critical thinking skills for data-based decision making;
4. Develop self and others effectively in a team environment for the achievement of organisational goals;
5. Communicate effectively in business environment;
6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner;
7. Formulate and implement innovative and sustainable business interventions.

The courses offered in this programme are meticulously designed, revised and reviewed, at regular intervals, by the experts from industry and academia incorporating valuable inputs for learning contemporary management lessons.

### **1.4 Programme Highlights:**

#### **Immersion Programme**

The Academic Programme begins with an immersion course covering the basic Principles of Management, assessment and profiling of students speaking and writing skills in English, Mathematics, Statistics, Accounting and Economics. Besides, academic sessions, morning yoga, meditation and various kinds of sports and cultural activities are conducted to make the students coming from different social and cultural background, understand each other and build up an environment of teamwork. The special attraction of this programme is theatre workshop and finally staging of drama by students.

#### **Well-designed and updated Core & Elective Courses**

The programme offers twenty five core and 10 elective courses in five areas of specialisations viz. Marketing, Finance, Banking Technology, HR and Operations Management. The student has to select 10 electives from two specialized areas only i.e. 6 from major specialization area and 4 from minor specialization area. Core courses in all Semesters where as specialisation courses are offered from Semester II to Semester IV. An elective will be offered only when seven (7) or more students opt for it. The student is given the option to select one compulsory course of two credits from a bouquet courses.

## **Experiential Learning Opportunities**

Students are provided five components of experiential learning opportunities as integral part of the MBA programme through Summer Internship (8 weeks), Social Immersion Programme(one week), Industry visits(4-5 days), Activity based Self Learning(Through out the programme duration), and Live Projects (7 -15 days).

## **International Exposure**

The opportunities for international exposure are provided to the students of MBA through International Students' Exchange Programme to study courses of one Semester at the globally ranked/ reputed foreign partner universities of BGU, pursuing virtual certification courses and academic-cum- industry tour programme in a foreign country, besides participation in international conferences and webinars.

### **1.4.1 Pedagogy**

The pedagogy adopted by the MBA Programme is scrupulously designed to involve academic seriousness and practical application. The classroom teaching includes sessions by the qualified and experienced faculty who are known for their dedication to teaching and research, and industry experience. The students learn about the practical application of theoretical aspects of management lessons through case study analysis, individual live projects, group project assignments, and industry visits at different stages of the two year programme. Moreover, the well-designed 8 weeks summer internship and regular interactions with industry experts who are invited to deliver special lectures provide students substantial firsthand experience of the corporate world. The students are also subjected to simulation exercises, games, quizzes, role plays, etc. in order to develop analytical and decision-making capabilities.

Following are the some of the prominent methods used in the teaching-learning process of this programme.

- **Lectures:**

This is used as one of the important teaching methods as well as an important pedagogical tool for imparting conceptual knowledge, especially to fresh students. However, the faculty members make the lectures interactive through discussion. They often use audio-visual teaching aids to enhance the learning effectiveness among students. Faculty members also take online classes through different virtual platforms.

- **Special Lectures by Industry Experts and Industry Visits:**

Industry speaker series and industry visits are integral parts of the MBA curriculum. . Special lectures by industry leaders are organized regularly. Study visits to various industries in India and other countries are organized during the programme to complement classroom learning and bring in a practical perspective to management educations.

- **Simulations:**

Simulations are also used as an important tool to help maximize classroom learning. The challenges that students face in the decision making process during these simulation exercises replicate the kind of challenges in decision making they would be facing later in their corporate life.

- **Case Method:**

Case studies intend to detail different solution scenarios with quantitative and qualitative results. The faculty encourages students to appreciate risk-taking behaviors and facilitates developing pro-active responses while facing innovative managerial issues. Students' opinions are shared and confronted; the decision-making process is made a part of the student's learning.

- **Role Play:**

Role play is a method used for helping student explore the issues involved in complex business situations. Role playing gives them a chance to live the roles and practice the concepts beforehand. The objective of introducing role plays is to teach students to think and reflect. A spirit of innovation, achievement and an intellectual group of students working together with a commitment towards global excellence is the essence of the programme.

As a part of the regular academic activities, the Birla School of Management conducts various workshops, guest lectures, panel discussions and seminars in which both students and faculty participate very actively. Such activities are often organized by the different students clubs, conduits, including the Marketing, Finance, HR, Operations and Communication clubs. They are also nominated to participate in seminars and conferences organized by different institutes and universities, enabling them to acquire relevant knowledge about the market and management issues through interactions with industry.

#### **1.4.2 Course Reading Materials**

Course reading materials which are in the form of text books, cases, articles etc. are made available to all students. Each student is expected to spend 8 to 10 hours per week studying these materials before attending the scheduled classes. Online assessments are also incorporated in the programme to ensure academic rigor and encourage use of technology to continue learning in adverse situations like COVID-19 pandemic.

#### **1.4.3 Experiential Learning Programmes**

Apart from class room based collaborative learning, students will be offered following experiential learning courses:

- Summer Internship (6 credits)
- Social Immersion Project (3 credits)
- Industrial Visit (2 credits)

- Activity Based Self-Learning (2 credits)
- Developing Self for Corporate Readiness (Total 8 credits; 2 credits per semester)

### **Summer Internship:**

The students have to undergo 8 weeks summer internship in the industry between 15 April-30 June followed by presentation & viva-voce to evaluate students. They are expected to undertake field projects with utmost seriousness. The report developed during the period should highlight cross sectional problems, challenges, and suggested solutions etc. on a chosen domain/topic.

### **Social Immersion Project:**

Students of MBA are required to participate in Social Immersion Projects, which creates a bridge between classroom learning and real world application. These projects are undertaken in small groups for a period of one week, designed to provide an opportunity to students for self-reflection about personal goals and other aspects of one's life, such as civic responsibility, social justice, and one's understanding of poverty and discrimination. These projects provide students with multiple opportunities for growth and learning beyond the classroom environment. By working on a social projects with or without support of an NGO or civil society organizations students experience socio-economic realities of various communities and situations beyond the classroom. This experience may help students to be better citizens and broaden their commitments to reflection and action by knowing, understanding and finding sustainable solutions for social problems. Apart from practicing the skills learned in the classroom for nurturing relationships and building a better community, these projects give a social perspective to the students and build their managerial skills – planning, interpersonal, selling, financial and entrepreneurial skills.

### **Industrial Visits:**

All the students of MBA are required to go for an academic field study in the first year, which includes planned visit to various functional units of 3-4 companies in India or other countries. This will be evaluated for two credits as a separate course.

### **Business Seminars:**

Eminent guest speakers from different domain spaces are invited to share their experiences with the students, and to promote entrepreneurship.

### **Short Term Live Project :**

The objective of Short Term Live Project is to enhance student-industry interaction through some kind of experiential learning project. The good quality projects contribute to the employability of the students. Students are encouraged to take up short term projects at their own initiative as per the guidelines issued by the school. They are permitted to



undertake short term projects with business firms during Semesters II and IV. Faculty member are engaged to provide mentoring support to the students for these projects.

### Activity Based Self-Learning(ASL)

This course is designed to make it fully practical in nature, in which students are expected to learn management skills by organizing and participating in various co-curricular activities and working in teams. A student is expected to spend about 180 hours in such activities during two years MBA programme. Continuous assessment of their contribution to and learning from the activity shall be done every Semester. It helps students apply the management principles while organizing various events in real situations. It aims at bringing overall improvement in personality and leadership abilities of students and nurturing competitive spirit and positive attitude among students.

## 2. PROGRAMME STRUCTURE OF MBA (2021-23 BATCH)

	SUBJECT & CODE	CREDIT
<b>A</b>	<b>IMMERSION COURSE</b>	
	Understanding Self Principles of Management Oral Proficiency for Managers Basic Financial Accounting Economics	<b>Non-Credit</b>
<b>B</b>	<b>SEMESTER-I</b>	
	<b>BM-101</b> Accounting for Decision Making	3
	<b>BM-102</b> Managerial Economics	3
	<b>BM-103</b> Marketing Management	3
	<b>BM-104</b> Organizational Behaviour	3
	<b>BM-105</b> Statistics for Management	3
	<b>BM-106</b> Business Communication	3
	<b>BM-107</b> Management Information System	3
	<b>BM-108</b> Social Immersion Project	3
	<b>BM-109</b> Leadership and Change Management	3
	<b>BM-110</b> Developing Self for Corporate Readiness-I	2
	<b>Total Credit Semester-I</b>	<b>29</b>
<b>C</b>	<b>SEMESTER-II</b>	
	<b>BM-201</b> Human Resource Management	3
	<b>BM-202</b> Cost and Management Accounting	3
	<b>BM-203</b> International Business from Macro Perspective	3
	<b>BM-204</b> Financial Management	3
	<b>BM-205</b> Strategic Marketing	3

	<b>BM-206</b> Production and Operations Management	3
	<b>BM-207</b> Advance Business Communication	3
	<b>BM-208</b> Decision Modelling and Optimization	3
	<b>BM-209</b> Developing Self for Corporate Readiness-II	2
	<b>BM-210</b> Excel Modelling	3
	<b>Elective – I</b>	3
	<b>Elective- II</b>	3
	<b>Total Credit Semester - II</b>	<b>35</b>
<b>D</b>	<b>SEMESTER-III</b>	
	<b>BM-301</b> Responsible Business	3
	<b>BM-302</b> Design Thinking & Entrepreneurship	3
	<b>BM-303</b> Artificial Intelligence and Deep Learning	3
	<b>BM-304</b> Developing Self for Corporate Readiness-III	2
	<b>Elective – III</b>	3
	<b>Elective – IV</b>	3
	<b>Elective – V</b>	3
	<b>Elective – VI</b>	3
	<b>Elective- VII</b>	3
	<b>BM-305</b> Summer Internship Project	6
	<b>Total Credit Semester - III</b>	<b>32</b>
<b>E</b>	<b>SEMESTER-IV</b>	
	<b>BM-401</b> Strategic Management	3
	<b>BM-402</b> Business Law & IPR Management	3
	<b>BM-403</b> CAPSTONE Business Simulation	2
	<b>BM-404</b> Developing Self for Corporate Readiness – IV	2
	<b>Elective – VIII</b>	3
	<b>Elective – IX</b>	3
	<b>Elective – X</b>	3
	<b>BM-405</b> Industrial Visits	2
	<b>BM-406</b> Activity Based Self-Learning	2
	<b>KNOWLEDGE ENHANCEMENT COURSE (SELECT ONE)</b>	2
	<b>BM-407</b> Element of Basic Econometrics	
	<b>BM-408</b> Marketing Analytics	
	<b>BM-409</b> Leadership and Communication	
	<b>BM-410</b> Advanced Entrepreneurship	
	<b>Total Credit Semester -IV</b>	<b>25</b>
	<b>TOTAL CREDITS</b>	<b>121</b>

**Notes:** 1. Teaching hours of the credit courses shall be as per the UGC Guideline;

2. A student has to select **10 electives** from **two specialized areas** only i.e. **6 from major specialization area** and **4 from minor specialization area**, A list of elective courses is mentioned below specialization wise. An elective will be offered only when seven (7) or more students opt for it.

### 3. LIST OF COURSES

#### 3.1 Core Courses

<b>BM-101</b> Accounting for Decision Making
<b>BM-102</b> Managerial Economics
<b>BM-103</b> Marketing Management
<b>BM-104</b> Organizational Behaviour
<b>BM-105</b> Statistics for Management
<b>BM-106</b> Business Communication
<b>BM-107</b> Management Information System
<b>BM-108</b> Social Immersion Project
<b>BM-109</b> Leadership and Change Management
<b>BM-110</b> Developing Self for Corporate Readiness-I
<b>BM-201</b> Human Resource Management
<b>BM-202</b> Cost and Management Accounting
<b>BM-203</b> International Business from Macro Perspective
<b>BM-204</b> Financial Management
<b>BM-205</b> Strategic Marketing
<b>BM-206</b> Production and Operations Management
<b>BM-207</b> Advance Business Communication
<b>BM-208</b> Decision Modelling and Optimization

<b>BM-209</b> Developing Self for Corporate Readiness-II
<b>BM-210</b> Excel Modelling
<b>BM-301</b> Responsible Business
<b>BM-302</b> Design Thinking & Entrepreneurship
<b>BM-303</b> Artificial Intelligence and Deep Learning
<b>BM-304</b> Developing Self for Corporate Readiness-III
<b>BM-401</b> Strategic Management
<b>BM-402</b> Business Law & Intellectual Property Right (IPR) Management
<b>BM-403</b> Capstone Business Simulation
<b>BM-404</b> Developing Self for Corporate Readiness – IV
<b>BM-407-BM 410</b> Knowledge Enhancement Course

### **List of Electives Courses (Specialization Area wise)**

<b>MARKETING</b>
<b>BM-M01</b> Services Marketing
<b>BM-M02</b> Sales and Distribution Management
<b>BM-M03</b> Customer Relationship Management
<b>BM-M04</b> Digital Marketing
<b>BM-M05</b> Brand Management
<b>BM-M06</b> Retail Management
<b>BM-M07</b> Bottom of Pyramid Marketing
<b>BM-M08</b> Consumer Behaviour
<b>BM-M09</b> B2B Marketing

<b>BM-M10</b> International Marketing
<b>FINANCE</b>
<b>BM-F01</b> Financial Product, Services & Financial Markets
<b>BM-F02</b> Management of Banks & Financial Institutions
<b>BM-F03</b> Investment Management
<b>BM-F04</b> Financial Report Analysis & Valuation
<b>BM-F05</b> Retail Banking & Insurance
<b>BM-F06</b> Derivatives and Risk Management
<b>BM-F07</b> International Financial Management & Project Finance
<b>BM-F08</b> Social Banking & Microfinance
<b>BM-F09</b> Corporate Taxation
<b>BM-F10</b> Management Control System
<b>HUMAN RESOURCE</b>
<b>BM-H01</b> Learning & Development
<b>BM-H02</b> Industrial Relations and Labour Laws
<b>BM-H03</b> Managing People and Performance in Organizations
<b>BM-H04</b> Employee Health and Well Being
<b>BM-H05</b> Acquisition, Retention & Engagement
<b>BM-H06</b> Strategic HRM
<b>BM-H07</b> Compensation Management and HR Metrics
<b>BM-H08</b> HR Analytics, Tools and Techniques
<b>BM-H09</b> International HRM
<b>BM-H10</b> Human Resource Development: Strategies and Systems
<b>OPERATIONS</b>
<b>BM-O01</b> Supply Chain and Logistics Management
<b>BM-O02</b> TQM for Business Excellence
<b>BM-O03</b> Service Operations Management
<b>BM-O04</b> Operations Strategy
<b>BM-O05</b> Sustainable Operations Management
<b>BM-O06</b> Predictive Analytics and Big Data

<b>BM-O07</b> Technology, Innovation and New Product Development
<b>BM-O08</b> System Optimization and Management Science
<b>BM-O09</b> Project Management
<b>BM-O10</b> World Class Manufacturing
<b>BANKING TECHNOLOGY</b>
<b>BM-B01</b> Banking Principles and Practice
<b>BM-B02</b> Artificial Intelligence and Banking Functions
<b>BM-B03</b> Digital Customer Management System
<b>BM-B04</b> Payment System and UPI
<b>BM-B05</b> Big Data Analysis
<b>BM-B06</b> Distributed Ledger Technology & BlockChain
<b>BM-B07</b> Financial Product & Services
<b>BM-B08</b> Financial Institutions & Markets
<b>BM-B09</b> Modelling and Design Lab
<b>BM-B10</b> Chatbots and Robotic Process Automation

#### 4. DETAILS OF SYLLABUS

<b>B</b>	<b>SEMESTER-I</b>	
	<b>BM-101</b> Accounting for Decision Making	3
	<b>BM-102</b> Managerial Economics	3
	<b>BM-103</b> Marketing Management	3
	<b>BM-104</b> Organizational Behaviour	3
	<b>BM-105</b> Statistics for Management	3
	<b>BM-106</b> Business Communication	3
	<b>BM-107</b> Management Information System	3
	<b>BM-108</b> Social Immersion Project	3
	<b>BM-109</b> Leadership and Change Management	3
	<b>BM-110</b> Developing Self for Corporate Readiness-I	2
	<b>Total Credit Semester-I</b>	<b>29</b>

<b>Course Name</b>	<b>Accounting for Decision Making</b>
<b>Course Code</b>	<b>BM-101</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objectives</b>	<p>At the end of the course, the students will be able to :</p> <ul style="list-style-type: none"> <li>• Develop understanding of financial statements and utility of the financial statement to stakeholders.</li> <li>• Analyse financial statements for decision making and performance.</li> <li>• Make better judgment by utilizing analytical and pragmatic decision-making tools of accounting.</li> </ul>
<b>Course Intended Learning Outcomes</b>	<p>At the end of this course students will be able to</p> <p>CILO 1: Demonstrate an understanding of fundamental Accounting concepts and principles.</p>

		<p>CILO 2: Analyse corporate accounting using traditional methods.</p> <p>CILO 3: Apply the concept of IFRS for preparation of financial statement.</p>
<b>Pre-Requisite</b>		Immersion Programme
<b>Course Outline</b>		<p><b>Module I</b> Overview of Accounting; Accounting Equation; Accounting Process; Trial Balance Preparation of Financial Statements; Accounting Policy Choice: Fair Value Accounting, Income Measurement and Revenue Recognition, Inventory Valuation, Depreciation, Intangible Assets; Deferred Taxes; Consolidation of Financial Statements; Off-balance sheet Items; Ethical Issues. Cash accounting &amp; accrual accounting systems</p> <p><b>Module II</b> Corporate Accounts specially share capital &amp; debentures</p> <p><b>Module III</b> Financial Statement Analysis including Cash Flow Statement</p> <p><b>Module IV</b> Statement of Changes in Working Capital, Revised Reporting Guidelines for Financial Statements, CMA Data Analysis , CDR</p> <p><b>Module V</b> Introduction to Indian Accounting Standard. IFRS overview, Creative accounting, Major accounting frauds and Forensic Audit</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>References</b>		<p>Text Books:</p> <ul style="list-style-type: none"> <li>• Narayanaswamy, R. (2017). <i>Financial Accounting: A Managerial Perspective</i>. PHI Learning Pvt. Ltd..</li> <li>• Ramachandran, N., &amp; Kakani, R. K. (2020). <i>Financial Accounting For Management</i>. McGraw-Hill Education.</li> </ul> <p>Reference Books:</p> <ul style="list-style-type: none"> <li>• Anthony, R. N., &amp; Reece, J. S. (2017). <i>Accounting: Text and Cases</i>, Richard D. Irwin.</li> <li>• Gupta, A. (2011). <i>Financial Accounting for Management: An Analytical Perspective</i>. Pearson Education India.</li> <li>• Maheshwari, S. (2014). <i>Management Accounting And Control</i>,</li> </ul>



### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2				√	√		√

CILO 3	√			√				
Total	1			2	1		1	

### Programme Intended Learning Outcome Details:

PILO 1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2: Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO 3: Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO 4: Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO 5: Communicate effectively in business environment.

PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner.

PILO 7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Managerial Economics</b>
<b>Course Code</b>	<b>BM-102</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objective</b>	<p>The objectives of this course are:</p> <ul style="list-style-type: none"> <li>• To introduce the students to the demand and supply forces in the economy.</li> <li>• To sensitize students about the implications of different companies' product positioning strategy.</li> <li>• To highlight the interaction of government and market forces in the economy.</li> <li>• To equip students with the ability to critically analyze production and market strategies of firms in various industry.</li> </ul>
<b>Course Intended Learning</b>	Upon successful completion of the course a student will be able to:

<b>Outcome</b>	<p>CILO1: Explain the roles of managers in firms and what and how the internal and external decisions to be made.</p> <p>CILO2: Analyze the demand and supply conditions and assess the position of businesses.</p> <p>CILO3: Apply the concepts of cost, nature of production and its relationship to costs.</p> <p>CILO4: Evaluate competition strategies, including costing, pricing, product differentiation, and market environment, according to the natures of products and the structures of the markets.</p>
<b>Pre-Requisite</b>	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
<b>Course Outline</b>	<p><b>Module I</b> <b>Principles of Economics</b> Demand and Price: Consumer choice, Law of diminishing marginal utility; Indifference Theory, Elasticity of demand, Price, income and cross elasticity, Factors determining elasticity of demand, Demand forecasting.</p> <p><b>Module II</b> <b>Behaviour of Firms and Industry</b> Production and Cost structure of firms: Fixed and variable inputs; production function; total, average and marginal products; Production-possibility frontier, Long run and short run costs of production; Economies of scale and the shape of the long run average cost.</p> <p><b>Module III</b> <b>Market Competition and Profit Maximization</b> Forms of market structures: Perfect Competition, Equilibrium of the firm and the industry in the short and the long runs. Monopoly Market Structure, Comparison of pure competition and monopoly, Monopolistic Competition and Oligopoly.</p> <p><b>Module IV</b> <b>Business Innovation</b> Theory of Profit, Economies of Scale, Game Theory Models; Innovation in Business, Asymmetric Information, Use of Calculus in Price and Output Decision</p> <p><b>Module V</b> <b>Government and Industry</b> Business Ethics and Profits, Global Start Ups, Break Even Analysis (Volume, Cost, Profit) and Business expansion</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>

<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>Salvatore, D. and Rastogi, S., (2020), <i>Managerial Economics: Principles and Worldwide Applications</i>, 9<sup>th</sup> edition , Oxford Higher Education</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>Mankiw, G. (2019), <i>Principles of Microeconomics</i>, 6<sup>th</sup> Edition, Cengage</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					

CILO 2		√			√		√	
CILO 3	√	√						
CILO 4	√			√	√		√	
Total	3	3		1	2		2	

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Marketing Management</b>
<b>Course Code</b>	<b>BM-103</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To introduce the concepts, strategies, challenges and opportunities involved in marketing of products and services.</li> <li>• To highlight the foundation of 4P of marketing mix and evolution of marketing mix in modern era.</li> <li>• To appreciate the emerging marketing trends and consumer behavior</li> </ul>

<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1: To understand the concepts and philosophies of marketing.  CILO2: To explain the product mix and pricing strategies.  CILO3: To choose channel alternatives for designing Omni-channel strategies.  CILO4: To identify tools of promotion for formulation of IMC strategies.  CILO5: To identify strategies to enter global market.</p>
<b>Pre-Requisite</b>	
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Marketing &amp; Product strategy:</b>  Nature and scope of marketing, Marketing concepts, Marketing philosophies, Product characteristics, classifications, PLC , New Product Development, Managing Brands, Creating Brand Equity, Designing and Managing Services.</p> <p><b>Module II</b>  <b>Developing Pricing Strategies:</b>  Pricing Objectives and process, Selecting a Pricing Method, Promotional Price and Price War</p> <p><b>Module III</b>  <b>Designing &amp; Managing Marketing Channels:</b>  Channel Functions and Flows, Channel Alternatives, Channel Integration, Channel conflict, Cooperation and Competition, Retailing, Wholesaling and Logistics, Omni-Channel Marketing.</p> <p><b>Module IV</b>  <b>Designing &amp; Managing Integrated Marketing Communications</b>  Communications Process Models, Promotional mix, Integrated marketing communication (IMC), Measuring promotional effectiveness, Social and ethical issues in marketing</p> <p><b>Module V</b>  <b>Tapping Global Markets:</b>  Deciding which markets to enter, Modes of entry, Global marketing and product strategies</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Kotler, Keller (2016): <i>Marketing Management</i> (14<sup>th</sup> ed.) Pearson Education</li> <li>• Kotler, P., Keller, K. L., Koshy, A., &amp; Jha, M. (2013). <i>Marketing Management: A South Asian Perspective</i> (14<sup>th</sup> ed.) Pearson Education.</li> </ul> <p><b>Reference Books:</b></p>

	<ul style="list-style-type: none"> <li>• Ramaswamy, V.S., &amp; Namakumari, S., (2013), <i>Marketing Management India</i>, (5<sup>th</sup> Edition) Macmillan Publication.</li> <li>• Saxena, R. (2009). <i>Marketing Management</i> (4th edition.). New Delhi: Tata McGraw Hill.</li> <li>• Perreault, W. D., &amp; McCarthy, E. J. (2002). <i>Basic Marketing: A global-managerial Approach</i>. Boston: McGraw-Hill.</li> <li>• Kotler, P., Armstrong, G., &amp; Cunningham, M. H. (2005). <i>Principles of Marketing</i>. Toronto: Pearson Prentice Hall.</li> </ul>
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**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Quiz	1
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Assignment Presentation	2
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis	3
4.	CILO4	Lecture, discussion, case studies, presentation	Exercise of Designing a Promotional Campaign	4
5.	CILO5	Case studies and discussion	Case Analysis & Presentation	5

Bloom's Taxonomy:  
 Level 1: Remembering  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√						
CILO 3			√				
CILO 4			√				
CILO 5		√	√				

Total	2	2	3					
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**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Organizational Behaviour</b>
<b>Course Code</b>	<b>BM-104</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To facilitate understanding of human behaviour and its effective dealing in organizations.</li> <li>• To appraise the organization system in totality so as to understand the complex human behaviour in organizations.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students should be able:</p> <p>CILO 1: To demonstrate the dynamics of individual and group behaviour in organizations.</p> <p>CILO 2: To apply the issues related to attitude, perception and emotion of human beings in organizations.</p> <p>CILO 3: To analyse the factors contributing to motivation, stress .</p> <p>CILO 4: To appraise the interaction of individual and the organization in group behaviour.</p>
<b>Pre-Requisite</b>	Foundation Course in Principles and Practices of Management
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>The Individual:</b></p> <p>Introduction to OB: Meaning, significance, functions, roles and skills related to</p>



	<p>management, contributing disciplines to the field of OB, challenges and opportunities for OB, Personality: Meaning, determinants, major personality traits and attributes, Big Five Model, Job Fit Theory, Measuring personality. Values and Attitudes: Formation of values and attitudes, values across culture, attitude-behaviour relationship, changing attitudes, job-related attitudes. Perception and Attribution: Meaning, factors influencing perception, Attribution Theory, errors in attribution, decision making, rationality, and individual differences in decision making.</p> <p><b>Module II</b>  <b>Motivation and Employee Well-Being:</b>  Motivation: Meaning, Early theories of motivation, contemporary theories of motivation, motivating employees through various measures.  Emotional Intelligence: Meaning, EQ competence framework, measuring and improving EQ; Appreciative inquiry, Work life balance: Meaning and significance; stress management - sources and consequences of stress, individual differences, managing stress, Employee well-being</p> <p><b>Module III</b>  <b>The Group:</b>  Foundations of Group Behaviour, Stages of group development, group structure and processes, group decision making, Understanding work teams, types of teams, creating effective teams, contemporary issues in managing teams.</p> <p><b>Module IV</b>  <b>Power and Conflicts :</b>  Power and Politics, Bases of power, power tactics, organizational politics; Conflict and Negotiation, Process of conflict, functional and dysfunctional conflict, managing conflict, bargaining strategies, negotiation process, issues in negotiation.</p> <p><b>Module V</b>  <b>The Organization:</b>  Organization Structure: Elements of structure, common organizational designs, new design options, why structures differ, Organizational Culture, Meaning, surface manifestations, functions, creating and sustaining culture.  Organizational Change, Forces for change, level of change, resistance to change, overcoming resistance to change, Changing organizational structure in the age Industry 4.0 – The influence of AI, IoT; Emergence of new workplace norms</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Robbins, Stephen P., and Timothy A. Judge (2019). <i>Organizational behavior</i>. Pearson.</li> <li>• Nelson, D., Quick, J., &amp; Khandelwal, P. (2012). <i>ORGB</i>. A South-Asian Perspective.</li> </ul> <p><b>Reference Books:</b></p>

	<ul style="list-style-type: none"> <li>• Singh, S. (2005). Pareek, UDAL 2004. <i>Understanding Organizational Behaviour</i>. New Delhi: Oxford University Press. PP. XII+ 548; Soft Cover; Price: Rs. 235.</li> <li>• McShane, S. L., Von Glinow, M. A., &amp; Radha, S. R. (2009). <i>Organizational Behavior</i>.</li> <li>• Harvard Business Review</li> <li>• People Matters</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO 1 CILO 2	Lecture, role play and discussion through caselets and cases	Small group exercises, case analysis	2
2.	CILO 3	Classroom discussion and group activity based on the areas to solve issues.	Case analysis and Presentation	3
3.	CILO 1 CILO 4	Lecture, Case analysis, role play and activity	Case analysis and situational games	3
4.	CILO 4	Lecture, discussion, case studies, presentation	Assignment and activity	3
5.	CILO4	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√			√			
CILO 2	√			√	√		
CILO 3				√			

CILO 4	√			√	√			
Total	3			4	2			

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Statistics for Management</b>
<b>Course Code</b>		<b>BM-105</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>I</b>
<b>Objectives</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To understand the Statistical Techniques and communicate findings</li> <li>• to learn to apply statistical tools to solve managerial questions</li> <li>• to learn to critically assess statistical designs and methods</li> <li>• To equip the students independently to solve data-driven business problems using Statistical Techniques.</li> <li>• To familiarize participants with basic of research and the</li> </ul>

		<p>research process</p> <ul style="list-style-type: none"> <li>To familiarize participants with Statistical packages such as SPSS/EXCEL</li> </ul>
<b>Course Intended Learning Outcome</b>		<p>After the completion of the course, students will be able to</p> <p>CILO 1: know different sources of data and summarize them</p> <p>CILO 2: present data to a diverse audience</p> <p>CILO 3: understand and use sampling, inferential statistics and management science tools</p> <p>CILO 4: use spreadsheet software for data analysis and statistical model building</p> <p>CILO 5: develop critical thinking and problem-solving skills.</p> <p>.</p>
<b>Pre-Requisite</b>		Basic knowledge of Mathematics
<b>Course Outline</b>		<p><b>Module I</b></p> <p><b>Introduction:</b></p> <p>Primary and Secondary Data, Primary Data Collection Instruments – Questionnaire Designing and Testing, Schedule, Observation Methods, Scaling Techniques and Attitude Measurement</p> <p><b>Descriptive Statistics:</b></p> <p>Measures of Central Tendencies: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Co-efficient of Variation (CV), Moments, Skewness and Kurtosis.</p> <p><b>Module II</b></p> <p><b>Theory of Probability and Probability Distribution:</b></p> <p>Meaning and Concept of Probability, Laws of Probability, Bayes' Theorem, Random Variable, Mathematical Expectation, Theorems on Expectation, Binomial Distribution, Poisson Distribution and Normal, Distribution</p> <p><b>Module III</b></p> <p><b>Sampling and Sampling Distribution:</b></p> <p>Introduction to sampling, Random Sampling Vs. Non Random Sampling, Types of Sampling: Simple Random Sampling, Stratified Random Sampling, Systematic Sampling and Cluster Sampling, Sampling Distributions, Standard Error, Sampling Distribution of Sample Mean and Sample Proportion, Central Limit Theorem.</p> <p><b>Module IV Forecasting Techniques</b></p> <p><b>Correlation and Regression Analysis:</b></p> <p>Concept of Correlation, Types, Scattered Diagram, Properties of Correlation Coefficient (CC) , Karl Pearson CC, Spearman's Rank CC.,</p>

	<p>Regression, Properties of Regression Coefficients, Lines of Regression, using Regression for prediction.</p> <p><b>Time Series Analysis:</b> Definition and Utility of Time Series Analysis, Components, trend analysis, Semi Average , Moving Average Methods, Methods of Least Square</p> <p><b>Module V</b> <b>Statistical Inference:</b> Estimation: Point &amp; Interval. Hypothesis Testing: Parametric &amp; Non-Parametric Tests, Analysis of Variance, Chi-Square Test, <b>Advanced Data Analysis:</b> Introduction to Multivariate Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Group Presentation, Class Participation): 50 marks <b>End-Sem Evaluation:</b> 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>Levin Recharad I. &amp; Rubin David S. (2017). <i>Statistics for Management</i>, 8<sup>th</sup> Edition, Pearson, New Delhi, 2017</li> <li>Zikmund W.G. (2017) <i>Business research Methods</i>, Thomspns, Akash Press New Delhi.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>Anderson, Sweeney and Williams.(2017). <i>Statistics for Business and Economics</i>, 12th Edition, Pearson, New Delhi.</li> <li>Azcel and Soundarapandian. (2018). <i>Business Statistics</i>, 7<sup>th</sup> Edition, TMH.</li> <li>Kothari C.R. (2014) <i>Research Methodology Methods &amp; Techniques</i>, New Age International publisher</li> <li>Chawla, D., &amp; Sodhi, N. (2011). <i>Research methodology: Concepts and cases</i>. Vikas Publishing House.</li> </ul>

#### Facilitating the achievement of Course Intended Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Blooms Taxonomy Level	Teaching and Learning Activity	Assessment Method
1	CILO1,2,4	2,5,3	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
2	CILO1,2,4	2,5,3		Quiz, Assignments, Minor

			Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	project, Hands-On test, Written-test
3	CILO2,3,4	5,5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
4	CILO2,3,4	5,5,3	Frameworks of Models through unstructured problem. Problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
5	CILO2,4,5	5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
6	CILO2,4,5	5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				√
CILO 2	√	√	√				
CILO 3	√	√	√				√
CILO 4	√		√				
CILO 5	√		√				
Total	5	3	5				2

#### Programme Outcome:

##### On successful completion of the programme students will be able to:

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment.
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner.
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Business Communication</b>
<b>Course Code</b>	<b>BM-106</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To enable the students to develop communication strategies to interact in one to one &amp; in groups in business contexts</li> <li>• To enable the students to develop an impactful presentation skills</li> <li>• To develop natural, fluent speaking in the students beyond the classroom</li> <li>• To develop effective &amp; advance writing skills for the purpose of business</li> </ul>
<b>Course Learning Outcome</b>	<p><b>At the end of the course, the students will be able to:</b></p> <p>CILO 1: Discuss the role and function of effective communication in the organizational and global context</p> <p>CILO 2: Apply the principles of successful interpersonal communication in the professional contexts</p> <p>CILO 3: Present a topic with a clear structure &amp; demonstrate visual impact &amp; confidence</p> <p>CILO 4: Analyse the steps &amp; principles of clear and coherent writing</p> <p>CILO 5: Write a blog with creative usage of language</p>
<b>Pre-Requisite</b>	Knowledge of Reading Comprehension, Speaking and Writing in English language at the graduate level
<b>Course Outline</b>	<p><b>Module I:</b>  <b>Introduction to Communication</b>  Communication in Organizations, Today's Business Environment and Communication with New Media, Fundamental Principles &amp; Theories of Communication, Ethical Issues in Communication</p> <p><b>Module II:</b>  <b>Interpersonal Communication</b>  Interpersonal Communication in Social and Business Contexts, Skill Sets to Enhance Interpersonal Communication, Developing Emotional Intelligence, Feedback &amp; Non-verbal Communication, Listening in Interpersonal Discourse, Perceptual Barriers &amp; Ways to Overcoming them,</p>

	<p>Communicating &amp; Effective Participation in Meetings &amp; Conferences, Reaching Consensus in Meetings, Conversation Management &amp; Control</p> <p><b>Module III:</b>  <b>Presentation &amp; Public Speaking Skills</b>  Planning &amp; Preparation, Audience Analysis &amp; Needs, Using Visuals, Body Language &amp; Other Non-verbal Communication, Techniques for Capturing Audience Attention &amp; Interests, Structuring Business Presentation, Use of Mind-mapping Tool, 3 T's Presentation, Slide Rules &amp; Visualization, Handling Questions, Aristotle Model for Effective Public Speaking</p> <p><b>Module IV:</b>  <b>Principles &amp; Effectiveness of Writing</b>  Principles of Effective Writing, Constructing Coherent and Unified Paragraphs, Direct &amp; Indirect Approaches, Writing Effective Email, Basic Principles of Effective Business Correspondence, Negative, Positive &amp; Neutral Business Correspondence, Agenda &amp; Minutes of Meeting</p> <p><b>Module V:</b>  <b>Writing for Social Media &amp; Blog</b>  Assess the audience you are writing for, Customize content for the specific audience and delivery method, Utilize effective online writing strategies, Communicate effectively in an online environment, Writing Blog, Digital Story-telling</p> <p><b>Lab Outline-10 hours</b>  <b>At the end of the lab, the students will be able to:</b>  Demonstrate LSRW skills for effective communication</p> <ol style="list-style-type: none"> <li>a) Listening- IPA(International Phonetic Alphabets- Vowels)</li> <li>b) Listening to Comprehend &amp; Infer(Improving IELTS Score)</li> <li>c) Speaking with phonetically correct sounds(Speech Drilling)</li> <li>d) Speaking in small groups</li> <li>e) Reading &amp; Comprehending</li> <li>f) Reading Critically (Reading Case studies)</li> <li>g) Writing clear &amp; coherent paragraphs</li> <li>h) Writing expository paragraphs</li> </ol>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b>-50 marks (Writing Assignments, Project Presentation, Quiz, Role-play, Lab Assignment &amp; Tests)</p> <p><b>End-Term Evaluation</b> -50 marks</p>
<b>Suggested Reading:</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Chaturvedi, P.D. and Mukesh Chaturvedi (2018). <i>Business Communication: Skills, Concepts and Applications</i>, (3rd Edition), Pearson Education</li> </ul>



	<ul style="list-style-type: none"> <li>• Raman &amp; Singh (2016). <i>Business Communication</i>. (2<sup>nd</sup> Ed). OUP, Delhi</li> </ul> <p><b>Reference:</b></p> <ul style="list-style-type: none"> <li>• Lehman, C. M., Dufrene D. D.,&amp; Sinha, M. (2016). <i>BCOM: The South Asian Perspective on Business Communication</i> (2nd ed.). New Delhi: Cengage Learning.</li> <li>• Murphy, H. A., Hildebrandt, H.W.,&amp; Thomas, J.P. (2017). <i>Effective Business Communication</i> (7th Revised ed.). Boston: McGraw-Hill Companies.</li> <li>• Bovee, C., &amp; Thill, J.V.,&amp; Raina, R.L. (2016). <i>Business Communication Today</i> (11th ed.). Pearson</li> <li>• Lesiker, V. Raymond <i>et al</i>(2015).<i>Business Communication</i>.(13<sup>th</sup> ed). McGrawHill Education</li> </ul>
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### Facilitating the Achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and classroom discussion through case study	Quiz	2
2.	CILO2	Classroom Presentation & discussion in small groups	Group Discussion	3
3.	CILO3	Discussion & Presentation (small live projects are given)	Presentation in groups	3
4.	CILO4	Lecture, Writing workshops	Writing Assignments	4
5.	CILO5	Class demonstration on social media writing (students will open their blog site)	Writing & Blog Writing	6

Bloom's Taxonomy:

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 6: Creating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

<b>Course Intended Learning Outcomes (CILO)</b>	<b>Programme Intended Learning Outcomes (PILO)</b>
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	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√			√	√			
CILO 3					√			
CILO 4					√			
CILO 5	√				√			
Total	2	1		1	4			

**Programme Intended Learning Outcome:**

On successfully completing the program the student will be able to:

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Management Information System</b>
<b>Course Code</b>	<b>BM-107</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objective</b>	The objectives of the course are to explain

	<ul style="list-style-type: none"> <li>• The basics of Information system in Organizations, IT-enabled Business, Information flow, Decision making</li> <li>• IT Security and Data analysis using Software Tools.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1: Define and remember basics of Information system in Organizations</p> <p>CILO2: Describe knowledge of IT-enabled Business</p> <p>CILO3: Illustrate data analysis functions using software</p> <p>CILO4: Analyse how to use software tools for data analysis</p>
<b>Pre-Requisite</b>	Basic knowledge of computer / IT
<b>Course Outline</b>	<p><b>Module- I</b> <b>Data Handling using Excel</b></p> <p>Data handling in Excel and its Utilities, Creation of spreadsheet, Formatting, Data Manipulation, Data management and analysis</p> <p><b>Module- II</b> <b>Data Processing in Excel</b></p> <p>Pivot Table, Charts, Conditional Formatting, Macros, VBA, Dash Board</p> <p><b>Module- III</b> <b>Management Information System</b></p> <p>Information as a resource, information in organizational functions, types of information &amp; types of information systems, transaction processing system, management information system, Decision Support system, Data Analysis ( Use of Software tools for data analysis)</p> <p><b>Module- IV</b> <b>Decision making and IT Security</b></p> <p>Decision making with MIS, Tactical decisions, operational decisions, Strategic decisions, IT Security &amp; Cyber Crime</p> <p><b>Module-V</b> <b>Business Process Integration with IT</b></p> <p>Business Process Integration, Business processes-example of a complex process, Motivation for Enterprise Systems, ERP systems- finance and accounting module, Human resource management module, Manufacturing and operations module, Sales and marketing module.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>

<b>Suggested Readings:</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>Louden, D. (2018). <i>Management Information Systems: Managing the Digital Firm</i> (15<sup>th</sup> ed.). Pearson.</li> <li>Davis, G.B., &amp; Olson, M.H.(2016).<i>Management Information System</i>. Tata McGraw-Hill.</li> </ul> <p><b>Reference Book</b></p> <ul style="list-style-type: none"> <li>Bidgoli, H. (2018).<i>MIS</i>, Kindle Edition.</li> </ul>
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#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through examples, activity	Active learning and application with the help of small group exercises, quiz	1
2.	CILO2	Lecture, presentation, activity	Exercise and Quiz	2
3.	CILO3	Lecture, Case analysis, activity	MCQ and Assignment	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	3

Bloom's Taxonomy:

Level 1: Remember

Level 2: Understanding

Level 3: Applying

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2				√	√		
CILO 3				√			
CILO 4				√	√		
Total	1	1		3	2		

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**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Leadership and Change Management</b>
<b>Course Code</b>	<b>BM-109</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To facilitate understanding of leadership as a concept and to know the practical use of various styles of leadership in different contexts and situations;</li> <li>• To enhance the awareness about the leadership styles and competencies and develop the art and skills of managing change in organizations</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students should be able:</p> <p>CILO 1: To illustrate different orientations in leadership theories</p> <p>CILO 2: To apply the styles of leadership at work and assess their own styles</p> <p>CILO 3: To discover competencies of leadership</p>

	<p>CILO 4:To appraise building global future leaders  CILO 5:To appraise and impliment the change management process in any organization</p>
<b>Pre-Requisite</b>	Foundation Course in Principles and Practices of Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Concepts and Contexts of Leadership</b></p> <p>Meaning of Leadership, Leadership and Followership, Management and Leadership, Difference between a Manger and a Leader and their roles. Theories of Leadership- Trait &amp; Skills Approach, Behavioral &amp; Situational Approach, Path-goal Theory &amp; Leader-member Exchange Theory; Cognitive Traits of Leadership; Leadership Principles-The Basis of Successful Leadership; Contexts of Leadership, Leading in a Global Environment; The Heart of Leadership- Motivating Workers.</p> <p><b>Module II</b>  <b>Leadership Styles</b></p> <p>Characteristics of Coercive or Autocratic, Authoritative, Democratic, Pace- setting Affiliative, Coaching, Tranactional, and Transformational Leadership, ‘Level 5 Leadership’, Boundary Spanning or Team Leadership, Tactical Use of Leadership Styles to Influence Others; Assessment of Leadership Styles</p> <p><b>Module III</b>  <b>Leadership Qualities and Competencies for Success</b></p> <p>Qualities of Strategic Leaders of World’s Most Admired and Innovative Companies; Values and Virtues of a Corporate Leaders; Approaches to Authentic Leadership at work, Model of Servant Leadership at work; Effective Leadership Communication.</p> <p><b>Module IV</b>  <b>Building Global Leaders for Future</b></p> <p>Leadership Pipeline- Ram Charan’s Model, Succession Planning, Developing Leadership for the Next Orbit, Development of Team and Transformational Leadership; Developing High Performance Culture, Managing Stretch, Use of Emotional Intelligence by Leaders,</p>

	<p>Performance, Building a Culture of Leadership- India way; Leaders for Managing Diversity and Change;</p> <p><b>Module V</b> <b>Managing Change at Workplace</b></p> <p>The Process of Managing Change, Psychology of Change and Change Communication, Monitoring Change initiatives, Leading and Managing Change, Models, Methodology of Change Management, Coaching and Mentoring for Managing Change; Building Organizational Participation for Change. Cases of Successful Leadership for Managing Change.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Yukl, Gary A.(2020) <i>Leadership in Organizations</i>, 9th Edition, New York, Pearson</li> <li>• Northouse, P. G. (2018). <i>Leadership: Theory and Practice</i>. Sage publications.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Mohan, C. R. (2012). <i>Samudra Manthan: Sino-Indian Rivalry in the Indo-Pacific</i>. Brookings Institution Press</li> <li>• Bass, B. M., &amp; Riggio, R. E. (2006). <i>Transformational leadership</i>. Psychology press.</li> <li>• Harvard Business Review</li> <li>• People Matters</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO 1	Lecture, role play and discussion through caselets and cases	Small group exercises, case analysis	2
2.	CILO 1 CILO 2	Classroom discussion and group activity based on the areas to solve issues.	Case analysis and Presentation	3
3.	CILO 2 CILO 3	Case analysis, role play and activity	Case analysis and situational games	3

4.	CILO 4	Leadership Style Assessment-What Kind of Leaders are You?, Psychometric testing, and presentation	Assignment and activity	4
5.	CILO5	Case studies, Presentation and discussion	Project Presentation	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√			√			
CILO 2	√			√		√	
CILO 3				√		√	
CILO 4	√			√	√		
CILO 5	√					√	
Total	4			4	1	3	

### Programme Intended Learning Outcome Details:

PILO 1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2: Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO 3: Conduct research and use analytical & critical thinking skills for data-based decision making;



PILO 4: Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO 5: Communicate effectively in business environment;

PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and

PILO 7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>DSCR-I</b>
<b>Course Code</b>	<b>BM-110</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>I</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To assess the students on the basis of their personality types, communication and presentation skills;</li> <li>• To facilitate them for corporate grooming and boosting their personality</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand their personality types and cognitive abilities.  CILO2 To apply dressing etiquette and groom themselves for corporate interaction.</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Preliminary Assessment</b>  A Preliminary Assessment will be conducted through GD and Aptitude to diagnose the levels of the students and to group them accordingly.</p> <p><b>Module II</b>  <b>Psychometric Test</b>  A Psychometric Test would be conducted to assess the students' Personality Types and Cognitive Abilities.</p> <p><b>Module III</b>  <b>Application of JOHARI Window</b>  Creating self-awareness; Discussions of the four Windows and how they can be used to know and to develop our personality traits; Taking help of JOHARI Window to know the individuals'</p>

	competence and the areas of improvement
	<p><b>Module IV</b> <b>SWOT Analysis</b> Making the students understand their SWOTs and the connections between each one of it; Helping them analyze these with the help of time-capsule; Making them realize and work on their weaknesses as their areas of improvement.</p> <p><b>Module V</b> <b>Personality Booster</b> Helping them boost their personalities with an understanding of Dressing Etiquette &amp; Grooming.</p>
<b>Evaluation</b>	<b>Continuous Evaluation</b> 100 marks ( Evaluation through Different activities with their respective objectives, PPT, Simulations, Role-plays, Probing, videos, Interventions, Assignments and Feedback)
<b>Suggested Reading</b>	Sarvesh Gulati (2010). <i>Corporate Grooming and Etiquette</i> . Rupa Publishing

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and Video and frameworks & Role play	PPT, Simulations, Role-plays, Probing, videos, Interventions	2
2.	CILO1	Lecture and Video and frameworks & Role play	PPT, Simulations, Role-plays, Probing, videos, Interventions	2
3	CILO1	Lecture and Video and frameworks & Role play	PPT, Simulations, Role-plays, Probing, videos, Interventions	2
4	CILO2	Lecture and Video and frameworks & Role play	PPT, Simulations, Role-plays, Probing, videos, Interventions, interview	4
5	CILO2	Lecture and Video and frameworks & Role play	PPT, Simulations, Role-plays, Probing, videos, Interventions, interview	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√			√	√		
CILO 2				√	√		
Total				2	2		

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

C	SEMESTER-II	
	<b>BM-201</b> Human Resource Management	3
	<b>BM-202</b> Cost and Management Accounting	3
	<b>BM-203</b> International Business from Macro Perspective	3
	<b>BM-204</b> Financial Management	3
	<b>BM-205</b> Strategic Marketing	3
	<b>BM-206</b> Production and Operations Management	3
	<b>BM-207</b> Advance Business Communication	3

	<b>BM-208</b> Decision Modelling and Optimization	3
	<b>BM-209</b> Developing Self for Corporate Readiness-II	2
	<b>BM-210</b> Excel Modelling	3
	<b>Elective – I</b>	3
	<b>Elective- II</b>	3
	<b>Total Credit Semester - II</b>	<b>35</b>

<b>Course Name</b>	<b>Human Resource Management</b>
<b>Course Code</b>	<b>BM-201</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts.</li> <li>• To familiarize the students with human resource policies and practices that they need to know regardless of their field of managerial functions.</li> <li>• To highlight the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives.</li> <li>• To provide basic concepts, techniques, and practices of human resource management in diverse contexts.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO 1: To explain the dynamics of managing people from real- world examples.</p> <p>CILO 2: To develop appropriate recruitment and selection strategies for an organization.</p> <p>CILO 3: To apply and design the training and development initiatives in organization.</p> <p>CILO 4: To analyse the factors that play a role in compensation decisions and employee motivation.</p> <p>CILO 5: To design strategies for better employee relations and inclusion and diversity in organizations.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour
<b>Course Outline</b>	<b>Module I</b> <b>Introduction to Human Resource Management:</b>

	<p>Human Resource Management- Meaning, Significance, Objectives; Evolution and development of Personnel Management and HRM; Human Resource Philosophy and Policy; Key Roles, Functions and Activities of HRM, Strategic Human Resource Management.</p> <p><b>Module II</b>  <b>Acquisition and Development of Human Resources:</b>  HR Planning; Job Design, Job Analysis, Role Analysis; Recruitment; Selection; Socialization, Orientation and Placement, Training and Developing Human Resources; Performance and Potential Appraisal; Career Planning and Development; Succession Planning, The influence of AI, IoT in Recruitment, Training and employee engagement;</p> <p><b>Module III</b>  <b>Compensation and Maintenance of Human Resources:</b>  Job Evaluations;  Wage and Salary Administration; Incentive Plans and Fringe Benefits, Maintaining Human Resources, Empowerment and Participation; Health, Safety and Security, Separation Function, Resignation, Termination, Exit interview &amp; Absconding.</p> <p><b>Module IV</b>  <b>Managing Industrial Relations:</b> Dynamics of Industrial Relations; Types of Grievances, Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Labour Laws Reforms and Amendments</p> <p><b>Module V</b>  <b>Issues in Human Resource Management:</b>  Virtual Organizations; Human Resource Outsourcing; Human Resources Accounting and Audit; HRM and Technology – HRIS, Automation; Best HRM Practices in organizations; Changing HRM practices in Industry 4.0, Emergence of new workplace norms in managing people; Inclusion of different types of employees.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Armstrong, M. &amp; S. Taylor. (2017). <i>Armstrong's Handbook of Human Resource Management Practice</i> (14thed.). London: Kogan Page.</li> <li>• Aswathappa, K. (2017) <i>Human Resource Management: Text and Cases</i>. (8thed.) New Delhi: McGraw Hill.</li> </ul> <p><b>Reference Books:</b></p>

		<ul style="list-style-type: none"> <li>• DeCenzo, D.A., Robbins, S.P., &amp; Verhulst, S.L. (2016) <i>Human Resource Management</i> (12th ed.). Wiley.</li> <li>• Dessler, G. &amp; Varkkey, B. (2015). <i>Human Resource Management</i> (14th ed.). New Delhi: Pearson.</li> <li>• Gomez-Mejia, L.R., Balkin, D.B., &amp; Cardy, R.L. (2016). <i>Managing Human Resources</i> (8th ed.). Essex: Pearson.</li> <li>• Ivancevich, J.M. (2017). <i>Human Resource Management</i> (11th ed.). New York: McGraw Hill.</li> <li>• Venkat Ratnam, C.S., &amp; Dhal, M. (2017). <i>Industrial Relations</i> (2nd ed.). New Delhi: Oxford University Press.</li> </ul>
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**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CILO5	Case studies and discussion	Project Presentation	5

Bloom's Taxonomy:

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2				√	√		
CILO 3				√			

CILO 4				√	√			
CILO 5							√	
Total	1	1		3	2		2	

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Cost and Management Accounting</b>
<b>Course Code</b>		<b>BM-202</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>II</b>
<b>Course Objectives</b>		<p>This course seeks</p> <ul style="list-style-type: none"> <li>• To give an understanding of the ways in which management accountants can provide relevant information for a variety of decisions to be made in managing any organisation.</li> <li>• To enable the students to identify, use and interpret the results of costing techniques appropriate to different activities and decisions; formulate and use standards and budgets for planning and control purposes;</li> </ul>

	<ul style="list-style-type: none"> <li>To give an understanding of the role of responsibility accounting and performance measurement.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>At the completion of this course, a student will be able to</p> <p>CILO1 :Understand about basic cost terminology and how it can be used in managing business organisation.</p> <p>CILO 2 :Analyse traditional and contemporary approaches to cost allocation</p> <p>CILO 3 :Describe the fundamental purposes of cost and management accounting</p> <p>CILO 4 :Apply the concepts of transfer pricing, life cycle costing and target costing</p>
<b>Pre-Requisite</b>	Students must come prepared to the class by going through the relevant chapter/s of the text book prescribed.
<b>Course Outline</b>	<p><b>Module I</b> Managerial Accounting in a dynamic business environment, role of management accountant, Financial Ratio Analysis and their interpretations</p> <p><b>Module II</b> Basic cost concepts, Cost allocation, and Product costing in Job-Order Costing, Service Department Costing, allocation and absorption of overheads, Activity-Based Costing (ABC) and ABC Management, cost pool, cost drivers and driver rate, Inventory Analysis</p> <p><b>Module III</b> Cost Behaviour and Cost-Volume-Profit Analysis, BEP and CVP, Profit planning, Pricing decisions - long term and short term, Make or buy and Use of cost in managerial decision making</p> <p><b>Module IV</b> Standard Costs and Variance Analysis–material, labour and overheads</p> <p><b>Module V</b> Budgeting and Budgetary Planning &amp; Control, functional budgets, master budget, zero base budgeting, Decentralization and Transfer pricing, concepts of target costing &amp; life cycle costing</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>



<b>References</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Kishore, R. M. (2012). <i>Cost Accounting and Financial Management</i>, Taxmann Publications.</li> <li>• Lal, J. (2009). <i>Cost Accounting</i>, 4<sup>th</sup> Edition. Tata McGraw-Hill Education.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Drury, C. (2012). <i>Management and Cost Accounting</i> (8th ed.). Andover, Cengage Learning EMEA.</li> <li>• Dyson, J. R. (2010). <i>Accounting for Non-Accounting Students</i> (8th ed.). Harlow, Financial Times</li> <li>• Hansen, D.R. and Mowen, M.M. (2006), <i>Cost Management: Accounting and Control</i>, Thomson Higher Education, Ohio.</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	2
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

## Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2							√	
CILO 3				√				
CILO 4				√	√			
Total	1	1		2	1		1	

### Programme Intended Learning Outcome Details:

#### On successfully completing the program the student will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>International Business from Macro Perspective</b>
<b>Course Code</b>	<b>BM 203</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>I</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To understand the Macro concept and business</li> <li>▪ To explain macroeconomic measurements, trade environment and to identify the problems and opportunities.</li> <li>▪ To understand the different types of international trade scenarios and Free Trade Areas</li> <li>▪ To understand apply it in context of the present World Trade Scenarios for effective and profitable export and import</li> <li>▪ To improve the student's abilities to develop their own perceptive on economic activities based on logical reasoning.</li> <li>▪ To apply macroeconomic models and trade models for business decision.</li> <li>▪ Relate international sector (exports and imports) with exchange rates and balance of payments.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <ul style="list-style-type: none"> <li>• CILO1: Appreciate and understand the basic functioning of an economy particularly its business and commerce sectors, imports and exports and trade.</li> <li>• CILO2: Understand the specified discipline in the economic context with reference to national and global business environment.</li> <li>• CILO3: Understand the impact of changes in Private Consumption, Investment, Government expenditure and Exports and Imports Understanding the impact of the Demand Multiplier and Money Multiplier on GDP.</li> <li>• CILO4: To understand the risk of trade and develop strategies to minimize them.</li> <li>• CILO5: To understand apply it in context of the present World Trade Scenarios for effective and profitable export and import.</li> </ul>
<b>Pre-Requisite</b>	Not required
<b>Course Outline</b>	<p><b>Module I (Lecture 1 to 5)</b></p> <p>Circular Flow of Income (two, three and four sector), Gross Domestic Product, Does GDP Measure What We Want It to Measure? National Income Accounting, Real GDP versus Nominal GDP, Other Measures of Total Production and Total Income.</p>

	<p><b>Module II (Lecture 6 to 13)</b></p> <ul style="list-style-type: none"> <li>• <b>Unemployment and Inflation.</b> Measuring the Unemployment Rate, Measuring Inflation, Using Price Indexes to Adjust for the Effects of Inflation, Real versus Nominal Interest Rates. Does Inflation Impose Costs on the Economy?, Economic Growth and its Importance. Short run and Long run Phillips curve</li> <li>• <b>Saving and Investment.</b> Determinants of investment- Marginal efficiency of capital and Rate of interest, What Determines How Fast Economies Growth. Why Growth Rates Differ Across Countries and Government Policies to Foster Economic Growth</li> </ul> <p><b>Module III (Lecture 14 to 25, Including Assignment, Midterm/Evaluation)</b></p> <p><b>AD and AS Models:</b> Aggregate Expenditure and Output in the Short Run (The Aggregate Expenditure Model, The Aggregate Demand Curve), Aggregate Demand and Aggregate Supply Analysis (Aggregate Demand, Aggregate Supply, A Dynamic Aggregate Demand and Aggregate Supply Model).</p> <ul style="list-style-type: none"> <li>• <b>Money and Banking,</b> Monetary Policy (The Money Market and the RBI/Fed's Choice of Monetary Policy Targets, Monetary Policy in the Dynamic Aggregate Demand and Aggregate Supply Model), Fiscal Policy (Fiscal Policy in the Dynamic Aggregate Demand and Aggregate Supply Model, The Limits of Using Fiscal Policy to Stabilize the Economy, The Effects of Fiscal Policy in the Long Run),</li> <li>• <b>Macroeconomics in an Open Economy:</b> The Effect of a Government Budget Deficit on Investment. Monetary Policy and Fiscal Policy in an Open Economy.</li> </ul> <p><b>Module IV (Lecture 26 to 33)</b></p> <p>International economic problems and issues facing the India/United States and in the rest of the world today, Comparative Advantage: The Ricardian Model, Specific Factors and Income Distribution, Resources and Trade: The Heckscher-Ohlin Model, The Standard Trade Model, External Economies of Scale and the International Location of Production, Firms in the Global Economy: Export Decisions, Outsourcing, and Multinational Enterprises</p> <p><b>Module V (Lecture 34 to 45)</b></p> <p>Case studies in the trade theory, benefits and challenges of globalization, Free Trade Agreement, Tariff and non-tariff measures, Trade dispute (EU-US trade disputes, US-China trade dispute), India's FTA and protectionism in international trade. Financial Globalization: Opportunity and Crisis, Optimum Currency Areas and the Euro, Developing Countries: Growth, Crisis, and Reform.</p>
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study,

		Presentation, Short Term Project): 25 marks <b>Mid-Term Evaluation:</b> 25 marks <b>End-Term Evaluation :</b> 50 marks
<b>Suggested Readings:</b>		<b>Text Books:</b> <ul style="list-style-type: none"> <li>• N. Gregory Mankiw (2018): Principles of Macroeconomics, 8<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd.</li> <li>• Paul Krugman, Maurice Obstfeld and Marc Melitz (2015), <i>International Economics: Theory and Policy</i>, 10th Edition, Pearson.</li> </ul> <b>Reference Books and Documents</b> <ul style="list-style-type: none"> <li>• Dominick Salvatore (2016), 12th Edition, International Economics, Wiley.</li> <li>• Errol D’Souza (2012): <i>Macroeconomics</i>, 2<sup>nd</sup> Edition Pearson Education Asia, New Delhi.</li> <li>• Hubbard, R.G. and O’Brien A.P., (2019) <i>Macroeconomics</i>, 7<sup>th</sup> Edition, Pearson.</li> <li>• Economics by Paul Samuelson and William Nordhaus, 19<sup>th</sup> edition, McGraw-Hill publisher</li> <li>• Economic Survey edited by Government of India</li> <li>• Thomas Pugel (2020) “International Economics”, Mc Graw Hill</li> <li>• Ministry of commerce trade agreement documents</li> <li>• Some WTO documents (Supplied by the lecturer from time to time)</li> <li>• The Economist (Selected Articles)</li> <li>• Harvard Business Review (Selected Articles)</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom’s Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Learning, Exercise, problem solving and Presentation	3

3.	CILO3	Lecture, analysis, and problem solving	Problem analysis and analysing recent macroeconomic/trade scenarios	3
4.	CILO4	Lecture, discussion, applied cases and policies	Analyses, discuss and activity	4
5.	CILO5	Project/assignment, lecture, discussion and cases	Project/Assignment Presentation	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2				√				
CILO 3			√					
CILO 4			√				√	
CILO 5							√	
Total	1	1	2	1			2	

#### Programme Intended Learning Outcome Details:

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as to demonstrate appropriate skills and attitude for solving business problems.

PILO2: Understand and communicate global, economic, legal and ethical aspects of business.

PILO4: Develop self and others effectively in a team environment for the achievement of organizational goals.

PILO5: Communicate effectively in business environment.

PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Financial Management</b>
<b>Course Code</b>	<b>DM-204</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To develop an in-depth understanding of vital issues in corporate finances theory and practice.</li> <li>• To understand financial management and its applications in the real world.</li> <li>• To evaluate how four financial decisions (Financing, Investing, Dividend and Liquidity Decisions) affects firms financial Performance.</li> </ul>
<b>Course Intended Learning Outcome (CILO)</b>	<p><b>After undergoing the course, a student will be able:</b></p> <p>CILO 1: To understand the concept of Financial Management and its applicability in Managerial Decisions and Corporate Capital Structure</p> <p>CILO 2: To develop importance of Time Value of Money in Financial Decision Making Process.</p> <p>CILO 3: To apply financing options available to firms, Tradeoff between debt and equity and Criteria for deciding the optimal financing mix so as to have a significant impact on Investment Decision.</p> <p>CILO 4: To analyze factors important to take appropriate Dividend and Liquidity Decisions of firms.</p> <p>CILO 5: To design strategies related to four finance decisions for effective utilizations of firms financial resources.</p>
<b>Pre-Requisite</b>	Basics of Accounting
<b>Course Outline</b>	<p><b>Module I- Introduction Financial Management</b> Introduction to Corporate Finance, Sources of Finance, Profit Maximization VS Wealth Maximizations, Time Value of Money.</p> <p><b>Module II- Investment Decision</b></p>

	<p>Capital Budgeting, Capital Budgeting Decisions, Project Acceptance and Rejection Criteria, Capital Rationing</p> <p><b>Module III- Financing Decision</b> Financing Decision Leverage Analysis, Financing Decision EBIT EPS Analysis, Capital Structure Theories, Cost of Capital</p> <p><b>Module IV Dividend Decision</b> Dividend theory, Dividend Policy, Determinants of Dividend policy Dividend Theories of relevance (Walter and Gordon) and irrelevance</p> <p><b>Module V Liquidity Decision</b> Working Capital Planning and Management &amp; Estimations, Management of Cash, Management of Receivables, Inventory Management</p>
<b>Evaluation</b>	<p><b>Continious Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings</b>	<p>Text Books:</p> <ul style="list-style-type: none"> <li>IM Pandey (2015). <i>Financial Management</i>, 11<sup>th</sup> Edition, Vikash Publishing</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Ross, Westerfield, Jaffe, Kakani (2014). <i>Corporate Finance</i>, Tata Mcgraw-Hill.</li> <li>Prasanna Chandra, <i>Financial Management (2007)</i>, Tata Mcgraw-Hill</li> <li>Damodaran, Aswath (2003). <i>Corporate Finance – Theory &amp; Practice</i>, John Wiley &amp; Sons.</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CILO2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CILO3	Lecture, Case analysis Understanding the theories of	Real life understanding of capital structure of	4



		capital structure, Designing the capital structure for companies, EBIT/EPS understanding, Types of Leverage.	companies, Practical exercises, Student presentations, Class discussions to encourage students to participate and think, annual report of companies, selected web sites.	
4.	CILO4	Lecture, discussion, case studies, presentation Factors determining dividend decisions of companies, Theories and forms of dividends	Getting information on dividend policy of companies across sectors, how companies decide the trade-off on dividend policy, Critical thinking exercises, Small group activities, Project work	4
5.	CILO5	Lecture, Case studies and discussion	Presentation	5

Bloom's Taxonomy:  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analyzing  
Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√		√				
CILO 2	√		√				
CILO 3	√		√				
CILO 4	√		√				
CILO 5	√		√				
Total	5		5				

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Strategic Marketing</b>
<b>Course Code</b>	<b>BM-205</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To discuss concepts related to developing marketing strategy in present business scenario.</li> <li>• To prepare the students for marketing environment scanning that will help them to formulate a marketing strategy</li> <li>• To support students in realizing the competitive dynamics</li> <li>• To provide the students an analytical blend of mind and applied knowledge in developing marketing strategy.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To Understand the marketing environment scanning tools for realising internal capabilities, problems and limitations for marketing strategy.</p> <p>CILO2 To interpret different challenges of reaching consumers in a marketing strategy</p> <p>CILO3 To analyse the competitive dynamics operates in an industry</p> <p>CILO4 To evaluate the marketing strategy of a firm and its value delivery in detail</p> <p>CILO5 To formulate a marketing strategy of an organization</p>
<b>Pre-Requisite</b>	An understanding of marketing fundamentals

<b>Course Outline</b>	<p><b>Module I</b>  <b>Marketing Audit:</b>  Marketing Environmental Scanning, Analysing Macro and Micro Environment, Tools for Environment scanning, SWOT/TWOS Analysis, PESTLE Analysis, Five Force Model, BCG Matrix, GE Matrix</p> <p><b>Module II</b>  <b>Consumer Analysis:</b>  Analysing Consumer Markets, Factors affecting consumer behaviour, Consumer Decision-making, Nature and characteristics of business market, B2B consumer purchase decision making</p> <p><b>Module III</b>  <b>Competitive Dynamics Analysis:</b>  Analysis of Competition: Models and strategies, Market Analysis, Company Analysis, Market Segmentation, Targeting of Market Segments</p> <p><b>Module IV</b>  <b>Strategy Analysis:</b>  PLC analysis, Key Success Analysis, CSF Analysis, Porters generic strategies, Ansoff's Matrix, Blue Ocean Strategy</p> <p><b>Module V</b>  <b>Creating and Delivering Value</b>  The concept of Value in Marketing, Developing Value Proposition and Positioning Strategy</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Kotler, Keller (2016): <i>Marketing Management</i> Pearson Education , 14<sup>th</sup> Edition</li> <li>• Kotler, P., Keller, K. L., Brady, M., Goodman, M., &amp; Hansen, T. (2019). <i>Marketing Management</i>. Pearson UK.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Chernev, A. (2018). <i>Strategic Marketing Management</i>. Cerebellum Press.</li> <li>• Wilson, R. M., &amp; Gilligan, C. (2012). <i>Strategic marketing management</i>. Routledge.</li> <li>• Varadarajan, R. (2012). <i>Strategic Marketing and</i></li> </ul>

		<i>Marketing Strategy. In Handbook of marketing strategy.</i> Edward Elgar Publishing.
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**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and discussion through small cases	Quiz	2,3
2.	CILO1, CILO2	Lecture, presentation and activity.	Quiz	2,3
3.	CILO3, CILO4	Lecture, Case analysis, role play and activity	Case analysis	4,5
4.	CILO3, CILO4	Case studies and discussion	Short term project, Assignment and Presentation	4,5
5	CILO4, CILO5	Case studies and discussion	Report presentation	5,6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Create

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√	√						
CILO 3				√	√			
CILO 4				√	√			
CILO5			√				√	
Total	2	2	1	2	2		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Production and Operations Management</b>
<b>Course Code</b>	<b>BM-206</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To make the students to understand the role of Operations Management in organisational success in collaboration with other key functions in the dynamic global business practices that has evolved from craftsmanship to automation.</li> <li>• To conceptualise the multidimensional aspects of operation in the manufacturing, service and project management.</li> <li>• To familiarize with tools and techniques of Operation Management to deliver business goals.</li> <li>• To develop the ability and agility to visualize technological changes in a competitive market and respond in the competitive business environment.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand production and the development of operations from mid-seventeenth century to date.</p> <p>CILO2 To understand the different aspects of Operation Management: Manufacturing, Service and Project Management in the value addition process.</p> <p>CILO3 To apply the short term planning process through Planning Techniques, Production Planning, and Shop Floor scheduling.</p> <p>CILO4 To analyse the Quality Systems for proactive system development to prevent defects and control process defects.</p> <p>CILO5 To create strategic plan for Global Supply Chain by appropriate application of manufacturing and information technology</p>

		to deliver customer as well as promoter satisfaction.
<b>Course Outline</b>		<p><b>Module I</b> <b>Introduction</b> Introduction to Production, History of Production Management, Evolution of Operation Management, Operation &amp; Service Management, Value Analysis.</p> <p><b>Module II</b> <b>Operation System Design</b> Forecasting &amp; Design, Product Design, Process Design, Layout, Location.</p> <p><b>Module III</b> <b>Capacity &amp; Planning</b> Capacity, Capacity Decisions, Aggregate Planning, Master production schedule, Master Requirement Planning, Capacity Requirement Planning, Production Planning &amp; Scheduling, Inventory Management.</p> <p><b>Module IV</b> <b>Quality Management</b> Introduction, Evolution of Quality, Quality Philosophy, dimensions of quality, Quality Concepts, quality Management System- Progress, Deming's fourteen Points, JIT, TQM, LEAN, SixSigma, LeanSixSigma, ISO 9000, ISO 14000, ISO 18000 &amp; OHSAS. Process Quality Control: 7 techniques, analysis &amp; report. Awards &amp; Recognition</p> <p><b>Module V</b> <b>Supply Chain Management</b> Growth of SCM. Operational Planning across Supply Chain, Operation &amp; Supply Chain Strategy, Managing Supply side, Managing Demand side, Logistic &amp; Warehousing</p> <p><b>Module VI</b> <b>Service Operation Management</b> Service Concept, Service Strategy, Service Delivery, Service Capacity &amp; Facility, waiting Line</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Operation &amp; Supply Chain Management – Russel &amp; Taylor – Wiley. Edition: 10</li> <li>• Operations Management – Norman Gaither &amp; Greg Frazier – CENGAGE. Edition 9</li> <li>• Operation Management – Collier / Evans / Ganguly – CENGAGE. Edition 1</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Production and Operations Management – S N Chary –</li> </ul>

	<p>McGraw Hill. Edition 6</p> <ul style="list-style-type: none"> <li>• Total Quality Management – Besterfields – Pearson. Edition 5</li> <li>• Service Management – James A. Fitzsimmons &amp; Mona J. Fitzsimmons. McGraw Hill. Edition 9</li> <li>• Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl &amp; D V Kalra-PEARSON. Edition 6</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning with the help of small group exercises.	2
2.	CILO2	Lecture & presentation and activity.	Group Presentation	3
3.	CILO3	Lecture, Case analysis.	Analytical Presentations	3
4.	CILO4	Lecture, discussion, case studies, presentation	Case presentation	4
5.	CILO5	Small Project & related discussion	Project Presentation	5

Bloom's Taxonomy:

- Level 1: Remembering
- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1		√		√			
CILO 2		√	√	√			
CILO 3	√		√	√	√		
CILO 4	√		√	√		√	√
CILO 5	√		√		√	√	√

Total	3	2	4	4	2	2	2	
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**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Advance Business Communication</b>
<b>Course Code</b>	<b>BM-207</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To expose &amp; enable the students to the various forms and practices of Business Communication in the contemporary world, focussing on the needs of management students</li> <li>• To hone specific skills such as verbal and non-verbal communication &amp; cross-cultural communication</li> <li>• To develop the use of technology for effective communication</li> <li>• To develop persuasive communication &amp; its strategy</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>At the end of the course, the students will be able to:</p> <p>CILO 1: Discuss the value of clear and effective communication in business &amp; communicating on new media</p> <p>CILO 2: Apply the principles of intercultural sensitivity for effective cross-cultural communication</p> <p>CILO 3: Analyse strategies for persuasive communication in the professional contexts</p> <p>CILO 4: Demonstrate communication strategies in group discussion &amp;</p>



	interviews for effective participation CILO 5: Write business reports & proposals
<b>Pre-Requisite</b>	Basic writing skills, Proficiency in English to be able to communicate academic related topics & current affairs, Computer skills to create PowerPoint presentation, Use internet for new media communication
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Communication Strategies in the Digital Era</b> The Age of Internet &amp; Communication Tools, Leveraging Technology for Social &amp; Professional Presence, Giving Presentation on Online Mode, Creating Effective LinkedIn Profile</p> <p><b>Module II</b></p> <p><b>Inter-cultural Communication</b> Communication in a Diverse Workplace, Cultural Intelligence, High Context &amp; Low Context Culture, Five Dimensions of Culture, Non-verbal Skills- A Cultural Lens, Cultural Sensitivity- Meetings &amp; Social Visits</p> <p><b>Module III</b></p> <p><b>Persuasive Communication for Effective Leadership</b> Attributes to Enhance Persuasion, Language of Persuasion, Art of Persuasion, Persuasion Process, Use of Inductive Approach, Convincing Arguments, Connecting with People, AIDA Strategy, Writing Persuasive Messages</p> <p><b>Module IV</b></p> <p><b>Career Management and Communication</b> Resume writing and cover letters, Online Resume, Group Discussions and Interviews, Communication during Exit Interviews</p> <p><b>Module V</b></p> <p><b>Writing Reports &amp; Proposals</b> Planning, Composing &amp; Writing Reports, Understanding the Report Process, Preparing Long Format Business Report (through Social Immersion Project), Structure and Types of Business Reports, Analytical &amp; Informational Reports, Writing Business Proposals, Using Visuals in Reports</p> <p><b>Lab Outline- 10 hours</b></p> <ol style="list-style-type: none"> <li>Critical Reading Skills(Case-study , analysing &amp; discussing in groups-4 Lab)</li> <li>Writing Workshops &amp; Writing Resume &amp; Cover Letter- 4 labs</li> <li>Group Discussions &amp; Interview-2 labs</li> </ol>
<b>Evaluation</b>	<b>Continuous Evaluation</b> -50 marks (Writing Assignments, Presentation,

	Group Discussion, Interview, Case Study, Lab Tests) <b>End SEM-50 marks</b>
<b>Suggested Reading</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Chaturvedi, P.D. and Mukesh Chaturvedi (2018). <i>Business Communication: Skills, Concepts and Applications</i>, Third Edition, Pearson Education</li> <li>• Bovee, C., &amp; Thill, J.V.,&amp; Raina, R.L. (2016). <i>Business Communication Today</i> (11thed.).Pearson</li> </ul> <p><b>Reference:</b></p> <ul style="list-style-type: none"> <li>• Lehman, C. M., Dufrene D. D.,&amp;Sinha, M. (2016). <i>BCOM: The South Asian Perspective on Business Communication</i> (2nd ed.). New Delhi: Cengage Learning.</li> <li>• Murphy, H. A., Hildebrandt, H.W.,&amp; Thomas, J.P. (1997). <i>Effective Business Communication</i> (7th Revised ed.). Boston: McGraw-Hill Companies.</li> <li>• Lesiker, V. Raymond et al(2015).<i>Business Communication</i>.(13th ed). McGrawHill Education</li> </ul>

### Facilitating the Achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	classroom discussion through workshop mode & Role play(students will open their professional LinkedIn Profile)	Assignments	2
2.	CILO2	Discussion & Classroom Presentation in small groups in the Language lab	Group Discussion	3
3.	CILO3	Discussion & presentation on previous samples of persuasive communication	Presentation in groups	3
4.	CILO4	Discussion & Mock GD/PI, Resume Writing Workshop in the lab	GD & PI	4
5.	CILO5	Writing workshops(students are engaged in social	Proposal Writing	6

		projects) in the lab		
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Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 6: Creating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√				√		
CILO 3	√				√		
CILO 4	√	√			√		
CILO 5					√		
Total	4	2			4		

### Programme Intended Learning Outcome:

#### On successfully completing the program the student will be able to:

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner and
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Decision Modelling and Optimization</b>
<b>Course Code</b>	<b>BM-208</b>
<b>Course Credit</b>	<b>4</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To make the students understand the basic concepts in the areas of Operations Research / Management Science (OR/MS) related to business decision making.</li> <li>• To familiarize the students with different techniques in optimization and simulation.</li> <li>• To equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After the completion of the course, students will be able to</p> <p>CILO1 Learn the model building approach of OR/management science in improving managerial decision making</p> <p>CILO2 Identify decision problems amenable for management science approach and find a solution of data-driven decision making.</p> <p>CILO3 Interpret and make decision under various decision making environments.</p> <p>CILO4 Develop skills for spread sheet model building and use of relevant</p>

		software packages like TORA and LINGO.
<b>Pre-Requisite</b>		Basic knowledge of probability and statistics
<b>Course Outline</b>		<p><b>Module I</b>  <b>Linear Programming Problem (LPP)</b>  Formulation of LP models, Meaning of solution, Graphical method for solving LP problems, Simplex method, Duality, Sensitivity analysis. Applications of LP in Marketing, Finance, Operations management.</p> <p>Transportation problem. Assignment problem.</p> <p><b>Module II</b>  <b>Distribution and Network models:</b></p> <p>Model building for optimization. Distribution and network models: Shortest route and other routing problems, maximal flow problem.</p> <p><b>Module III</b>  <b>Project Scheduling:</b></p> <p>Scheduling with known activity times, Critical Path Method, time-cost trade-offs, PERT: Scheduling with uncertain activity times.</p> <p><b>Module IV</b>  <b>Decision Analysis and Game Theory:</b></p> <p>Decision analysis: Types of decision making environments, decision-making under uncertainty, decision-making under risk, decision tree analysis, Risk profile.  Two-person zero-sum, maximax(/minimin) &amp; maximin(/minimax) principle, application of linear programming in finding equilibrium solutions, cooperative and non-cooperative games, Nash Equilibrium.</p> <p><b>Module V</b>  <b>Queuing Theory:</b></p> <p>Waiting line models: Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models.</p> <p><b>Module VI</b>  <b>Simulation:</b></p> <p>Types of simulation, Monte-Carlo simulation method, Verification and validation.</p>
<b>Evaluation</b>		<b>Continuous Evaluation (Quiz, Assignments, Presentation, Mini Project, Laboratory work ): 30 marks</b> <b>End-Term Evaluation: 70 marks</b>

<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Taha, Hamdy A. (2010). <i>Operations Research</i>, Pearson (9th ed.).</li> <li>• Anderson, D., Sweeney, D.J., Williams, T.A., Camm, J.D. (2019). <i>An introduction to management science: quantitative approaches to decision making</i> (14th ed.). Cengage Learning.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Balakrishnan, N., Render, B., Stair, R. M., &amp; Munson, C. (2017). <i>Managerial decision modeling</i>. Upper Saddle River, Pearson Education.</li> <li>• Hillier, F., Lieberman, G.J. (2014). <i>Introduction to operations research</i> (10<sup>th</sup> ed.). McGraw-Hill Education.</li> <li>• Powell, S. G., Baker, K. R. (2017). <i>Business analytics: The art of modeling with spreadsheets</i>. Wiley.</li> </ul>
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#### Facilitating the achievement of Course Intended Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Blooms Taxonomy Level	Teaching and Learning Activity	Assessment Method
1	CILO1,2,4	2,5,3	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
2	CILO1,2,4	2,5,3	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
3	CILO2,3,4	5,5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
4	CILO2,3,4	5,5,3	Frameworks of Models through unstructured problem. Problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
5	CILO2,4	5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test
6	CILO2,4	5,3	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)

	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√	√				√	
CILO 2	√	√	√					
CILO 3	√	√	√				√	
CILO 4	√		√					
Total	4	2	4				2	

<b>Course Name</b>	<b>Developing Self For Corporate Readiness-II</b>
<b>Course Code</b>	<b>BM-209</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>II</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To assess the students based on their leadership and digital competence.</li> <li>• To facilitate them for managing stress and anxiety</li> <li>• To help students identify their creative traits.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To identify their leadership competence.  CILO2 To apply techniques of digital interaction and social media interactions.  CILO3 To recognize creative trait in self  CILO4 To apply tools and techniques of stress and anxiety management.</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Aptitude</b>  Introspection; Self-reflection; Referring to the past to find out whether one has leadership abilities; Competence mapping and</p>

	enhancement
	<p><b>Module II</b>  <b>Digital Competency Concepts &amp; Process</b>  Introduction to digital competency, Browsing, searching and filtering data, information and digital content, Evaluating data, information and digital content, Managing data, information and digital content, Interacting through digital technologies, Sharing through digital technologies, Engaging in citizenship through digital technologies, Collaborating through digital technologies, Netiquette, Managing digital identity</p> <p><b>Module III</b>  <b>Using Digital Competency</b>  Developing digital content, Integrating and re-elaborating digital content, Copyright and licences, Protecting personal data and privacy, Protecting health and well-being, Protecting the environment, Solving technical problems, Identifying needs &amp; technological responses, Creatively using digital technologies, Identifying digital competence gap</p> <p><b>Module IV</b>  <b>Aptitude</b>  Accepting the Power of Imagination; Recognizing the Creative Traits in self; Developing and applying it at a formal context</p> <p><b>Module V</b>  <b>Aptitude</b>  The difference between Fear, Anxiety, Stress and Phobia; Handling and Managing Anxiety and Stress.</p>
<b>Evaluation</b>	<b>Continuous Evaluation</b> 100 marks ( Evaluation through Different activities with their respective objectives, PPT, Simulations, Role-plays, Probing, videos, Interventions, Assignments and Feedback)
<b>Reference</b>	<ul style="list-style-type: none"> <li>• Dr Jonathan Horowitz (Consultant Editor), Dr Diane McIntosh (Consultant Editor) (2018). <i>Stress the Psychology of Managing Pressure: Practical Strategies to turn Pressure into Positive Energy</i> . DK</li> <li>• Steven Warburton, Stylianos Hatzipanagos (2012). <i>Digital Identity and Social Media</i>. Idea Group,U.S.</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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1.	CILO1	Class activity	Quiz and self introspection	2
2.	CILO2	Practical Lab work	Lab work	3
3	CILO2	Practical Lab work	Lab work	3
4	CILO3	Class activity	Self introspections	4
5	CILO4	Lecture and Video and frameworks & Role play	Self introspection and class activity	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1				√	√	√	
CILO 2				√	√		
CILO 3			√	√	√		
CILO 4			√	√	√		
CILO 5			√	√	√		
Total			3	5	5	1	

#### Programme Intended Learning Outcome Details:

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;

- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Excel Modelling</b>
<b>Course Code</b>	<b>210</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course Objective</b>	The objectives of the course are to explain <ul style="list-style-type: none"> <li>• Excel modelling in different areas</li> <li>• Hands-on Activities on different types of modelling</li> </ul>
<b>Course Intended Learning Outcome</b>	After undergoing the course, a student will be able: CILO1: Perform data management in Excel CILO2: Analyse the problems and solve them
<b>Pre-Requisite</b>	Basic knowledge of Excel and Subject knowledge
<b>Course Outline</b>	<b>Module- I</b> <b>Data Management using Excel</b> Understanding of data and data processing, Logical, mathematical, statistical, string functions , Sorting, Filtering, data validation, Data visualization  <b>Module- II</b> <b>Macro and Pivot table in Excel</b> Pivot Table, Vlookup, Hlookup, Name Range, Conditional Formatting, Macros, Dash Board <b>Module-III</b> <b>Excel Modelling in Finance &amp; Operation</b> Finance Area – Present Value Calculation, NPV Calculation, IRR Calculation, PMT Calculation Operations Area – Optimization Modeling using Excel (LPP, Transportation, Assignment problems) , Network Optimization Model in Supply Chain, Decision Modelling using Excel

	<p><b>Module-IV</b></p> <p><b>Excel Modelling in Marketing &amp; HR</b>  Marketing Area-  Markov Chain Model of Customer Value, .Market Segmentation using Cluster Analysis.</p> <p>HR Area- Flow models in HR planning, compensation models, performance and potential models. Training ROI models</p> <p><b>Module-V</b></p> <p><b>Excel Modelling in Economics &amp; Communication</b></p> <p>Economics Area-</p> <p>Case Study: Algorithm-based macros for MS Excel in Economics</p> <p>Topic 1: Elasticity of Demand &amp; Supply  Topic 2: Cost and Revenue Functions  Topic 3: Market Forms (Monopoly)  Topic 4: Business Trend Forecasting  Topic 5: Using R for Economic Modelling (Data Entry, Import/Export MS Excel)</p> <p>Communication- Simple Spread sheet for Job Search &amp; Data Graphics for Report</p> <p>Keep your job search on track on simple spread sheet that will include Position applied, name of the company, a link to the job application, date applied, status column, track application progress, interview details, communication tracker, type of resume,</p> <p>Communicating quantitative information using graphics, type of graphic aids for reports, Bar Chart, Line Chart, Maps, Flow Charts, Gnatt chart, Table, Flowchart, Positioning graphics in the text, Mind mapping diagram for organising information.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>• Salvatore, D. and Rastogi, S., (2020), <i>Managerial Economics: Principles and Worldwide Applications</i>, 9<sup>th</sup> edition , Oxford Higher Education</li> <li>• Kotler, Keller (2016): <i>Marketing Management</i> (14<sup>th</sup></li> </ul>

		<p>ed.)Pearson Education</p> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Mankiw, G. (2019), <i>Principles of Microeconomics</i>, 6<sup>th</sup> Edition, Cengage</li> <li>• Ramaswamy, V.S.,&amp; Namakumari, S.,(2013),<i>Marketing Management India</i>,(5<sup>th</sup> Edition) Macmillan Publication.</li> </ul>
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D	SEMESTER-III	
	<b>BM-301</b> Responsible Business	3
	<b>BM-302</b> Design Thinking & Entrepreneurship	3
	<b>BM-303</b> Artificial Intelligence and Deep Learning	3
	<b>BM-304</b> Developing Self for Corporate Readiness-III	2
	<b>Elective – III</b>	3
	<b>Elective – IV</b>	3
	<b>Elective – V</b>	3
	<b>Elective – VI</b>	3
	<b>Elective- VII</b>	3
	<b>BM-305</b> Summer Internship Project	6
	<b>Total Credit Semester - III</b>	<b>32</b>

<b>Course Name</b>		<b>Responsible Business</b>
<b>Course Code</b>		<b>BM-301</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>III</b>
<b>Course Objective</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To sensitize students about the responsibility of business along the corporate value chain by examining issues of environmental sustainability, human rights and governance arising at different junctures along the value chain.</li> </ul>

		<ul style="list-style-type: none"> <li>• To bridge the gap between the ethical behavior of the individual and the ethical challenges posed by organized business activity in the global marketplace.</li> <li>• To sensitize participants towards consequences of their decisions involving ethics</li> <li>• To encourage critical ethical thinking and decision-making that is aligned with law of the land, sustainability and morality.</li> <li>• To inculcate values of professionalism, ethical leadership and social responsiveness in the students</li> </ul>
<b>Course Intended Learning Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CILO1 To explain the concepts, theories and models relating to social responsibility of business viz. ethics, sustainability, corporate governance and corporate social responsibility.</p> <p>CILO2 To apply ethical perspectives in different functional department of the organisation such as marketing, finance, strategy and ethical issues at workplace.</p> <p>CILO3 To analyse the issues of responsible business along the entire value chain of business.</p> <p>CILO4 To develop code of responsible business conduct in accordance with the national guidelines on responsible business conduct (NGRBC).</p>
<b>Course Outline</b>		<p><b>Module I</b> <b>Conceptual Framework:</b></p> <p>Ethical Considerations in Business; The Costs of Being Unethical; Profit Maximization Versus Corporate Social Responsibility; Philosophical Frameworks For Ethical Decisions: Western Teleological, Deontological And Modern Theories; Indian Ethos.</p> <p><b>Module II</b> <b>Ethical Issues at Workplace:</b></p> <p>Workplace Ethics in Human Resources Management; Mergers &amp; Acquisitions; Marketing Ethics; Financial Issues; Ethical Choices Facing Employees; Whistle Blowing Concept And Implementation Of Ethical Policy In The Organization.</p> <p><b>Module III</b> <b>Corporate Governance and CSR:</b></p> <p>Definitions, Concepts and Examples of Corporate Governance in Select Countries; Important Reforms of Corporate Governance In India; CSR Provisions in The Revised Companies Act (2013), Section 135</p> <p><b>Module IV</b> <b>Sustainable Development Goals:</b></p> <p>Meaning of Sustainability in Relation to Business Organizations; Issues Related to Saving the Environment, Conserving Resources, Pollution and Carbon Emission and Safeguarding Communities and</p>

	Biodiversity When Engaged In Commercial Activities; United Nations Agenda For Sustainable Development for 2030.
	<b>Module V</b> <b>National Guidelines on Responsible Business Conduct (NGRBC):</b> Developing Code of Responsible Business Conduct; Driving Environmental and Social Responsibility; The UN Guiding Principles for Business and Human Rights (UNGPS): Nine Thematic Pillars / Principles Of Business Responsibility; BRRF as a Self-Assessment Tool; Business Case Matrix (BCM)
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation:</b> 50 marks
<b>Suggested Readings:</b>	<b>Textbooks:</b> <ul style="list-style-type: none"> <li>• Andrew Crane, Abigail McWilliams, Dirk Matten, Jeremy Moon, Donald S. Siegel (2008). <i>The Oxford Handbook of Corporate Social Responsibility</i>.</li> <li>• Chakraborty, S.K. (1998). <i>Foundation of Managerial Work-Contribution from Indian Thought</i>, Himalaya Publishing House Delhi</li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>• S.K. Mondal (2010). <i>Ethics in Business &amp; Corporate Governance: Tata Mcgraw Hill, Edition</i></li> <li>• Swamy Dr. Partha Sarathi (2010), <i>Corporate Governance Principles, Mechanisms &amp; Practice</i>, Biztantra, Indian Text Edition</li> <li>• A.C.Fernando (2009), <i>Business Ethics &amp; Corporate Governance, An Indian Perspective</i> Pearson Education</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Self-Appraisal, Experience sharing and quiz	2
2.	CILO2	Lecture, presentation, and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and Presentation	3
4.	CILO4	News Tracking and study of model organisations following NGRBC	Developing a code of responsible business conduct	4

		guidelines		
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Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√	√				√	
CILO 3		√				√	√
CILO 4		√	√	√		√	√
Total	2	4	1	1		3	2

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Design Thinking &amp; Entrepreneurship</b>
<b>Course Code</b>	<b>BM-302</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To introduce students to the discipline of “design thinking” that enhances innovation activities in terms of value creation, speed, and sustainability.</li> <li>• To make business management students understand the nature of entrepreneurship, and its importance.</li> <li>• To equip students with tools and techniques required for initiating their own start-up.</li> <li>• To inspire students and help them imbibe an entrepreneurial mind-set.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand basic theories and concepts of Entrepreneurship.</p> <p>CILO2 To apply tools and techniques to develop fundamental capabilities in the methods used for practicing Design Thinking.</p> <p>CILO3 To analyse the business environment and identify problems worth solving and the pain relievers and gain creators associated with them.</p> <p>CILO4 To create business models and test their validity.</p> <p>CILO5 To be able to pitch their business plan to potential investors for raising funds.</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Design Thinking:</b>  Exploration Vs Exploitation; Ambidextrous Organisation; Choosing A Mindset; Exponential Innovation; The Evolution Of Design Thinking; Design Thinking Process; Traditional Vs Design Thinking; Empathy Map, Ideation And Prototyping; Creative Matrix; Concept Poster.</p> <p><b>Module II</b>  <b>Introduction to Entrepreneurship:</b>  Define Entrepreneurship, Entrepreneurship as a Career option, Benefits and Myths of Entrepreneurship, Success Rate of Entrepreneurs related to Experience and Family Backup,</p>



	<p>Characteristics, Qualities and Skills of Entrepreneurship, Entrepreneurial Propensity, Life as an Entrepreneur, Impact of Entrepreneurship on Economy and Society.</p> <p><b>Module III</b>  <b>Business Model &amp; Validation:</b>  Identify Business Opportunities, And Methods of Finding And Understanding Customer Problems, Identifying Potential Problems, Crafting Values Proposition Template; Types Of Business Models, Lean Approach, The Problem-Solution Test, Solution Interview Method, Identification Of Minimum Viable Product (MVP), Product-Market Fit Test.</p> <p><b>Module IV</b>  <b>Economics &amp; Financial Analysis:</b>  Revenue Sources Of Companies, Income Analysis, And Costs Analysis - Basics Of Unit Costing; Advantages And Disadvantage Of Various Sources Of Finance; Investors Expectations; Return On Investment; Practice Pitching To Investors And Corporate.</p> <p><b>Module V</b>  <b>Marketing &amp; Business Regulations:</b>  Building Digital Presence and Leveraging Social Media; Measuring Effectiveness Of Channels; Customer Decision-Making Process; Sales Plans And Targets; Business Regulations; Start-Up Ecosystem; Government Schemes.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Practice Venture Milestones): 50 marks</p> <p><b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Rajeev Roy (2012). <i>Entrepreneurship</i>: Oxford Higher Education</li> <li>• <a href="https://lms.learnwise.wfglobal.org">https://lms.learnwise.wfglobal.org</a> (resource material supplied by Wadhwani Foundation)</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Zimmerer &amp; Scarborough (2016). <i>Essentials of Entrepreneurship and Small Business Management</i>: Prentice Hall Edition.</li> <li>• K. Nagarajan. (2015), <i>Project Management: New Age International (P) Limited</i>, 7th edition.</li> <li>• Vasant Desai (2012). <i>Dynamics of Entrepreneurship Development</i>: Himalaya Publishing House.</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, Class Activity and Project.	Case analysis, Exercise and Presentation	3
3.	CILO3	Practice Venture, Student Start-Up	Start-up Milestone Presentations	3,4
4.	CILO4	Practice Venture, Student Start-Up	Real Life venture performance	5
5.	CILO5	Case Studies and Discussion	Pitching in front of external resource person from NEN	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√							
CILO 2	√						√	
CILO 3	√		√					
CILO 4	√	√	√	√	√		√	
CILO 5	√	√	√		√		√	
Total	5	2	3	1	2		3	

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Artificial Intelligence and Deep Learning</b>
<b>Course Code</b>	<b>BM-303</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are to explain about</p> <ul style="list-style-type: none"> <li>• Artificial Intelligence (AI) technology in Business</li> <li>• Uses of AI and Deep Learning in a variety of industries.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>CILO1. Describe business problem using Artificial Intelligence  CILO2. Apply and illustrate algorithm using Deep Learning for solving a business problem</p>
<b>Pre-Requisite</b>	Basic knowledge of computer / IT
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Artificial intelligence</b>  Basic concepts of AI, Big Data, Data Science, Machine Learning.</p> <p><b>Module-II</b>  <b>AI applications in Business</b>  AI for Customer Service , Sales, Marketing , Human Resources, Finance and Operations, .Improving work place communication through AI</p> <p><b>Module-III</b>  <b>Concept to Implementation of AI Solutions</b>  Business use case and value proposition - Create data ecosystem  - Decide on algorithms and tools - Optimize data feedback loop</p> <p><b>Module-IV</b></p>

		<p><b>Search Techniques and Knowledge Representation</b> Informed Search and Uninformed Search , Propositional Logic</p> <p><b>Module-V</b> <b>Deep Learning</b> Deep Learning, Applications &amp; Case study</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Sem Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>• Nilsson, N.J., (2014). <i>Principles of Artificial Intelligence</i>, Illustrated Reprint Edition, Springer Heidelberg.</li> <li>• Russell, S. and Norvig, P. (2010). <i>Artificial Intelligence: A Modern Approach</i> (3rd Ed.), PHI.</li> </ul> <p><b>Reference Book</b></p> <ul style="list-style-type: none"> <li>• Winston, P.H., 2004. <i>Artificial Intelligence</i> (3<sup>rd</sup> Ed.), AddisonWesley Publishing Company.</li> <li>• Nilsson, N.J., 2010. <i>Quest for Artificial Intelligence</i> (1<sup>st</sup> Ed.), Cambridge University Press.</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through examples, activity	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation, activity	Exercise and Quiz	3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)

	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2				√	√			
Total	1	1		1	1			

### Programme Outcome:

#### On successful completion of the programme students will be able to:

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Developing Self For Corporate Readiness-III</b>
<b>Course Code</b>	<b>BM-304</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To help students explore themselves and set their short- and long-term career goals.</li> <li>• To orient students with the expected employability skills as per the current industry standards</li> <li>• To improve students' performance in logical and mathematical aptitude test conducted for placement.</li> </ul>
<b>Course Intended</b>	After undergoing the course, a student will be able:

<b>Learning Outcome</b>	<p>CILO1 To define their short- and long-term career goals.          CILO2 To put together their resume appropriately.          CILO3 To demonstrate proficiency in communicating in English.          CILO4 To analyse and interpret data properly to answer logical and mathematical aptitude questions in interviews</p>
<b>Course Outline</b>	<p><b>Module I:</b>  <b>Understanding Self</b>          Part A: Exploring self          Knowing Self- Who am I? Identifying attributes that determines Self. Identifying interests, setting goals and aspirations, knowing short term and long-term goals.          Part B: Understanding Industry’s Expectations (Project to be assigned in advance)          Learning through Alumni experience, Understanding the innovative recruitment processes and Industry expectations through Industry experts.</p> <p><b>Module II:</b>  <b>Constructing Resume, Applying for Jobs</b>          Writing effective Resume to win jobs, Resume Specifications, Resume and CV*: Differences, Inputs to create Visual Resume to get better opportunities.</p> <p><b>Module III:</b>  <b>Enhancing Business Updates &amp; Orientating with IELTS Skills Test</b>          Enhancing Business Awareness through effective reading (Business related Articles from Newspaper and Magazines to be collected and discussed.)          Listening Practice &amp; Tests          Profession related proficiency</p> <p><b>Module IV:</b>  <b>Aptitude-I</b>          Number System I &amp; II, Percentage, Profit &amp; Loss, Simple Interest, Compound Interest, Time Speed and Distance I &amp; II, Time and Work I &amp; II</p> <p><b>Module V:</b>  <b>Aptitude- II</b>          Linear Equations, Permutation Combination, Probability,</p>

		Logical Reasoning and Syllogism, Inequalities
<b>Evaluation</b>		<b>Continuous Evaluation</b> 100 marks ( Evaluation through Different activities with their respective objectives, PPT, Simulations, Role-plays, Probing, videos, Interventions, Assignments and Feedback)
<b>Reference</b>		<ul style="list-style-type: none"> <li>RS Agarwal (2018). <i>A Modern Approach to Logical Reasoning</i>. S Chand Publishing.</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Class activity	Quiz and self-introspection	2
2.	CILO2	Demonstration and Presentation.	Resume writing and Application writing	3
3	CILO3	Listening and Reading practice	IELTS Skill Practice Test	4
4	CILO4	Class activity	Practice Test	4
5	CILO4	Class Activity	Practice Test	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1				√	√		
CILO 2					√		

CILO 3					√			
CILO 4			√		√			
CILO 5			√		√			
Total			2	1	5			

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>E</b>	<b>SEMESTER-IV</b>	
	<b>BM-401 Strategic Management</b>	<b>3</b>
	<b>BM-402 Business Law &amp; IPR Management</b>	<b>3</b>
	<b>BM-403 CAPSTONE Business Simulation</b>	<b>2</b>
	<b>BM-404 Developing Self for Corporate Readiness – IV</b>	<b>2</b>
	<b>Elective – VIII</b>	<b>3</b>
	<b>Elective – IX</b>	<b>3</b>
	<b>Elective – X</b>	<b>3</b>
	<b>BM-405 Industrial Visits</b>	<b>2</b>
	<b>BM-406 Activity Based Self-Learning</b>	<b>2</b>
	<b>KNOWLEDGE ENHANCEMENT COURSE (SELECT ONE)</b>	<b>2</b>
	<b>BM-407 Element of Basic Econometrics</b>	
	<b>BM-408 Marketing Analytics</b>	
	<b>BM-409 Leadership &amp; Communication</b>	
	<b>BM-410 Advanced Entrepreneurship</b>	
	<b>Total Credit Semester -IV</b>	<b>28</b>
	<b>TOTAL CREDITS</b>	<b>124</b>



<b>Course Name</b>	<b>Strategic Management</b>
<b>Course Code</b>	<b>BM-401</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To cover fundamental issues regarding corporate and business strategy, and the implementation and process aspects of strategic management</li> <li>• To create a conceptual framework that will serve students as a reference for making progressive and appropriate use of the learned strategic management concepts.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand a range of strategic management theories.</p> <p>CILO2 To apply appropriate theories, tools, models and heuristics for studying an organisation's strategically relevant internal and external environment.</p> <p>CILO3 To analyse and integrate knowledge gained for the formulation and implementation of strategy from holistic and multi-functional perspectives. keeping global, ethical, social and sustainable issues in mind.</p> <p>CILO4 To evaluate real life company situations, research and recommend creative solutions, using a strategic management perspective.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour
<b>Course Outline</b>	<p><b>Module I</b>  <b>Overview of Strategic Management:</b>  Strategic Management- Meaning, Significance, Objectives; Evolution and Development of Business Policy And Strategic Management; Key Elements Of Strategy, Strategic Inputs; Strategic Actions; Strategic Outcome; Phases In The Strategic Management Process.</p> <p><b>Module II</b>  <b>Strategic Inputs:</b> Strategic Management and Competitiveness; Vision; Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies And Competitive Advantage.</p>

	<p><b>Module III</b>  <b>Formulation of Strategic Action:</b>  Business Level Strategy; Competitive Rivalry and Dynamics; Corporate-Level Strategy; Strategic Acquisition and Restructuring; Global Strategy; Cooperative Implication For Strategy.</p> <p><b>Module IV</b>  <b>Implementation of Strategic Actions:</b> Corporate Governance and Ethics; Structure and Controls with Organizations; Strategy Execution; Congruence Model; Leadership Implications for Strategy, Entrepreneurial Implications for Strategy.</p> <p><b>Module V</b>  <b>Current trends in strategic management:</b> Change Management; Strategy in the New Normal; The Rise of E-Commerce; The Networked Organization; Artificial Intelligence and Strategic Management.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• “Strategic Management: A South-Asian”, Author(s): Michael A. Hitt   R. Duane Ireland   Robert E. Hoskisson   S. Manikutty, Cengage 9<sup>th</sup> Edition.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Charles W.L.Hill &amp; Gareth R Jones- <i>An Integrated Approach to Strategic Management</i>-Cengage Learning India Edition</li> <li>• J.Barney &amp; W.S.Hesterly-<i>Strategic Management and competitive advantage</i> – Pearson Education Inc.</li> <li>• Gordon Walker -<i>Modern Competitive Strategy</i>-Tata Macgrow Hill publications</li> <li>• HBR 10 Must Reads on Strategy (e book provided)</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom’s Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Application to specific industries	3
3.	CILO3	Lecture, Case analysis, Use of audio-visual material,	Group Case Presentation, Comparison Reports	4
4.	CILO4	Case study, News Tracking, Trend	Group Assignment, Recommendation	5

		Observation	Reports.	
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Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2	√	√					
CILO 3	√	√	√			√	
CILO 4	√	√	√	√	√	√	√
Total	4	3	2	1	1	2	1

### Programme Intended Learning Outcome Details:

#### On successfully completing the program the student will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Business Law &amp; Intellectual Property Right (IPR) Management</b>
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<b>Course Code</b>	<b>BM-402</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To bring jurisprudence to the forefront by engaging students in thoughtful and critical analysis about the law.</li> <li>• To provide the students with an understanding about the basic nature of law, how it works, how it is used to settle disputes and how it affects business decision making.</li> <li>• To introduce students to the world of intellectual property law by making them familiar with the Regulatory structure and compliance requirements.</li> <li>• To enable the students to be an active partner in legal aspects of decision making and better equip them to avoid the legal issues before they occur and control and manage legal problems more effectively.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand and recognize when one has a legal issue in various business settings and transactions.</p> <p>CILO2 To apply sound legal reasoning and critical thinking to legal positions.</p> <p>CILO3 To analyse and review legal factual situations.</p> <p>CILO4 To evaluate legal conditions and reach to a conclusion regarding legal &amp; IPR issues.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour
<b>Course Outline</b>	<p><b>Module I</b> <b>Business Management and Jurisprudence:</b> Philosophical context of the law, general principles and application of jurisprudence.</p> <p><b>Module II</b> <b>Commercial Laws-I:</b> Important elements of mercantile law; The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Negotiable Instruments Act,1881; The Partnership Act, 1932.</p> <p><b>Module III</b> <b>Commercial Laws-II:</b> The Companies Act,2013; The Competition Act, 2002; The Consumer Protection Act, 2019.</p>

	<p><b>Module IV</b>  <b>Importance of Banking &amp; Insurance Law:</b>  Introduction, Control and Regulation of Banking and Insurance in India; Important provisions of The Banking Regulation Act, 1949, Insurance Act, 1938(Amendment Act 2015) and Foreign Exchange Management Act, 1999.</p> <p><b>Module V</b>  <b>Intellectual Property Rights:</b>  Regulatory structure and compliance, The Copyright Act, 1957; The Patent Act, 1970; The Trade Mark Act,1999.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Kapoor, N.D. (2017). Elements of Mercantile Law. New Delhi: Sultan Chand &amp; Sons.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Avtar Singh, Law of Contracts, ( Lucknow: Eastern Book Company, 1999)</li> <li>• Mulla and Pollock, Law of Contracts, (New Delhi: Butterworth, 2001)</li> <li>• Kuchchal, M.C., &amp;Kuchhal, V. (2018). Business Law. Vikas Publishing.</li> <li>• Avtar Singh, Principles of the Law of Sale of Goods and Hire Purchase (1998), Lucknow: Eastern Book Company</li> <li>• Kapoor, N.D. (2015). Elements of Company Law. New Delhi: Sultan Chand &amp; Sons.</li> <li>• Avatar Singh: Law of Partnership, Principles, Practice and Taxation</li> <li>• Pathak, A. (2017). Legal Aspects of Business. Tata McGraw Hill</li> <li>• Abir Roy &amp; Jayant Kumar, Competition Law in India. New Delhi :Eastern Law House,</li> <li>• Competition Act, 2002 (Students Edition) by Dr. V.K. Agarwal</li> <li>• Gulshan, S. S., (2011). Business Law Including Company.Excel Books</li> <li>• Tulsian, P.C., &amp;Tulsian, B. (2017). Business Law. Tata McGraw Hill.</li> <li>• Kuchchal, M.C.(2009). Corporate Laws. New Delhi: Shri Mahaveer Book Depot.</li> <li>• P. Vasantha Kumar. Banking and Negotiable Instruments: Law and Practice</li> </ul>

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Conduct discussions and set up a mock court	Quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Project Reports	3
3.	CILO3	Case laws, discussions	Group Case Presentation,	4
4.	CILO4	Discussions, Research Project	Group Assignment, Research Reports.	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1		√					
CILO 2	√	√	√				
CILO 3	√	√	√				
CILO 4	√	√			√		√
Total	3	4	2		1		1

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;

- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

### **BM-404 Capstone Business Simulation (2 Credits)**

#### **Capstone® Business Simulation**

It is an internationally acclaimed, rich and compelling business simulation designed to teach and reinforce the core business learning across marketing, finance, strategy, operations, accounting and HR in an integrated and real word manner. Capstone provides learners with a unique opportunity to apply, validate, test and consolidate their learning by running a live and dynamic simulated business in a competitive environment which closely mirrors a real world business environment.

<b>Course Name</b>	<b>Developing Self for Corporate Readiness-IV</b>
<b>Course Code</b>	<b>BM-404</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To train students on improving their performance in GD and Job interviews.</li> <li>• To train students on improving their mathematical aptitude and data interpretation skills.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To appreciate the role and importance of soft skills in sustained career progression.</p> <p>CILO2 To summarize current affairs of national and international importance.</p> <p>CILO3 To discuss topics of business and current affairs in a group.</p> <p>CILO4 To defend their candidature in a job interview.</p> <p>CILO5 To analyse and interpret data properly to answer mathematical aptitude questions in interviews.</p>

<b>Course Outline</b>	<p><b>Module I</b> <b>Soft Skills &amp; Career Growth</b> Soft Skills: Adaptability, Attitude, Professional Etiquette and Mannerism</p> <p><b>Module II</b> <b>Group Discussion &amp; Personal Interview</b> Group Discussion covering topics of business and current affairs, Communication skills, Active Listening during GD, Leadership &amp; Ability to Influence, Flexibility, Lateral thinking in GD, Responsibility of the First Speaker, Techniques of Summing Up Effective Communication in Interview: General preparedness for an Interview, Essential Interview skills, Types of Interview questions, FAQs, Behavioural questions, Case-based Interview, Mock Interview practice sessions with individual students</p> <p><b>Module III</b> <b>Winning Job Interview</b> Handling Difficult Interview questions, Avoid interview Blunders, Non-verbal communication during interview, Mock Interview practice sessions with individual students.</p> <p><b>Module IV</b> <b>Aptitude-I</b> Average, Mixture and Allegation, Ratio, Proportion and Variation, Sequence and Series, Numerical Logic</p> <p><b>Module V</b> <b>Aptitude- II</b> Data Interpretation, Clock and Calendar, Mensuration, Venn Diagram and Set Theory, Quadratic Equations</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> 100 marks ( Evaluation through Different activities with their respective objectives, PPT, Simulations, Role-plays, Probing, videos, Interventions, Assignments and Feedback)</p>
<b>Reference</b>	<ul style="list-style-type: none"> <li>• R S Agarwal (2017). <i>Quantitative Aptitude for Competitive Examinations</i>. S Chand Publishing</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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	<b>Outcomes (CILO)</b>			
1.	CILO1	Discussions, demonstrations & reflections, Ted talks, presentations & analysis, role plays	Quiz and class activity	2
2.	CILO2 & CILO 3	Presentations, News Search, and Demonstration and Class activity	Group discussion	3 & 4
3	CILO4	Class Activity, Ted Talks and demonstration and Role play	Class activity	4
4	CILO5	Class activity and Practice tests	Mathematical Aptitude Test	4
5	CILO5	Class Activity and practice tests	Data Interpretation Aptitude Test	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1				√	√	√	
CILO 2		√		√	√		
CILO 3					√		
CILO 4			√		√		
CILO 5			√		√		
Total		1	2	2	5	1	

#### Programme Intended Learning Outcome Details:

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner.
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Activity Based Self-Learning</b>
<b>Course Code</b>	<b>BM-406</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To learn management skills while participating in events and working in teams</li> <li>• To ensure overall improvement in personality and leadership abilities of students</li> <li>• To nurture competitive spirit and positive attitude among students</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand the practical implications of management subjects</p> <p>CILO2 To identify the management concepts beyond the classroom</p> <p>CILO3 To explain their role in management discipline</p> <p>CILO4 Evaluate the management challenges</p> <p>CILO5 Prepare theme selves for the future challenges going to face in the management discipline</p>
<b>Pre-Requisite</b>	
<b>Course Outline</b>	<p>Co-Curricular activities involve</p> <ul style="list-style-type: none"> <li>- All Specialization Club activities conducted in the semester (HR, Marketing, Finance, Communication and Operations)</li> <li>- Students Seminar (research based in semester I and II)</li> <li>- Participation in Conferences, seminar and guest talks (inside and</li> </ul>

	<p>outside the organization)</p> <ul style="list-style-type: none"> <li>- Research Paper Writing &amp; Presentations (semester III and IV)</li> <li>- Innovation &amp; Creativity Projects such as CIBI Projects</li> <li>- Live projects in Industry</li> <li>- Participation in any inter college activities (academic in nature)</li> </ul>																				
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>- There are three components of ASL evaluation for each semester</li> <li>- Evaluation and marks will be added at the end of Fourth Semester</li> <li>- There no written test for this</li> <li>- Students will submit individual and group reports and present</li> </ul> <p style="text-align: center;">Evaluation 100 marks in each semester</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">SI No</th> <th style="width: 30%;">Activity</th> <th style="width: 20%;">Responsibility (overall responsibility: ASL coordinator )</th> <th style="width: 25%;">Evaluation</th> <th style="width: 15%;">Marks</th> </tr> </thead> <tbody> <tr> <td><b>Activity-1</b></td> <td> <ul style="list-style-type: none"> <li>- Attending Guest talks</li> <li>- Seminars and Conferences conducted by BSoM (BGU)</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- Program Coordinator, MBA</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- On the basis of attendance and submission of individual reports</li> </ul> </td> <td style="text-align: center;">20 marks</td> </tr> <tr> <td><b>Activity-2</b></td> <td> <ul style="list-style-type: none"> <li>- Attending and Participating Specialization Club activities (five clubs)</li> <li>- Finance Club</li> <li>- Marketing Club</li> <li>- Operations Club</li> <li>- HR Club</li> <li>- Communication Club</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- Specialization Club coordinators</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- On the basis of attendance and participation and report submission</li> <li>- Specialization Club coordinators will have the evaluation scheme according to the programs/events conducted</li> <li>- 10 marks for each club/Semester</li> </ul> </td> <td style="text-align: center;">50 marks</td> </tr> <tr> <td><b>Activity-3</b></td> <td> <ul style="list-style-type: none"> <li>- Students Seminar</li> <li>- Center For Innovation And Business Incubation (CIBI) Projects</li> <li>- Live Projects in Industry</li> <li>- Research Paper Writing (Presentation/</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- Faculty Mentor</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>- 30 marks/each semester</li> </ul> </td> <td style="text-align: center;">30 marks</td> </tr> </tbody> </table>	SI No	Activity	Responsibility (overall responsibility: ASL coordinator )	Evaluation	Marks	<b>Activity-1</b>	<ul style="list-style-type: none"> <li>- Attending Guest talks</li> <li>- Seminars and Conferences conducted by BSoM (BGU)</li> </ul>	<ul style="list-style-type: none"> <li>- Program Coordinator, MBA</li> </ul>	<ul style="list-style-type: none"> <li>- On the basis of attendance and submission of individual reports</li> </ul>	20 marks	<b>Activity-2</b>	<ul style="list-style-type: none"> <li>- Attending and Participating Specialization Club activities (five clubs)</li> <li>- Finance Club</li> <li>- Marketing Club</li> <li>- Operations Club</li> <li>- HR Club</li> <li>- Communication Club</li> </ul>	<ul style="list-style-type: none"> <li>- Specialization Club coordinators</li> </ul>	<ul style="list-style-type: none"> <li>- On the basis of attendance and participation and report submission</li> <li>- Specialization Club coordinators will have the evaluation scheme according to the programs/events conducted</li> <li>- 10 marks for each club/Semester</li> </ul>	50 marks	<b>Activity-3</b>	<ul style="list-style-type: none"> <li>- Students Seminar</li> <li>- Center For Innovation And Business Incubation (CIBI) Projects</li> <li>- Live Projects in Industry</li> <li>- Research Paper Writing (Presentation/</li> </ul>	<ul style="list-style-type: none"> <li>- Faculty Mentor</li> </ul>	<ul style="list-style-type: none"> <li>- 30 marks/each semester</li> </ul>	30 marks
SI No	Activity	Responsibility (overall responsibility: ASL coordinator )	Evaluation	Marks																	
<b>Activity-1</b>	<ul style="list-style-type: none"> <li>- Attending Guest talks</li> <li>- Seminars and Conferences conducted by BSoM (BGU)</li> </ul>	<ul style="list-style-type: none"> <li>- Program Coordinator, MBA</li> </ul>	<ul style="list-style-type: none"> <li>- On the basis of attendance and submission of individual reports</li> </ul>	20 marks																	
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<b>Activity-3</b>	<ul style="list-style-type: none"> <li>- Students Seminar</li> <li>- Center For Innovation And Business Incubation (CIBI) Projects</li> <li>- Live Projects in Industry</li> <li>- Research Paper Writing (Presentation/</li> </ul>	<ul style="list-style-type: none"> <li>- Faculty Mentor</li> </ul>	<ul style="list-style-type: none"> <li>- 30 marks/each semester</li> </ul>	30 marks																	

			Publication)			

**Facilitating the achievement of Course Learning Outcomes**

<b>Module No.</b>	<b>Course Intended Learning Outcomes (CILO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1	CILO1, CILO2	- Attending Guest talks Seminars and Conferences conducted by BSoM	Report Submission	2,3

		(BGU)		
2	CILO3	<ul style="list-style-type: none"> <li>- Attending and Participating Specialization Club activities (five clubs)</li> <li>- Finance Club</li> <li>- Marketing Club</li> <li>- Operations Club</li> <li>- HR Club</li> <li>Communication Club</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation of Competitions</li> <li>- Report submission</li> </ul>	4
3.-	CILO4, CILO5	<ul style="list-style-type: none"> <li>- Students Seminar</li> <li>- Center For Innovation And Business Incubation (CIBI) Projects</li> <li>- Live Projects in Industry</li> <li>- Research Paper Writing (Presentation/ Publication)</li> </ul>	<ul style="list-style-type: none"> <li>- Report submission</li> <li>- Group Presentation</li> </ul>	5,6

Bloom's Taxonomy:  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analysing  
Level 5: Evaluating  
Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√							
CILO 2	√							
CILO 3	√			√				
CILO 4	√	√	√	√	√	√	√	
CILO 5	√	√	√	√	√	√	√	
Total	5	2	2	3	2	2	2	

#### Programme Intended Learning Outcome Details:

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems

PILO2: Understand and communicate economic, social, legal, ethical, and global aspects of business

PILO3: Conduct research and use analytical & critical thinking skills for data-based decision making

PILO4: Develop self and others effectively in a team environment for the achievement of organizational goals

PILO5: Communicate effectively in business environment.

PILO6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner.

PILO7: Formulate and implement innovative and sustainable business interventions.

## **KNOWLEDGE ENHANCEMENT COURSE**

<b>Course Name</b>		<b>Marketing Analytics</b>
<b>Course Code</b>		<b>BM-407</b>
<b>Course Credit</b>		<b>2</b>
<b>Semester</b>		<b>IV</b>
<b>Course objective</b>		Objective of this course are: <ul style="list-style-type: none"><li>• To demonstrate the need of marketing analytics in the present business scenario.</li><li>• To enable the students with skills in analyzing and predicting the trends in market.</li><li>• To sensitize the students about the tools for generating insights from data and how such insights are used in marketing decision making.</li></ul>

<b>Course Intended Learning Outcome</b>	<p>Upon completion of the course, a student will be able :</p> <p>CILO1 To understand the importance of data and analytics in marketing decisions.</p> <p>CILO2 To apply key marketing analytics tools and techniques.</p> <p>CILO3 To analyse complex issues, think critically and communicate effectively</p>
<b>Pre-Requisite</b>	<p>Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Marketing Analytics:</b>  Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data.</p> <p><b>Module II</b>  <b>Product Analytics:</b>  Optimising Product Mix; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.</p> <p><b>Module III</b>  <b>Price Analytics:</b>  Price optimization, Linear and non-linear pricing, Dynamic pricing, Yield pricing, Price bundling.</p> <p><b>Module IV</b>  <b>Customer Analytics:</b>  Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization, Customer lifetime social value and its relevance, concept of NPVR, NPS.</p> <p><b>Module V</b>  <b>Emerging Issues in Marketing Analytics:</b>  Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>References</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Lilien, G. L., Rangaswamy, A., &amp; De Bruyn, A. (2017). <i>Principles of Marketing Engineering and Analytics</i>. DecisionPro.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Stephan, S. (2013). <i>Marketing Analytics: Strategic Models and Metrics</i> (1st ed.). Createspace Independent Publishing</li> <li>• Venkatesan, R., Farris, P., &amp; Wilcox, R. T. (2014). <i>Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning</i>. Pearson Education.</li> <li>• Blattberg, R. C., Do- Kim, B., &amp; Neslin, S. A. (2008) <i>Database Marketing: Analyzing and Managing Customers</i>. New York: Springer.</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2				√	√		
CILO 3							√
Total	1	1		1	1		1

### Programme Intended Learning Outcome Details:

**On successful completion of the programme students will be able to:**

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;



- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Element of Basic Econometrics</b>
<b>Course Code</b>	<b>BM-408</b>
<b>Course Credit</b>	<b>2</b>
<b>Trimester</b>	<b>VI</b>
<b>Course Objective</b>	<p>The objective of the course is:</p> <ul style="list-style-type: none"> <li>To understand the Concepts of Econometrics and its applications</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>At the end of this course, participants would be able to:</p> <p>CILO 1 To explain applications of Econometrics in research in the areas of Finance, Marketing and Human Resources.</p> <p>CILO 2 To develop appropriate Single Equation Regression Model for Data analysis in the field of Management.</p> <p>CILO 3 To apply Two Variable Regression Model for Data Analysis</p> <p>CILO 4 To analyze Ordinary Least Square Regression Model for Data Analysis</p> <p>CILO 5 To design Management Strategies out of Data Analysis applying Regression Models.</p>
<b>Pre-Requisite</b>	Statistics, Mathematics and Economics
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction To Econometrics</b>  Econometrics, Methodology Of Econometrics, Statement Of Theory And Hypothesis, Specification Of Econometrics Model, Data, Estimation Of Econometric Model, Hypothesis Testing, Prediction Or Forecasting, Use Of</p>

	<p>The Model For Control Or Policy Purposes</p> <p><b>Module II</b>  <b>Single-Equation Regression Model</b>  Historical Origin Of The Term Regression, The Modern Interpretation Of Regression, Statistical Versus Deterministic Relationships, Regression Versus Causation, Regression Versus Correlation, Terminology And Notation, The Nature And Sources Of Data For And Economic Analysis</p> <p><b>Module III</b>  <b>Two-Variable Regression Analysis</b>  The Concept Of Population Regression Function (Prf), The Meaning Of The Term Linear, Linearity In The Variables, Linearity In The Parameters, Stochastic Specification Of Prf, The Significance Of The Stochastic, Disturbance Term, The Sample Regression Function (SRF)</p> <p><b>Module IV</b>  <b>Two-Variable Regression Model: The Problem Of Estimation</b>  The Method Of Ordinary Least Squares, The Classical Linear Regression Model, Assumptions Underlying The Method Of Least Squares, Precision Or Standard Errors Of Least-Squares Estimates, Properties Of Least-Squares Estimators, The Coefficient Of Determination A Measure Of "Goodness Of Fit"</p> <p><b>Module V</b>  <b>Two-Variable Regression: Interval Estimation And Hypothesis Testing</b>  Statistical Prerequisites, Interval Estimation: Some Basic Ideas, Confidence Intervals For Regression Coefficients, Confidence Interval, Hypothesis Testing: General Comments, Hypothesis Testing: The Confidence-Interval, Approach, Two-Sided Or Two-Tail Test, One-Sided Or One-Tail Test, Hypothesis Testing: The Test-Of-Significance Approach, Testing The Significance Of Regression Coefficients: The Ttest.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>Gujarati Damodar N, Basics of Econometrics Sixth Edition</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>James Stock H, Introduction to Econometrics, Third Editions</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Short quiz and in-class problem solving.	2

2.	CILO2	Lecture, presentation and activity.	Short quiz consisting of numerical problems. In-class problem solving.	2
3.	CILO3	Lecturing & Discussion,	Short quiz consisting of numerical problems. In-class problem solving.	2
4.	CILO4	Lecturing & Discussion,	Short quiz consisting of numerical problems. In-class problem solving.	2
5.	CILO5	Lecturing & Discussion,	Short quiz consisting of numerical problems.	2

Bloom's Taxonomy:

Level 2: Understanding

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√	√					
CILO 3	√	√					
CILO 4	√	√					
CILO 5	√	√					
Total	5	5					

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;

PILO6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Developing Leadership Communication</b>
<b>Course Code</b>	<b>BM 409</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To enable the students to develop leadership communication styles &amp; strategies</li> </ul>
<b>Course Learning Outcome</b>	<p><b>At the end of the course, the students will be able to:</b></p> <p>CILO 1: To discuss the principles of communication required for effective leadership</p> <p>CILO2: To analyse and examine the relation of communication to leadership in organization</p> <p>CILO 3: To demonstrate presentations skills to convey a memorable message</p> <p>CILO 4: To compose effective business message</p>
<b>Pre-Requisite</b>	Knowledge of Communication Principles & Theories & the Skills to Communicate one's ideas
<b>Course Outline</b>	<p><b>Module I: Leadership &amp; Communication</b> The Process &amp; Power of Communication; Why Communication Makes a Difference; Positive &amp; Ethical Communication; Conversation Skills &amp; Platforms for Effective Communication</p> <p><b>Module II: Leadership from Communication Perspective</b> Willingness to Communicate; Emotional Communication Competency, Leading Others: Applying Communication Principles at Workplace</p> <p><b>Module III: Leadership &amp; Presentation Skills</b> Audience Analysis &amp; Needs, Kinesis Demonstrations, Visuals, Power of Impressions, Story-telling, Aristotle Model for Effective Public Speaking</p> <p><b>Module IV: Leadership Communication &amp; Use of Technology</b> Matching Media to Your Message; Media Rich/Lean Method</p> <p><b>Module V: Writing for Effective Leadership</b> E-mail Writing; Crafting Clear &amp; Powerful Messages as a leader</p>

<b>Evaluation</b>	<b>Continuous Evaluation</b> -30 marks(Writing Assignments, Presentation Quiz, Role-play) <b>End Sem</b> -50 marks of minimum 2hrs 30 Minutes duration.
<b>Suggested Reading:</b>	<b>Text Book:</b> <ul style="list-style-type: none"> <li>Walker, R &amp; Aritz, J. (2014). <i>Leadership Talk: A Discourse Approach to Leader Emergence</i>. Business Expert Press. USA</li> </ul> <b>Reference:</b> <ul style="list-style-type: none"> <li>Lesiker, V. Raymond et al(2015).<i>Business Communication</i>.(13th ed). McGrawHill Education</li> <li>Johnson E. Craig &amp; Hackman, Z. M. (2018). <i>Leadership: Communication Perspective</i>. 7<sup>th</sup> Ed. Wavelan Press, Long Grove, Illinois.</li> </ul>

#### Facilitating the Achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and classroom discussion	Group Presentation	2
2.	CILO2	Classroom discussion in small groups	Small Group Discussion	3
3.	CILO3	Individual Presentation	Presentation	3 & 4
4.	CILO4	Lecture, Writing workshops	Writing Assignments	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)

	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√			√			
CILO 2	√			√	√			
CILO 3					√			
CILO 4					√			
Total	2	1		1	4			

### Programme Intended Learning Outcome Details:

#### On successful completion of the programme students will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Advanced Entrepreneurship</b>
<b>Course Code</b>	<b>BM-410</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>To impart the students' necessary managerial skills and tactics required for starting a real life startup</li> <li>To enhance their prospects of students as an Entrepreneur.</li> </ul>

<p><b>Course Intended Learning Outcome</b></p>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand and recognize the stages related to growth of the Start-up and the turbulent environment it undergoes in the initial stage.</p> <p>CILO2 To prepare sales plan, people plan, channel plan, funding plan, and Branding strategy for their start-up</p> <p>CILO3 To plan for increased revenue and fund growth of their start-up</p> <p>CILO4 To evaluate the performance metrics of their start-up and effectiveness of their business model, and pivot if required.</p> <p>CILO5 To appreciate the issues related to intellectual property rights, statutory compliance and other legal management issues for the start-up.</p> <p>CILO6 To pitch their venture to investors and promoters for funding and further expansion.</p>
<p><b>Pre-Requisite</b></p>	<p>Students must have identified a problem worth solving and have a basic start-up plan build around it.</p>
<p><b>Course Outline</b></p>	<p><b>Module I</b>  <b>Refining the business model</b>  Examine the product/service created by the practice venture and decide if there is a need to pivot; Identify which business model suits your product/service the best; Refine your business model by developing a few variants and by adding a new customer segment;  Build or refine prototypes of the product/service to reflect any changes in the business model.</p> <p><b>Module II</b>  <b>Business Planning</b>  Create a detailed annual Sales Plan; Create an annual People Plan;  Create a financial plan for your practice venture : Calculate your start-up costs; Calculate your operating expenses; Create a cash flow forecast; Analyse your profit and loss forecast; Calculate your cost of goods; Analyse the breakeven point for your practice venture</p> <p><b>Module III</b>  <b>Increasing Revenue &amp; Funding Growth</b>  Customer life cycle, secondary revenue source, exploring the right funding options; funding plan; funding pitch deck ,Exploring New channels and Partnerships for growth revenues. Evaluating the Growth streams based on longevity. Lean Start-up Canvas.</p> <p><b>Module IV</b></p>

	<p><b>Measuring Progress &amp; Branding</b> Identify the key metrics that will help measure business growth and track progress; Share progress with your team and stakeholders with the help of dashboards/report formats and a communication plan; leaping ahead with technology; Digital marketing and social media campaign</p> <p><b>Module V</b> <b>Legal Compliance and Pitching</b> Identify the different legal entity types available in your country and their suitability for different types of ventures; Identify the type of legal entity, compliance and documentation requirements, professional help, and accounting system for new ventures; Prepare a compliance plan for your venture; Preparing a pitching deck for investors.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Practice Venture Milestone Presentation, Practice Pitch for funding): 50 marks <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>Rajeev Roy : Entrepreneurship : Oxford Higher Education 2012</li> </ul> <p><b>Reference</b></p> <ul style="list-style-type: none"> <li>Hisrich, Peters, Shepherd: Entrepreneurship-Prentice Hall 9th Edition.</li> <li>Zimmerer &amp; Scarborough: Essentials of Entrepreneurship and Small Business Management: Prentice Hall 2016 Edition.</li> <li>K. Nagarajan: Project Management: New Age International (P) Limited, 2015 7th edition.</li> <li>Vasant Desai: Dynamics of Entrepreneurship Development: Himalaya Publishing House : 2012</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity.	Quiz and Presentation	3
3.	CILO3	Class Discussion on Real time business data from	Mile stone presentation-1 & 2 and	3



		each student's practice venture	social media campaign	
4.	CILO4	Class Discussion on Real time business data from each student's practice venture	Mile stone presentation-3	4
5.	CILO5	Class Discussion on Real time business data from each students practice venture	Mile stone presentation-4	5
5.	CILO6	Class Discussion on Real time business data from each student's practice venture	Video pitch	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2			√	√			
CILO 3			√				√
CILO 4			√				√
CILO 5		√	√			√	
CILO 6					√		√
Total	1	1	4	1	1	1	3

#### Programme Intended Learning Outcome Details:

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

## **5. SYLLABUS OF SPECIALIZATION COURSES**

### **5.1 MARKETING**

<b>MARKETING</b>
<b>BM-M01</b> Services Marketing
<b>BM-M02</b> Sales and Distribution Management
<b>BM-M03</b> Customer Relationship Management
<b>BM-M04</b> Digital Marketing
<b>BM-M05</b> Brand Management
<b>BM-M06</b> Retail Management
<b>BM-M07</b> Bottom of Pyramid Marketing

<b>BM-M08</b> Consumer Behaviour
<b>BM-M09</b> B2B Marketing
<b>BM-M10:</b> International Marketing

<b>Course Name</b>	<b>Services Marketing</b>
<b>Course Code</b>	<b>BM-M01</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To explain the fundamental concepts of services marketing.</li> <li>• To highlight the opportunities and challenges of service marketers.</li> <li>• To change the mindset of students to work for service industry.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1- To understand the key concepts of services marketing.  CILO2- To describe the problems faced by service marketing professionals.  CILO3- To apply the concepts in measuring service quality gaps and recommending steps to reduce service quality gaps.  CILO4- To employ service marketing strategies for increasing customer satisfaction and loyalty.  CILO5- To plan and execute a project to solve a real life problem.</p>
<b>Pre-Requisite</b>	Basic Marketing concepts and knowledge of service Industry.
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Services:</b>  Service industry a review, Why services Marketing, difference between goods and services on the basis of characteristics, service and technology, service marketing mix.</p> <p><b>Module II</b>  <b>Gaps Model of Service Quality:</b>  Customer gap, Provider gap (1-4), Closing the gaps, customer expectations of services, types of customer expectation, factors influencing customer expectation, issues involving customer expectation.</p> <p><b>Module III</b>  <b>Customer Perception of Services &amp; Building Customer</b></p>

	<p><b>Relationships:</b> Customer perception, customer satisfaction, service quality, service encounters as building block for customer perception, listening customer through research, Customer Profitability segments, relationship development strategies, service recovery strategies-respond to service failures, fixing the customer, fixing the problem, service guarantees.</p> <p><b>Module IV</b> <b>Aligning Service Designs , Standards and Delivery:</b> Type of service innovation, service blue printing, customer defined service standards, types of service standards, employees and customer role in services design and delivery.</p> <p><b>Module V</b> <b>Managing Demand and Capacity</b> Capacity constraints, demand patterns, strategies for matching capacity and demand, yield management, waiting line strategies, strategies to match service promises with delivery, Service at the bottom of pyramid.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation : 50 marks</b></p>
<b>Suggested Readings:</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Zeithaml <i>et al.</i> (2019), <i>Services Marketing</i>, (Seventh edition), Tata McGraw Hill Education Private Limited.</li> </ul> <p><b>Reference Book:</b></p> <ul style="list-style-type: none"> <li>• Lovelock, C., <i>et al.</i> (2015), <i>Services Marketing-An Asia pacific and Australian perspective</i> (6<sup>th</sup> ed.), Pearson Education Australia, Sydney.</li> <li>• Jauhari <i>et al.</i> (2014), <i>Services Marketing, operations, and Management</i>, (7<sup>th</sup> ed.), Oxford University Press.</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	1
2.	CILO2	Lecture, presentation and activity.	Case analysis, activities and Presentation	2
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis, blue print exercise	3
4.	CILO4	Lecture, discussion, case	Assignment and	4

		studies, presentation	activity	
5.	CILO5	Project presentation	Assignment Presentation	5

Bloom's Taxonomy:  
Level 1: Remembering  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analysing  
Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√						
CILO 3			√				
CILO 4			√				
CILO 5				√	√		
Total	2	1	2	1	1		

#### Programme Intended Learning Outcome Details:

#### On successful completion of the programme students will be able to:

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Sales and Distribution Management</b>

<b>Course Code</b>	<b>BM-M02</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To identify the challenges of managing a sale organization in today's business environment.</li> <li>• To discuss the functions of different departments in a sales organization and their importance for sale success</li> <li>• To measure the impact of different activities of sales and distribution in an organization.</li> <li>• To develop a distribution strategy keeping the recent technological development and innovation in channel management in mind.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1: To define different sale concepts and theories  CILO2: To identify the factors that affect sales and distribution functions  CILO3: To illustrate the sales and distribution linkage in an organization  CILO4: To compare sales strategy of competitors and different organizations  CILO5: To formulate a channel strategy of an organization keeping global, ethical, social and sustainable issues in mind</p>
<b>Pre-Requisite</b>	Understanding of marketing and its changing dimensions
<b>Course Outline</b>	<p><b>Module I</b>  <b>Understanding Marketing and Selling:</b>  Selling vs marketing, selling and customer retention, selling theories, selling process, necessary selling skills</p> <p><b>Module II</b>  <b>Sales Organization:</b>  Sales organizational structure, Sales Forecasting Methods  Establishing sales Territories, Managing Sales Quota</p> <p><b>Module III</b>  <b>Sales Management:</b>  Recruitment and selection of the sales force, Sales force training, Developing the training program, Evaluating sales training, Motivation of sales force, Motivation in Practice, Sales force compensation, Evaluation of sales force performance, Sales information system, Sales Force Automation (SFA)</p>

	<p><b>Module IV</b>  <b>Introduction to Channel Management:</b>  Importance of marketing channels, Channel role and functions, channel flows, Channel design, Channel design in FMCG, telecom and automobile, redesigning channel, Channel efficiency, Channel implementation, Power, Conflict and Negotiation</p> <p><b>Module V</b>  <b>Channel Institution:</b>  Retailing, Challenges of Retail Management, Wholesaling, Franchising, Logistic and Supply Chain Management</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Panda and Sahadev (2019), <i>Sales and Distribution Management</i> (3<sup>rd</sup> ed), Oxford</li> <li>• William Cron and Thomas E. Decarlo, (2015) <i>Sales Management Concepts and Cases</i> (10<sup>th</sup> ed, 2015.)Wiley</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I. El-Ansary and R.C. Natarajan,(2016), <i>Marketing Channels</i>, (7<sup>th</sup> ed.) Pearson</li> <li>• Jobber, D., Lancaster, G. (2015). <i>Selling and Sales Management</i> (10th ed.) Pearson Education.</li> <li>• Johnston, M. W., Marshal, G. W. (2013). <i>Sales Force Management</i> (11th ed.). New Delhi: Tata McGraw-Hill Education.</li> <li>• Spiro, R., Rich, G., &amp;Stanton, W. (2015). <i>Management of a Sales Force</i> (12th ed.). New Delhi: Tata McGraw-Hill Education.</li> <li>• Still, R.R., Cundiff, E. W., &amp;Govoni, N. A. P. (2011). <i>Sales Management: Decision, Strategy and cases</i> (5th ed.). Pearson Education.</li> <li>• Rackham, N. (2020). <i>SPIN®-selling</i>. Routledge.</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and Discussion Assignments will be allocated.	Quiz	2,3

2.	CILO1, CILO2	Lecture	Quiz	2,3
3.	CILO3	Lecture, Case Analysis, Role play	Case Analysis and submission	4
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment Presentation	5
5.	CILO5	Case studies and discussion	Short-term Project, Project Presentation or Viva voce	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√	√		√	√			
CILO 3				√				
CILO 4				√	√	√		
CILO 5			√				√	
Total	2	2	1	3	2	1	1	

#### Programme Intended Learning Outcome Details:

**On successful completion of the programme students will be able to:**

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;



PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Customer Relationship Management</b>
<b>Course Code</b>	<b>BM-M03</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To orient students towards the realization of progress of relationship marketing in present marketing scenario.</li> <li>• To discuss the components of customer relations management software in detail and its technologic dimensions</li> <li>• To explain the role of call centers in managing customer relationship and engaging them for loyalty</li> <li>• To appraise the technology associated with CRM managed by different functional areas for marketing success</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand the essentials of relationship marketing</p> <p>CILO2 To identify the components for CRM implementation in an organization</p> <p>CILO3 To explain the call centre functions and their role in managing customer engagement in an organization</p> <p>CILO4 To evaluate the customer loyalty programs adopted by organizations to retain customers</p> <p>CILO5 To Prepare a CRM plan within the functional support of the organization.</p>
<b>Pre-Requisite</b>	Basics of Marketing Management and Relationship Marketing.
<b>Course Outline</b>	<p><b>Module I</b>  <b>Concepts of CRM:</b>  Introduction to CRM, Types of CRM, CRM Building Blocks, CRM Strategies, CRM Challenges,</p> <p><b>Module II</b>  <b>CRM Planning:</b>  CRM Planning, CRM Objectives, CRM Readiness checklist, CRM implementation</p> <p><b>Module III</b>  <b>Call Centre Management:</b>  Calls Centre: Concept and Evolution, Calls centre functionality, Team building</p>

	<p><b>Module IV</b>  <b>Advanced CRM:</b>  Web based customer support, Technology in CRM  Customer value and loyalty programs</p> <p><b>Module V</b>  <b>CRM and Other Functional Areas:</b>  HRM in CRM, IT for CRM, CRM and Data-ware Housing, CRM future challenges</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Mukesh Chaturvedi &amp; Abhinav Chaurvedi (2019), <i>Customer Relationship Management: an Indian Perspective</i>, Excel Books, 7th edition</li> <li>• Dr. K. Govinda Bhat, (2018) <i>Customer Relationship Management</i>, Himalaya Publishing House</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Thaichon, P., &amp; Ratten, V. (Eds.). (2020). <i>Transforming Relationship Marketing: Strategies and Business Models in the Digital Age</i>. Routledge.</li> <li>• Hollensen, S. (2019). <i>Marketing management: A relationship approach</i>. Pearson Education.</li> <li>• Palmatier, R. W., &amp; Steinhoff, L. (2019). <i>Relationship marketing in the digital age</i>. Routledge.</li> <li>• N'Goala, G., Pez-Pérard, V., &amp; Prim-Allaz, I. (Eds.). (2019). <i>Augmented Customer Strategy: CRM in the Digital Age</i>. John Wiley &amp; Sons.</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and discussion	Quiz	2,3
2.	CILO1, CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2,3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and submission	4
4.	CILO4	case studies, presentation	Assignment and activity	5
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing  
 Level 5: Evaluating  
 Level 6: Creating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√							
CILO 3				√				
CILO 4			√	√				
CILO 5		√			√	√	√	
Total	2	1	1	2	1	1	1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Digital Marketing</b>
<b>Course Code</b>		<b>BM-M04</b>

<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objective of the course is</p> <ul style="list-style-type: none"> <li>• To sensitize the students about the fundamentals of digital marketing emphasizing the basics of SEO, SEM, and SMM.</li> <li>• To highlight the need for digital marketing in achieving organizational objectives.</li> <li>• To provide basic concepts, techniques, and practices of digital marketing in diverse contexts.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>Upon completion of the course, a student will be able:</p> <p>CILO 1 To define the concepts associated with integrated marketing communication</p> <p>CILO 2 To understand the importance of digital marketing in the current era.</p> <p>CILO 3 To analyse issues and opportunities of digital marketing and its management for marketing success.</p> <p>CILO 4 To apply various digital marketing tools to execute their marketing activity.</p>
<b>Pre-Requisite</b>	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Marketing Communication</b>  Introduction to Marketing, The role of IMC in Marketing Process, Relationship between PLC and marketing communication, Media Planning and evaluation. Transition from traditional to digital media for promotion.</p> <p><b>Module II</b>  <b>Online Marketing and Fundamentals Web designing</b>  Demystifying digital marketing, recent trends in digital marketing, Online Business Models, P-O-E-M framework, Planning for digital marketing, SOSTAC framework, Offline vs Online Marketing.  Concept of web development, planning your website strategy, Design to sell, Online value Proposition, Writing an excellent copy, Dynamic design and personalisation.</p> <p><b>Module III</b>  <b>Search Engine Marketing</b>  Working of Search engine, Concept of SEO, On-page SEO, Off-page SEO, Local and international SEO, Key word research, Concept of Search engine advertising, Understanding ad rank, buying models, Bidding strategy, Concept of Display Advertising, working with Google ads.</p> <p><b>Module III</b>  <b>Social Media Marketing</b>  Fundamentals of Social media marketing, Content strategy for social media marketing , Working with Facebook for business, LinkedIn ads, Instagram</p>

	business and marketing over Twitter, Basics of Social media analytics.  <b>Module IV</b> <b>Email Marketing &amp; Affiliate Marketing</b> Email Marketing Concepts, Email Marketing Tools, Mobile Commerce, Affiliate Marketing  <b>Module V</b> <b>Evaluation of Digital Marketing</b> Analyzing Digital media performance, Analyzing reach, acquisition, conversion, retention and loyalty, Analyzing social media Modifications in digital marketing, Looking to the future
<b>Evaluation Criteria</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 30 marks <b>Mid-Term Evaluation:</b> 20 marks <b>End-Term Evaluation :</b> 50 marks
<b>References</b>	<b>Text Books:</b> 1. Gupta, S. (2020). Digital Marketing(Second Edition). McGraw-Hill Education.  <b>Reference Books:</b> 1. Strauss, J and Frost, R (2012), E-Marketing, 6 <sup>th</sup> Edition, PHI, New Delhi 2. Barker, M; Barker, D, Bormann, N and Neher, K (2013) Social Media Marketing: A strategic approach, Cengage learning, New Delhi 3. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007), Online Marketing a customer-led approach, Oxford University Press, New York 4. Roberts, M. L. and Zahay, D. (2016). Internet Marketing: Integrating online and offline strategies, Cengage Learning. (IM)

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO3	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO4	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1		√					
CILO 2					√		√
CILO 3	√						√
Total	1	1			1		2

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as to demonstrate appropriate skills and attitude for solving business problems.

PILO2: Understand and communicate global, economic, legal and ethical aspects of business.

PILO5: Communicate effectively in business environment.

PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Brand Management</b>
<b>Course Code</b>		<b>BM-M05</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>III</b>
<b>Course Objective</b>		The objectives of the course are:
		<ul style="list-style-type: none"> <li>To explain the fundamentals of brand management and managing brand equity.</li> </ul>

		<ul style="list-style-type: none"> <li>To provide comprehensive knowledge of brands, brand equity and strategic brand management.</li> <li>To design and implement marketing programs and activities to build, measure and manage brand equity.</li> </ul>
<b>Course Intended Learning Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CILO1- To understand the key concepts of brand equity and to appreciate the role of brand in competition.</p> <p>CILO2- To understand the challenges in creating and managing a brand.</p> <p>CILO3- Choosing brand element, strategies and positioning to build a strong brand.</p> <p>CILO4- To provide skills and knowledge to develop and execute strategies in managing brand over a period of time.</p> <p>CILO5- Identify a Company's branding issues in globalization of a brand and presenting as an academic case.</p>
<b>Pre-Requisite</b>		Basic Marketing concepts
<b>Course Outline</b>		<p><b>Module I</b> <b>Introduction to Brands:</b> Brand versus Products, why do Brands matter, branding challenges and opportunities, Strategic Brand Management process.</p> <p><b>Module II</b> <b>Identifying and Establishing Brand Positioning:</b> Customer based brand equity, sources of brand equity, four steps of building strong brands, positioning guidelines, brand mantras, choosing brand elements.</p> <p><b>Module III</b> <b>Growing and Sustaining Brand Equity:</b> Brand architecture, Brand hierarchy, Designing a Branding strategy, Brand extensions, understanding how consumer evaluates brand extension, extension guidelines.</p> <p><b>Module IV</b> <b>Managing Brands Over Time:</b> Reinforcing brands, revitalizing brands, adjustments to the brand portfolio.</p> <p><b>Module V</b> <b>Managing Brands Over Geographic Boundary:</b> Rational for going international, advantages and disadvantages of global marketing program, global brand strategy, and building global customer based Brand equity.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation :</b> 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>Keller, K. L., Swaminathan, V. (2020). <i>Strategic Brand Management: Building, Measuring, and Managing Brand</i></li> </ul>

	<p><i>Equity</i>. United Kingdom: Pearson.</p> <ul style="list-style-type: none"> <li>• Keller, K. L. (2013). <i>Strategic brand management: Building, measuring, and managing brand equity</i>, 4<sup>th</sup> Edition, Pearson Education.</li> </ul> <p><b>Reference Book:</b></p> <ul style="list-style-type: none"> <li>• Aaker, David A.; Biel, Alexander L.; Biel, Alexander. (2013). <i>Brand Equity &amp; Advertising</i>. Abingdon, Oxon: Psychology Press.</li> <li>• Kapferer, J. (2008). <i>The new strategic brand management: Creating and sustaining brand equity long term</i> (4th ed., New ed.). London ; Philadelphia: Kogan Page.</li> <li>• Aaker, David A.; Biel, Alexander L.; Biel, Alexander. (2013). <i>Brand Equity &amp; Advertising</i>. Abingdon, Oxon: Psychology Press.</li> </ul>
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#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	1
2.	CILO2	Lecture, presentation and activity.	Case analysis, activities and Presentation	1
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis, blue print exercise	2
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	3,4
5.	CILO5	Project presentation	Case study writing and presentation	5

Bloom's Taxonomy:  
 Level 1: Remembering  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7



CILO 1	√	√						
CILO 2	√	√						
CILO 3			√					
CILO 4	√							
CILO 5					√		√	
Total	3	2	1		1		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Retail Management</b>
<b>Course Code</b>	<b>BM-M06</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To describe students the challenges of retail environment in the marketing and business contexts.</li> <li>• To familiarize the students with retail theories and retail formats that evolve during retail transformation.</li> <li>• To highlight the need for retail store management and its challenges in organized retail sector.</li> <li>• To provide basic concepts, and practices of retail technology</li> </ul>

		in managing modern retail functions
<b>Course Intended Learning Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CILO1 To define different retail concepts and theories  CILO2: To identify the factors that affect retailing environment  CILO3: To Illustrate the retail formats, visual merchandising and retail store operations  CILO4: To Compare retail promotion strategies of competitors and different online and offline retailers  CILO5: To Design a retail mix strategy for a store or organization keeping ethical, social and sustainable issues in mind</p>
<b>Pre-Requisite</b>		Basic understanding of retail formats
<b>Course Outline</b>		<p><b>Module I</b>  <b>Introduction To Retail Management:</b>  Definition of Retail Management, internationalization of Retail, Retail Theories</p> <p><b>Module II</b>  <b>Retail Location and Layout:</b>  Retail location decisions, Location techniques, Retail store Classification, Retail store layout, Visual Merchandize</p> <p><b>Module III</b>  <b>Merchandise Management:</b>  Merchandise Management, Category Management, Merchandise assortment and support</p> <p><b>Module IV</b>  <b>Retail Promotion:</b>  Retail communication and promotion, Retail communication mix Retail Branding, , Private Labels, Positioning of a Retail Brand, Managing brand over their life cycle, Corporate branding</p> <p><b>Module V</b>  <b>Retail Store Operations:</b>  Channel relationship and partnership, Distribution logistics and stock control, Computerized replenishment system, Internet and direct distribution system, Application of IT to Retail, Database Marketing, Data mining and Business Intelligence, E-tailing, Ethics in Retail, Product misuse and safety issues, Imitation and Counterfeits</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>David, G. (second edition, reprint 2018). <i>Retail Marketing Management</i>. Pearson Education limited.</li> </ul>

	<ul style="list-style-type: none"> <li>Pradhan, S. (2017). <i>Retailing Management: Text and Cases</i>. New Delhi: McGrawHill.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>Bajaj, C., Tuli, R. &amp; Srivastava, N. (2016). <i>Retail Management</i> (3rd ed) New Delhi: Oxford University Publication.</li> <li>Berman, B., &amp; Evans, Jr. (2013). <i>Retail Management- A Strategic Approach</i> (10th ed.). New Delhi: Pearson Education.</li> <li>Dunne, P., Lusch, R. &amp; Carver, J. (2014). <i>Retailing</i> (8th ed.). Cengage.</li> <li>Michael, L. M., Weitz, B. W. &amp; Grewal, D. (2013). <i>Retailing Management</i>. New Delhi: McGraw Hill.</li> <li>Newman, A. J. &amp; Cullen, P. (2002). <i>Retailing Environment &amp; Operations</i>. London: Cengage Learning.</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and discussion through small cases	Quiz	2,3
2.	CILO1, CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2,3
3.	CILO1, CILO2, CILO3	Lecture, Case analysis, role play and activity	Quiz, Case Analysis and submission	1,2, 3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment Presentation	4
5.	CILO5	Case studies and discussion	Short-term Project, Project Presentation or Viva voce	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2				√	√		

CILO 3				√				
CILO 4				√	√			
CILO 5			√		√		√	
Total	1	1	1	3	3		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Bottom of Pyramid (BOP) Marketing</b>
<b>Course Code</b>	<b>BM-M07</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To develop a strong foundation of concepts, approaches, applied knowledge, and analytical skills in the students for successful marketing of products and services to rural consumers.</li> <li>• To understand rural consumer behavior and the power of the rural market in a country's economy.</li> <li>• To understand the meaning of fortune at the bottom of pyramid and to form strategies to reach at the bottom of pyramid.</li> </ul>
<b>Course Intended</b>	After undergoing the course, a student will be able:

<b>Learning Outcome</b>	<p>CILO1- To understand different concepts and basic practices of rural marketing.</p> <p>CILO2- To identify the challenges and opportunities in the field of rural marketing.</p> <p>CILO3- To analyse the potential market at the bottom of pyramid.</p> <p>CILO4- To design an ecosystem for wealth creation and developing rural models.</p>
<b>Pre-Requisite</b>	Basic Marketing concepts of Marketing and Consumer behaviour.
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Bottom of Pyramid:</b>  Introduction to the Concept of Bottom of Pyramid  Private sector and poverty, market at the bottom of pyramid.</p> <p><b>Module II</b>  <b>STP:</b>  Product and services for the BOP, BOP a Global Opportunity, STP in Bottom of Pyramid, Urban Marketing Vs. Rural Marketing  Classification of rural consumer.</p> <p><b>Module III</b>  <b>Rural Consumer Behaviour:</b>  Rural consumer Behaviour, factors affecting rural consumer behaviour, Challenges in the BOP, ecosystem for wealth creation, transaction governance capacity.</p> <p><b>Module IV</b>  <b>Rural Marketing Mix:</b>  Development as social transformation, Pricing systems in rural market  Promotion in rural market, Distribution in rural market.</p> <p><b>Module V</b>  <b>Innovations at Bottom of Pyramid</b>  Critical Marketing strategies in rural market  Rural sales and distribution management, Strategic innovation in Bottom of Pyramid, Marketing of Agricultural products.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation :</b> 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Kashyap, P. (2016), <i>Rural Marketing</i>, (3<sup>rd</sup> ed.), Pearson</li> <li>• Prahalad, C.K., (2014), <i>Fortune at the Bottom of the Pyramid, Fifth Edition</i>, Pearson.</li> </ul> <p><b>Reference Book:</b></p> <ul style="list-style-type: none"> <li>• Dogra B.,&amp; Ghuman K. (2010). <i>Rural Marketing Concepts and Practices</i>. New Delhi: Tata McGraw-Hill.</li> <li>• Gopal Swamy, T. P. (2009). <i>Rural Marketing</i> (3rd ed.). New Delhi: Vikas Publishing House.</li> <li>• KrishnamaCharyulu, C.S.G.,&amp; Ramakrishnan, L. (2011). <i>Rural</i></li> </ul>

		<p><i>Marketing Text &amp; Cases</i> (2nd ed.). Pearson Education.</p> <ul style="list-style-type: none"> <li>Krishnamoorthy R. (2014). <i>Introduction to Rural Marketing</i>, (4<sup>th</sup> ed.) Himalaya Publishing House.</li> </ul>
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#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	1
2.	CILO2	Lecture, presentation and activity.	Case analysis	1
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis, blue print exercise	3
4.	CILO4	Lecture, discussion, case studies, presentation	Project presentation	4,5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√	√						
CILO 3			√					
CILO 4					√		√	
CILO 5								
Total	2	2	1		1		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Consumer Behaviour</b>
<b>Course Code</b>	<b>BM-M08</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course Objective</b>	<p>The objective of the course is</p> <ul style="list-style-type: none"> <li>• To explain the fundamentals of the consumer behaviour and its utility in the present scenario.</li> <li>• To sensitise students about conducting consumer oriented marketing research for better marketing decisions.</li> <li>• To provide basic concepts, techniques, and practices of marketing research in diverse contexts.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>Upon completion of the course, a student will be able:</p> <p>CILO1 To understand the basics of consumer behaviour and consumer psychology.</p> <p>CILO2 To understand the influence of personal and psychological factors on consumer buying behaviour.</p> <p>CILO3 To analyse consumer's behaviour using socio-cultural factors and relevant models of buying behaviour.</p> <p>CILO4 To use different tools of data analysis using IBM-SPSS and MS-Excel to explore the consumer's behaviour</p>
<b>Pre-Requisite</b>	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.

<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Consumer Behaviour</b>  Concept of consumer and his behaviour in the market, Consumer value, satisfaction and retention, Consumer value framework, consumer decision making process and its variations.</p> <p><b>Module II</b>  <b>Individual Level Determinant of Consumer Behaviour</b>  Factors affecting consumer decision making process, Process of consumer perception, Consumer learning, Personality and consumer behaviour, Motivation and Emotion driving consumer behaviour, Attitude and its influence on buying behaviour.</p> <p><b>Module III</b>  <b>Environmental Determinates of Consumer Behaviour</b>  Influence of culture, subculture, social class, reference group and family on consumer behaviour, Process of opinion leadership, Consumer lifestyle, VALS.</p> <p><b>Module IV</b>  <b>Introduction to Marketing Research</b>  Definition and classification of marketing research, Defining a market research problem, Research design, Measurement and scaling technique, Data collection and preparation, Using SPSS and Excel for descriptive data analysis.</p> <p><b>Module V</b>  <b>Multivariate Data Analysis using SPSS</b>  Fundamentals of Multivariate data analysis techniques, Regression analysis, Exploratory Factor Analysis, Conjoint analysis, Discriminant analysis and Perceptual mapping, Using Cluster analysis for market segmentation. Product research, Pricing Research, Media research, Place research, Determination of Customer lifetime value, Net Promoters Score, Concept of NPVR.</p>
<b>Evaluation Criteria</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Schiffman, L. G., Wisenblit, J., &amp; Kumar, S. R. (2019). <i>Consumer Behavior</i>, Pearson Education India.</li> <li>• Malhotra, N. K., &amp; Dash, S. (2016). <i>Marketing Research: An applied orientation</i>. Pearson.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Hair, J. F., Anderson, R. E., Babin, B. J., &amp; Black, W. C. (2010). <i>Multivariate data analysis: A global perspective</i> (Vol. 7).</li> <li>• Nargundkar, R. (2003). <i>Marketing research-Text &amp; cases 2E</i>. Tata McGraw-Hill Education.</li> <li>• Solomon, M., Russell-Bennett, R., &amp; Previte, J. (2012). <i>Consumer behaviour</i>. Pearson Higher Education AU.</li> </ul>



### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2		√			√		
CILO 3							
CILO 4					√		
Total	1	2			2		

### Programme Intended Learning Outcome Details:

**On successful completion of the programme students will be able to:**

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>B2B Marketing</b>
<b>Course Code</b>	<b>BM-M09</b>
<b>Course Credit</b>	<b>4</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To bring out the distinctive aspects of B2B Marketing and the need for a B2B paradigm</li> <li>• To differentiate among B2B, Industrial and Trade Marketing</li> <li>• To explain how business firms are to be understood as customers and the significance difference in segmentation bases between the business market and consumer market</li> <li>• To give exposure to the various tools and techniques and procedures to industrial marketing</li> <li>• To help students in problem solving and decision making ability regarding B2B setting</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To define different concepts and theories in B2B marketing</p> <p>CILO2: Identify the factors that affect B2B marketing environment</p> <p>CILO3: Illustrate the B2B marketing frame works</p> <p>CILO4: Compare B2B marketing with traditional marketing</p> <p>CILO5: Design a B2B marketing mix strategy for an organization</p>
<b>Pre-Requisite</b>	Basic understanding of Marketing

<p><b>Course Outline</b></p>	<p><b>Module I</b>  <b>Introduction to B2B Marketing</b>          Defining B2B Marketing, Nature, Scope and Challenges, Difference between B2B and B2C Marketing. Organization Buying Behaviour, B2B Customers and Markets.</p> <p><b>Module II</b>  <b>B2B Marketing Environment</b>          B2B marketing environment, Business Market Segmentation and its role in the development of business marketing strategy, Assessment of marketing opportunities</p> <p><b>Module III</b>  <b>B2B Product and Brand Management</b>          Managing products and services for B2B markets, New product development for B2B markets, Brand Management for B2B Market</p> <p><b>Module IV</b>  <b>Pricing and Distribution in B2B Market</b>          Pricing strategy for business Markets, Pricing challenges in B2B market, Distribution of new industrial products, Managing Channel Relationships in B2B.</p> <p><b>Module V</b>  <b>International B2B Marketing</b>          Industrial Marketing in International Environment, Business Market strategies for global markets, emerging trends and relationships in business Markets</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 30 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<p><b>Suggested Readings:</b></p>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Robert R. Reeder, Edward G. Brierty and Betty H. Reeder (2017), <i>Industrial Marketing Analysis</i> (second edition, reprint. Prentice Hall</li> <li>• Ghosh P. K. <i>Industrial Marketing</i> (2019). Oxford University press</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Havaldar, K.K., (2005). <i>Industrial marketing: text and cases</i>. Tata McGraw-Hill Education. Berman, B., &amp; Evans, Jr. (2013). <i>Retail Management- A Strategic Approach</i> (10th ed.). New Delhi: Pearson Education.</li> <li>• Phadtare, Milind T. (2014) <i>Industrial marketing</i>. PHI Learning Pvt. Ltd., 2014.</li> <li>• Ellis, Nick. (2010) <i>Business to business marketing:</i></li> </ul>

		<i>Relationships, networks and strategies.</i> Oxford University Press,
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1, CILO2	Lecture and discussion through small cases	Quiz	2,3
2.	CILO1, CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2.3
3.	CILO1, CILO2, CILO3	Lecture, Case analysis, role play and activity	Quiz, Case Analysis and submission	1,2, 3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment Presentation	4
5.	CILO5	Case studies and discussion	Short-term Project, Project Presentation or Viva voce	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2				√	√			
CILO 3				√				
CILO 4				√	√			
CILO 5			√		√		√	
Total	1	1	1	3	3		1	

**Programme Intended Learning Outcome Details:**

**On successfully completing the program the student will be able to:**

PILO1: Apply knowledge of management theories and practices as well as to demonstrate appropriate skills and attitude for solving business problems.

PILO2: Understand and communicate global, economic, legal and ethical aspects of business.

PILO3: Foster analytical and critical thinking for data-based decision making.

PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals.

PILO5: Communicate effectively in business environment.

PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>International Marketing</b>
<b>Course Code</b>	<b>BM-M10</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Course objective</b>	Objective of this course are: <ul style="list-style-type: none"> <li>• To demonstrate the need of international marketing.</li> <li>• To explain the difference between domestic and global market.</li> <li>• To enable the students with skills in researching and analyzing trends in global markets.</li> </ul>
<b>Course Intended Learning Outcome</b>	Upon completion of the course, a student will be able: CILO1 To understand the concept and process of international marketing. CILO2 To analyse the potential doing business in emerging economies. CILO3 To analyse the different mode of entry to international markets. CILO4 To apply the concept of marketing mix in International context.
<b>Pre-Requisite</b>	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
<b>Course Outline</b>	<b>Module I</b> <b>Introduction to International Marketing:</b> Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations.

	<p><b>Module II</b>  <b>International Business Environment:</b>  Cultural metaphors of international marketing, Globalization's effect on culture, Hofstede cultural dimensions, managing cultural diversity across the border, Political Factors and evaluation of country risk, Legal aspect of international marketing.</p> <p><b>Module III</b>  <b>Country Analysis:</b>  Selection, Market size, Opportunity analysis, Understanding the emerging markets, strategies for doing business in emerging markets.</p> <p><b>Module IV</b>  <b>Market Entry Modes:</b>  Entering and operating in international market, Exporting and counter trade, FDI and collaborative ventures, Licensing and franchising, Balancing global and local marketing.</p> <p><b>Module V</b>  <b>Marketing Mix For a Global Firm:</b>  Global Branding and product development, International pricing, International distribution and supply chain management.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>References</b>	<p><b>Text Book:</b>  1. Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., &amp; Graham, J. L. (2020). <i>International Marketing</i>. McGraw-Hill Education.</p> <p><b>Reference Books:</b>  2. Lee, K., &amp; Carter, S. (2011). <i>Global Marketing Management</i>. Strategic Direction.  3. Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., &amp; Rose, E. L. (2014). <i>International Business</i>. Pearson Australia.</p>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	2
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2				√	√			
CILO 3							√	
CILO 4					√			
Total	1	1		1	2		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>BM-F01</b> Financial Product, Services & Financial Markets
<b>BM-F02</b> Management of Banks & Financial Institutions
<b>BM-F03</b> Investment Management
<b>BM- F04</b> Financial Report Analysis & Valuation
<b>BM-F05</b> Retail Banking & Insurance
<b>BM-F06</b> Derivatives and Risk Management
<b>BM-F07</b> International Financial Management & Project Finance
<b>BM-F08</b> Social Banking & Microfinance
<b>BM-F09</b> Corporate Taxation
<b>BM-F10</b> Management Control System

<b>Course Name</b>	<b>Financial Product, Services &amp; Financial Markets</b>
<b>Course Code</b>	<b>BM-F01</b>
<b>Course Credit</b>	<b>3</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To review the organization, management and regulation of financial markets, financial exchanges, and financial service providers.</li> <li>• To analyze the regulatory framework in which the financial service industry operates. It dwells on the financial instruments at the disposal of the industry and on their specific use at the hand of financial service providers.</li> <li>• To explore the operations of global financial markets bond markets, the stock exchange and securities markets in general</li> </ul>
<b>Course Intended</b>	<p>After undergoing the course, a student will be able to:</p> <p>CILO 1: Illustrate the concepts related to the financial product,</p>



<b>Learning Outcome</b>	<p>services and financial market.</p> <p>CILO 2: Apply relevant concepts to financial products and services that company can use to raise the capital</p> <p>CILO 3: Analyse financial products and services to meet the fund raising requirements of the business.</p> <p>CILO 4: Interpret the different sources of finance and financial services best suited to the business needs.</p>
<b>Pre-Requisite</b>	Corporate Finance
<b>Course Outline</b>	<p><b>Module I Introduction to Financial Market</b> Financial Markets and its Interlink ages Capital market, Debt Market and Forex Market , Understanding Financial System, NBFC, Merchant Banking, Functions , SEBI Guidelines , Roles, Ethics in Financial Services Industry</p> <p><b>Module II</b> Issue Management, Mechanics of issue management, intermediaries, Pre and post-issue Management; Underwriting, methods and benefits of underwriting.</p> <p><b>Module III</b> Factoring, its types and mechanism, bills discounting vs factoring.</p> <p>Forfaiting, mechanism of forfaiting, factoring vs forfaiting; Venture Capital, mode and stages of venture capital financing.</p> <p><b>Module IV</b> Leasing, types and process of leasing, rights and responsibilities of lessor and lessee; Hire Purchase, process of hire purchase, difference between leasing and hire purchase; Credit Rating, methodology and process of credit rating, Credit rating symbols and fees.</p> <p><b>Module V</b> Global Equity Market, Raising capital from global financial market, Depository receipt; Global Bond Market, Corporate Restructuring &amp; Cross Border Merger and Acquisitions</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Pathak Bharti V. (2018), <i>Indian Financial system</i>, 5<sup>th</sup></li> </ul>

<b>Readings:</b>		<p>Ed, Pearson Education</p> <ul style="list-style-type: none"> <li>Gurusamy S. (2015), <i>Financial Market and institutions</i> (4<sup>h</sup> Ed), Vijay Nicole Imprints</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>Khan M Y (2015), <i>Indian Financial System</i> (9th Ed), McGraw Hill Education.</li> <li>Khan M Y (2019), <i>Financial Services</i> (10th Ed), McGraw Hill Education.</li> </ul> <p>The students will be expected to go through the websites of</p> <ul style="list-style-type: none"> <li>NSE India</li> <li>RBI Website</li> <li>SEBI</li> <li>BSE</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture and discussion through small cases.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, presentation and activity.	Case analysis, Exercise and Presentation	4
4.	CILO4	Lecture, discussion, presentation	Assignment and activity	5

Bloom's Taxonomy:  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating

## Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√		√		√		
CILO 3		√			√		
CILO 4		√					√
Total	2	3			2		1

### Programme Intended Learning Outcome Details:

#### On successful completion of the programme students will be able to:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Retail Banking &amp; Insurance</b>
<b>Course Code</b>		<b>BM-F05</b>
<b>Course Credit</b>		<b>3</b>

<b>Aims and Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To familiarize the students with the concepts related to retail banking and financial services.</li> <li>• To acquaint students to Principle of Insurance, regulatory provisions product and services relating to Life insurance and general insurance.</li> <li>• To explore product customer relationship management, product development process in banking and insurance company.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CILO 1: Illustrate the concepts related to retail banking and insurance.</p> <p>CILO 2: Apply relevant concepts to evaluate customer's requirement, credit scoring and grievance redressal in insurance</p> <p>CILO 3: Analyse products and services related to retail banking and insurance to meet the customer relationship management and claim settlements, respectively.</p> <p>CILO 4: Evaluate the bank's performance including its financial statement for product development process in bank.</p>
<b>Pre-Requisite</b>	
<b>Course Outline</b>	<p><b>Module I</b> Introduction to Retail Banking Characterizes, Advantages and constraints. Distinctions between retail, wholesale and corporate banking, Customer requirement, Product Development Process, Credit Scoring, CIBIL.</p> <p><b>Module II</b> Retail Products. Study of Bank's balance sheet and various Asset Products, Liability Products, Service Products. Customer Relationship Management in retail Banking.</p> <p><b>Module III</b> Principles of Insurance. Concept of Insurance and its evolution. Business of Insurance, Insurance Market, Insurance Customers, Insurance Contracts, Insurance Terminology, FDI in Insurance.</p> <p><b>Module IV</b></p>

	<p>Regulation of Insurance Business. Development of Insurance Legislation in India. Insurance Act 1938 IRDA Act. Powers and functions of IRDA, Regulations on conduct of Business, Protection of Policy holder interest, Grievance redressal system, Insurance Ombudsman.</p> <p><b>Module V</b> Insurance Products. Life Insurance Products, Types of policies. Assignment, Nomination, Settlement of Claims, ULIP, Annuities, Health Insurance, Role of TPA, General Insurance Product. Surveyor and Loss Assessors. Marine Insurance, Fire Insurance, Miscellaneous Insurance, Settlement of Claims. Micro Insurance.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Indian Institute of Banking and Finance (2018), <i>Retail Banking</i>, Macmillan Publishers</li> <li>• Agarwal O P (2017) , <i>Banking and Insurance</i>, 4<sup>th</sup> Ed, Himalaya Publishing House</li> </ul> <p><b>Reference Books :</b></p> <ul style="list-style-type: none"> <li>• Bihari S C (2016), <i>Retail Banking Challenges and Latest Trends in India</i>, 1<sup>st</sup> Ed, Himalya Publishing House</li> <li>• Sethi J, Bhatia N, <i>Elements Of Banking and Insurance</i>, 2<sup>nd</sup> Ed, Phi Learning</li> <li>• Gupta P K, Gordon E (2017), <i>Banking and Insurance</i>, Himalya Publishing House</li> <li>• Mishra M N, Mishra S B (2016), <i>Insurance Principles and practice</i>, 22<sup>nd</sup> Ed, S Chand &amp; Co</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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1.	CILO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture and discussion through small cases.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, presentation and activity.	Case analysis, Exercise and Presentation	4
4.	CILO4	Lecture, discussion, presentation	Assignment and activity	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√		√		√		
CILO 3		√			√		
CILO 4		√					√
Total	2	3			2		1

#### Programme Intended Learning Outcome Details:

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Management of Banks &amp; Financial Institutions</b>
<b>Course Code</b>	<b>BM-F02</b>
<b>Course Credit</b>	<b>3</b>
<b>Aims and Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To acquaint students with the Indian Financial System and financial sector reforms.</li> <li>• To familiarize the students with the latest tools of bank management including bank financial statements, performance analysis.</li> <li>• To highlight the need for bank regulation and risk management.</li> <li>• To explore the recent trends in the banking industry including management of NBFC &amp; Credit Appraisal Systems of banks.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CILO 1: Illustrate the concepts related to banking, banking laws, Basel accords and financial intermediation.</p> <p>CILO 2: Apply relevant concepts to credit appraisal and risk management.</p> <p>CILO 3: Analyse risks including market risk, liquidity risk.</p> <p>CILO 4: Interpret the different tools to manage debt recovery, bank capital and capital adequacy for the bank.</p>
<b>Pre-Requisite</b>	Awareness banking laws, financial services & markets

<p><b>Course Outline</b></p>	<p><b>Module I</b> Introduction to Financial Intermediation, Banking Industry in India and its structure in India, Bank Financial Statements and performance analysis</p> <p><b>Module II</b> Types of line of credit facilities &amp; principles of credit appraisal Systems of banks, Introduction to Risk Management, Prudential Norms, Classifications of Assets - Standard, Sub-standard, Doubtful &amp; Loss Assets (Banks &amp; Financial Institutions) classification</p> <p><b>Module III</b> Management of Liquidity Risks, ALM, Capital Adequacy &amp; Market Risk, Management of Bank Capital, Recapitalization</p> <p><b>Module IV</b> First Basel Accord, Second Basel Accord, International financial crises and its impact on Indian Banking</p> <p><b>Module V</b> Third Basle Accord, Debt Recovery Tribunals/SARFAESI Act, The role of ethics in Banking including prevention of fraud and adherence to new capital adequacy norms for commercial banks</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks</p>
<p><b>References</b></p>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>• Pathak Bharti V. (2018), <i>Indian Financial system</i>, 5<sup>th</sup> Ed, Pearson Education</li> <li>• Suresh Padmalatha, Paul Justin (2017), <i>Management of Banking and Financial Services</i>, 4<sup>th</sup> Ed, Pearson Education</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Indian Institute of Banking and Finance (2018), <i>Bank Financial Management</i>, Macmillan Publishers</li> <li>• L M Bhole, Jitendra Mahakud (2017), <i>Financial Institutions and Markets</i>, 6<sup>th</sup> Ed, McGraw-Hill</li> <li>• John C. Hull (2018), <i>Risk Management and Financial Institutions</i>, 5th Ed, Wiley</li> <li>• RBI website; circulars and notifications/ financial newspapers</li> </ul>



### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture and discussion through small cases.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, presentation and activity.	Case analysis, Exercise and Presentation	4
4.	CILO4	Lecture, discussion, presentation	Assignment and activity	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√		√		√		
CILO 3		√			√		

CILO 4		√					√	
Total	2	3	1		2		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Investment Management</b>
<b>Course Code</b>	<b>DM-F03</b>
<b>Course Credit</b>	3
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To develop an understanding of practices of investment analysis and management in a business context.</li> <li>• To develop the students ability to use financial information in business analysis and manage return on investment.</li> <li>• To understand various practices of capital market theory and use of information in pricing financial instruments.</li> <li>• To familiarize the students with the current models of research and evaluation in the Investment market.</li> </ul>
<b>Intended Learning Outcomes</b>	<p>At the end of this course, participants would be able :</p> <p>CILO1 To Understand investment environment for Indian investor for various avenues of investment</p> <p>CILO2 To develop appropriate investment strategies related to Equity Investment.</p> <p>CILO3 To apply modern portfolio theories in constructing</p>

	<p>efficient portfolio.</p> <p>CILO 4 To analyze asset pricing model to maximize returns and minimize risk.</p> <p>CILO 5 To design strategies related to evaluate performance of portfolios</p>
<b>Pre-Requisite</b>	Statistics, Financial Management, Mathematics, Economics
<b>Course Outline</b>	<p><b>Module I- Introduction to Investment Management</b>  Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom..</p> <p><b>Module II-Equity Investments</b>  Fundamental Analysis, Technical Analysis,. Active and Passive strategies of equity investment, Market Efficiency &amp; Anomalies</p> <p><b>Module III- Modern Portfolio Theories</b>  Efficient Portfolio Theory, Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model.</p> <p><b>Module IV- Asset Pricing</b>  Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management.</p> <p><b>Module V- Portfolio Evaluation</b>  Portfolio Performance Evaluation, Portfolio Management Strategies &amp; Analysis</p>
<b>Evaluation</b>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p>End-Term Evaluation: 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>Investment Analysis and Portfolio Management- Reilly &amp; Brown, Cengage, New Delhi, 8<sup>th</sup> edition</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Investments- Bodie, Kane, Marcus, Mohanty, TMH, New Delhi, 8<sup>th</sup> edition</li> </ul>

- Investments- Jones, Wiley, New Delhi, 9<sup>th</sup> edition

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Short quiz and in-class problem solving.	2
2.	CILO2	Lecture, presentation and activity.	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models and Simulations.	3
3.	CILO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CILO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CILO5	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	5

Bloom's Taxonomy:

Level 2: Understanding    Level 3: Applying    Level 4: Analyzing    Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2	√	√	√				
CILO 3	√	√	√				
CILO 4	√	√	√				

CILO 5	√	√	√					
Total	5	5	5					

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Financial Report Analysis &amp; Valuation</b>
<b>Course Code</b>	DM-F04
<b>Course Credit</b>	3
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>a. To give a fundamental understanding of valuation and analysis of financial statements of Corporates.</li> <li>b. To gain ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting.</li> <li>c. To gain ability to solve financial reporting and valuation cases.</li> </ul>
<b>Intended Learning Outcome</b>	<p>At the end of this course, participants would be able to:</p> <p>CILO1 To Understand the Financial Statements of Companies.</p> <p>CILO2 To develop the skill to Analyse and Interpret financial statements so as to make accurate financial forecasting.</p>

	<p>CILO3 To apply valuation models to calculate the value of firms and equity</p> <p>CILO4 To analyse risk associated with valuations</p> <p>CILO5 To design strategies related Merger and Acquisitions of firms involving valuation.</p>
<b>Pre-Requisite</b>	Financial Management
<b>Course Outline</b>	<p><b>Module I- Introduction Valuation</b> Using financial statements to valuation, Analyzing P&amp;L, BS &amp; CF statements</p> <p><b>Module II- Financial Forecasting</b> Financial forecasting and valuation, finding appropriate growth rate, percent of sales method constructing projected financial statements.</p> <p><b>Module III- Valuation of firm and Equity</b> Introduction to valuation, DCF valuation, Free cash flow to firm, free cash flow to equity, terminal value</p> <p><b>Module IV – Financial Risk Analysis</b> Finding right discounting rate, effect of leverage on the equity risk and on the cost of debt, discount rate for unlisted companies Valuing companies using adjusted present value, capital cash flow, residual income and multiplier approaches, Use of real option application in valuation, Risk analysis in financial forecasting and valuation.</p> <p><b>Module V- Merger and Acquisition</b> Merger and Acquisition for firms, firms’ valuation and its effect on Corporate Restructuring.</p>
<b>Evaluation</b>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p>End-Term Evaluation: 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Damodaran, A (2006) “Damodaran on Valuation”, Wiley India, New Delhi, 2nd edition</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Titman, et al (2009): “Valuation: Analyzing Global Investment Opportunities”, Pearson Education, New Delhi</li> <li>• Penman, S (2007): “Financial Statement Analysis &amp; Security Valuation”, Tata McGraw-Hill, 3rd edition</li> <li>• Palepu, et al (2007): "Financial Statement Analysis and Business Valuation", Cengage Publications, New Delhi, 3rd edition</li> <li>• Wild, et al (2007) "Financial Statement Analysis", Tata McGraw-Hill, New Delhi, 9th edition</li> </ul>

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CILO2	. Lectures, discussion, Case Studies, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
3.	CILO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CILO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CILO5	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3 and 4

Bloom's Taxonomy:  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analyzing  
Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2	√	√	√				
CILO 3	√	√	√				
CILO 4	√	√	√				
CILO 5	√	√	√				

Total	5	5	5					
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**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Retail Banking &amp; Insurance</b>
<b>Course Code</b>		<b>BM-F05</b>
<b>Course Credit</b>		<b>3</b>
<b>Aims and Objectives</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To familiarize the students with the concepts related to retail banking and financial services.</li> <li>• To acquaint students to principles of Insurance, regulatory provisions product and services relating to Life insurance and general insurance.</li> <li>• To explore product customer relationship management, product development process in banking and insurance company.</li> </ul>
<b>Course Intended</b>		<p>After undergoing the course, a student will be able to:</p> <ul style="list-style-type: none"> <li>• Illustrate the concepts related to retail banking and insurance.</li> </ul>



<b>Learning Outcome</b>	<ul style="list-style-type: none"> <li>• Apply relevant concepts to evaluate customer's requirement, credit scoring and grievance redressal in insurance</li> <li>• Analyse products and services related to retail banking and insurance to meet the customer relationship management and claim settlements, respectively.</li> <li>• Evaluate the bank's performance including its financial statement for product development process in bank.</li> </ul>
<b>Pre-Requisite</b>	
<b>Course Outline</b>	<p><b>Module I</b> Introduction to Retail Banking Characterizes, Advantages and constraints. Distinctions between retail, wholesale and corporate banking, Customer requirement, Product Development Process, Credit Scoring, CIBIL.</p> <p><b>Module II</b> Retail Products. Study of Bank's balance sheet and various Asset Products, Liability Products, Service Products. Customer Relationship Management in retail Banking.</p> <p><b>Module III</b> Principles of Insurance. Concept of Insurance and its evolution. Business of Insurance, Insurance Market, Insurance Customers, Insurance Contracts, Insurance Terminology, FDI in Insurance.</p> <p><b>Module IV</b> Regulation of Insurance Business. Development of Insurance Legislation in India. Insurance Act 1938 IRDA Act. Powers and functions of IRDA, Regulations on conduct of Business, Protection of Policy holder interest, Grievance redressal system, Insurance Ombudsman.</p> <p><b>Module V</b> Insurance Products. Life Insurance Products, Types of policies. Assignment, Nomination, Settlement of Claims, ULIP, Annuities, Health Insurance, Role of TPA, General Insurance Product. Surveyor and Loss Assessors. Marine Insurance, Fire Insurance, Miscellaneous Insurance, Settlement of Claims. Micro Insurance.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>

<b>References</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Indian Institute of Banking and Finance (2018), <i>Retail Banking</i>, Macmillan Publishers</li> <li>• Agarwal O P (2017) , <i>Banking and Insurance</i>, 4<sup>th</sup> Ed, Himalaya Publishing House</li> </ul> <p><b>Reference Books :</b></p> <ul style="list-style-type: none"> <li>• Bihari S C (2016), <i>Retail Banking Challenges and Latest Trends in India</i>, 1<sup>st</sup> Ed, Himalya Publishing House</li> <li>• Sethi J, Bhatia N, <i>Elements Of Banking and Insurance</i>, 2<sup>nd</sup> Ed, Phi Learning</li> <li>• Gupta P K, Gordon E (2017), <i>Banking and Insurance</i>, Himalya Publishing House</li> <li>• Mishra M N, Mishra S B (2016), <i>Insurance Principles and practice</i>, 22<sup>nd</sup> Ed, S Chand &amp; Co</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture and discussion through small cases.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, presentation and activity.	Case analysis, Exercise and Presentation	4
4.	CILO4	Lecture, discussion, presentation	Assignment and activity	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√						
CILO 2	√		√		√			
CILO 3		√			√			
CILO 4		√					√	
Total	2	3			2		1	

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Derivatives and Risk Management</b>
<b>Course Code</b>	DM-F06
<b>Course Credit</b>	3
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ol style="list-style-type: none"> <li>1. To enable students to have a detailed understanding of the special characteristics of derivatives including forwards, futures, swaps, options and others, and their relationship to the underlying cash securities.</li> <li>2. To be able to use these instruments to address a wide range of trading and investment objectives.</li> <li>3. To understand and be able to control the risks of financial derivatives and derivatives portfolios</li> </ol>
<b>Intended Learning Outcomes</b>	<p>At the end of this course, participants would be able to:</p> <p>CILO1 To Understand the functioning of Derivatives and Derivatives Markets</p> <p>CILO2 To develop the skill to make analysis of risks associated with equity market and hedge the risk through futures market.</p> <p>CILO3- To apply Options Contract to reduce the risk related to equity trading.</p> <p>CILO4- To Analyse Options Hedging strategies.</p> <p>CILO5- To design strategies related Derivatives Contract by estimating volatility.</p>
<b>Pre-Requisite</b>	Statistics for Business
<b>Course Outline</b>	<p><b>Module I- Introduction to Derivatives</b> Derivatives: Basics and Need of Market, Indian and International markets overview</p> <p><b>Module-II- Forward and Futures Derivatives</b> Futures Markets, Forward and Futures Pricing and Hedging strategies</p> <p><b>Module III- Option</b> Introduction to Options, Options and Options Markets ,Option Pricing Bounds and Fundamentals of Option Pricing, Binomial Option Pricing and Black and Scholes Option Pricing Models</p> <p><b>Module IV- Option Strategies</b> Strategies of Options Hedging ,Sensitivity Analysis (the "Greeks")</p> <p><b>Module –V – Volatility</b> Volatility – Introduction, Modelling, VIX, Uses of volatility in market strategies Risk Management and VaR.</p>

<b>Module No.</b>	<b>Course Intended Learning Outcomes (CILO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CILO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises,	2

<b>Evaluation</b>		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks End-Term Evaluation: 50 marks
<b>Suggested Readings</b>		<p>Text Book</p> <ul style="list-style-type: none"> <li>Options, Futures and Other Derivatives- J C Hull, Pearson Education, New Delhi, 8<sup>th</sup> edition</li> </ul> <p>Reference Books</p> <ul style="list-style-type: none"> <li>Fundamentals of Futures &amp; Options Markets- J C Hull, Pearson Education, New Delhi, 4<sup>th</sup> edition</li> <li>Options &amp; Futures- David A Dubufsky, Oxford Publishers, New Delhi, 2<sup>nd</sup> edition</li> <li>Options, Futures and Swaps- R W Kolb, Blackwell Publishers, USA, 4<sup>th</sup> edition (now Wiley, USA)</li> </ul>

			Case lets and project work	
2.	CILO2	. Lectures, discussion, Case Studies, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
3.	CILO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CILO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CILO5	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3 and 4

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2	√	√	√				
CILO 3	√	√	√				
CILO 4	√	√	√				
CILO 5	√	√	√				
Total	5	5	5				

#### Programme Intended Learning Outcome Details:

- PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;

- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

Course Name	<b>International Financial Management &amp; Project Finance</b>
Course Code	DM-F07
Course Credit	3
Course Objectives	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To acquaint the students with the conceptual framework of the key decision areas in multinational business finance.</li> <li>• To provide an overview of the financial environment in which multinational firms operate.</li> <li>• To provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project.</li> <li>• To understand management techniques and how to mobilize finance for domestic and international projects shall be highlighted</li> </ul>
<b>Intended learning outcomes</b>	<p>After completing this course, students should be able to:</p> <p>CILO1: To understand globalization and its importance for the Multinational Financial Manager</p> <p>CILO2: To develop the skills to make analysis of foreign exchange market.</p> <p>CILO3: To apply Currency derivatives in hedging risk associated with multinational transactions.</p> <p>CILO4: To analyse approaches to Project Planning, Project Preparation and Project Management.</p> <p>CILO 5: To design strategies for evaluating Multi National Firms</p>
Pre-Requisite	Corporate Finance

Course Outline	<p><b>Module- I</b> – Introduction International Financial Management Overview of International Finance Overview of Forex Market Calculation of Exchange Rate</p> <p><b>Module- II</b> – Foreign Exchange Markets Foreign Exchange Rate Determination ,Purchasing Power Parity and Interest Rate Parity Foreign, Exchange Exposures Balance of Payment and International Monetary System</p> <p><b>Module-III</b> – Currency Derivatives Currency Derivatives- Forward, Futures, Options and Swaps</p> <p><b>Module- IV-</b> Introduction to Project Finance Overview on Project and Infrastructure Financing, Public Private Partnership</p> <p><b>Module- V-</b> Project Evaluation of Multi National Firms Project Evaluation and Valuations, Managing Project Risk, Real Options</p>
Evaluation Criteria	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks End-Term Evaluation: 50 marks</p>
Suggested Reading	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Multinational Financial Management, 8th Edition Alan C Shapiro</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• International Finance by Maurice Levis</li> <li>• Projects- P Chandra, TMH, New Delhi, 7<sup>th</sup> edition</li> <li>• Project and Infrastructure Financing- Wiley, USA</li> <li>• Project Financing by Peter K Nrvitt &amp; Frank J Fabozzi, Euromoney Books</li> </ul>

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CILO2	. Lectures, discussion, Case Studies, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
3.	CILO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CILO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of	3



			Spreadsheet models	
5.	CILO5	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3 and 4

Bloom's Taxonomy:  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analyzing

### Programme Intended Learning Outcome Details:

**On successful completion of the programme students will be able to:**

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2	√	√	√				
CILO 3	√	√	√				
CILO 4	√	√	√				
CILO 5	√	√	√				
Total	5	5	5				

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Social banking and Micro Finance</b>
<b>Course Code</b>		<b>F08</b>
<b>Course Credit</b>		<b>3</b>
<b>Course Objective</b>		The objective of the course are: 1. The course is designed to sensitize the students to the key issues linked to the whole discourse on social banking including the challenges inherent therein, in the particular context of India, and to familiarize them with various

		<p>initiatives taken in the country for addressing these issues.</p> <p>2. The course also seeks to underline how the tenets of social banking and inclusive financial system may not necessarily be in conflict with the goal of maximizing the operating surplus of a ‘commercial’ entity like a banking institution. In this context reference will be made to the evolution of the so called ‘microfinance’ initiative as a socially responsive and yet commercially viable proposition.</p>
<b>Intended Learning Outcomes</b>		<p>At the end of this course, participants would be able to:</p> <p>CILO 1 To explain social banking and policy initiatives related to social banking.</p> <p>CILO 2 To develop appropriate financial market architecture and access to poor related to equity investment.</p> <p>CILO 3 To apply financial market innovations supporting micro finance</p> <p>CILO 4 To analyze products innovations in micro insurance</p> <p>CILO 5 To design strategies related to technology innovations for financial inclusion</p>
<b>Pre-Requisite</b>		Fundamentals of Banks and Banking Regulations
<b>Course Outline</b>		<p><b>Module I:</b> Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process including the following:</p> <ol style="list-style-type: none"> <li>1. Evolution of the concept of <i>priority sector</i> in lending and stipulation of quantitative targets therefor;</li> <li>2. Nationalisation of major commercial banks; and</li> <li>3. Introduction of Lead Bank Scheme (LBS) followed by Service Area Approach (SAA), etc.</li> </ol> <p>Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY &amp; SLRS, etc. Recent financial inclusion initiative under PM’s Jan Dhan Yojana.</p> <p><b>Module II:</b> Financial Market Architecture and Access to Poor: Evolution of institutional financial architecture for financing at the bottom of the pyramid, regulatory evolution, performance and programs. Bank-led model for financial inclusion, branchless banking models such as business correspondents, microfinance institutions (MFI) models, payment banks and small banks, and the commercialization of microfinance.</p> <p><b>Module III:</b></p>

	<p>Micro Enterprise Financing Framework: Finance constraints faced by microenterprises, the institutional legal constraints restricting access to finance, financial market innovations supporting micro finance, role of credit information and credit bureau, etc</p> <p><b>Module IV:</b></p> <p>Micro insurance &amp; Insurance-linked Products. Innovations in micro insurance (RSBY::Rashtriya Swasthya Bima Yojna, Aam Admi Bima Yojna, NPS Lite(pension), RGSS scheme of equity investing, weather based agricultural insurance, etc)</p> <p><b>Module V :</b></p> <p>Technology Innovations for Financial Inclusion: Innovations in transaction banking enabling poor to have financial market access; while at the same time reducing transaction costs, mobile banking, payment system innovations for remittances(mobile banking, white-level ATMs, M-PESA, RuPay, OxiCash, payments banks, etc)</p>
<b>Evaluation</b>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p>End-Term Evaluation: 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Gordon and Natarajan – Banking Theory Law and Practice</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Tandon M.L- Banking Law and Practice in India</li> <li>• Maheshwari. S.N.- Banking Law and Practice</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Short quiz and in-class problem solving.	2
2.	CILO2	Lecture, presentation and activity.	Short quiz consisting of numerical problems. In-class problem solving.	2
3.	CILO3	Lecturing & Discussion,	Short quiz consisting of numerical problems. In-class problem solving.	2
4.	CILO4	Lecturing & Discussion,	Short quiz consisting of numerical problems. In-class problem solving.	2
5.	CILO5	Lecturing & Discussion,	Short quiz consisting of numerical problems.	2

Bloom's Taxonomy:

Level 2: Understanding

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√					
CILO 2	√	√					
CILO 3	√	√					
CILO 4	√	√					
CILO 5	√	√					
Total	5	5					

**Programme Intended Learning Outcome Details:**

**On successful completion of the programme students will be able to:**

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

### 5.3 HUMAN RESOURCE MANAGEMENT

<b>HUMAN RESOURCE</b>
<b>BM-H01</b> Learning & Development
<b>BM-H02</b> Industrial Relations and Labour Laws
<b>BM-H03</b> Managing People and Performance in Organizations
<b>BM-H04</b> Employee Health and Well Being
<b>BM-H05</b> Acquisition, Retention & Engagement
<b>BM-H06</b> Strategic HRM
<b>BM-H07</b> Compensation Management and HR Metrics
<b>BM-H08</b> HR Analytics, Tools and Techniques
<b>BM-H09</b> International HRM
<b>BM-H10</b> Human Resource Development: Strategies and Systems

<b>Course Name</b>	<b>Learning &amp; Development</b>
<b>Course Code</b>	<b>BM-H01</b>
<b>Course Credit</b>	<b>3</b>
<b>Aims and Objectives</b>	The course aims at equipping the students of business management with concepts and practical techniques of managing need based training programmes in business organizations operating both at national and international levels.
<b>Course Intended Learning Outcome</b>	After studying this course, the students will be able to: CILO 1: explain various concepts, objectives, importance, processes and functions of employee training & executive development in achieving organizational goals; CILO 2: illustrate the role of learning cycle in effectiveness of training programme; CILO 3: analyze the training needs of employees in business organizations and have understanding of models for designing and

	<p>developing suitable training programmes;</p> <p>CILO 4:examine the methods of training &amp; developmental activities in ethical and effective manner by using suitable methods, competent trainers, and other resources; and</p> <p>CILO 5: develop appropriate tools and techniques of measuring the impacts of training on business results and manage future challenges for employee development.</p>
<b>Pre-Requisite</b>	Organizational Behavior and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Concepts, Objectives and Importance:</b></p> <p>Concepts of Learning, Education, Training, Coaching and Executive Development/ Management Development, Learning Cycle, Learning style, benefits and importance of training, Linking training and development goals to business strategies, approaches to management development, Contemporary issues &amp; challenges, Ethical Issues: discrimination on the basis of age (ageism), gender, race, religion, disabilities, and attractiveness, while considering for training and development.</p> <p><b>Module II</b></p> <p><b>Business Strategy and Learning Process:</b></p> <p>Theories of Learning: Pedagogy Versus Andragogy, features of adult learners, motivating adult learners. Pre-Training, Training and Post – training, Functions of Training.</p> <p>Impacts of Business Strategy on learning and development, Learning and Development Process, Strategic HRM Practices influencing Training.</p> <p><b>Module III</b></p> <p><b>Training Needs Assessment and Design:</b></p> <p>Process and methods of Training Needs Identification &amp; Analysis (TNIA), Organisational Analysis, Person Analysis and Task Analysis, Considerations in designing effective training programmes and factors affecting training design, Competency models, models of organizing the training department- Corporate University Model, Customer Model, Faculty Model, Matrix Model and Business-Embedded Model, designing through successive approximations, modular approach to program design, developing content and processes, constraints in the design.</p> <p><b>Module IV</b></p> <p><b>Methods and Techniques of Training:</b></p> <p>On-the-job and off-the-job training, Lectures, Role Plays, Management</p>

	<p>Games, Computer- based Training, Virtual learning, In-basket exercises &amp; Experiential Learning, Coaching and Mentoring, Demonstration of Training Sessions (Practical and Case Based Sessions), Transferring training to the Job - Post training support;</p> <p>Roles, skills, qualities, values and competencies of trainers in the present business scenario for ensuring quality and effectiveness of training.</p> <p><b>Module V</b>  <b>Evaluation and Future Trends of Learning and Development:</b>  Meaning and objectives of evaluation, process and methods of training evaluation, Return on Investment (ROI), measuring training effectiveness, Issues &amp; Challenges of Learning &amp; Development.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>Noe, R. A. (2016). <i>Employee Training &amp; Development</i> (7<sup>th</sup>ed.). USA: McGraw-Hill.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Lynton, R., &amp; U. Pareek. (2011). <i>Training for Development</i> (3<sup>rd</sup>ed.). New Delhi: Sage.</li> <li>Moskowitz, M. (2008). <i>A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate</i>. New York: John Wiley.</li> <li>Donaldson, L. &amp; Scannell, E.E. (2000). <i>Human Resource Development: The New Trainer's Guide</i> (3<sup>rd</sup>ed). Cambridge, MA, USA. Perseus Pub.</li> <li>Sleezer, C.M., Russ-Eft, D., and Gupta, K. (2014) <i>A Practical Guide to Needs Assessment</i>. San Francisco. ASTD-John Wiley.</li> <li>Phillips, P.P. (2012). <i>ASTD Handbook for Measuring &amp; Evaluating Training</i>. New York. Cengage.</li> </ul>

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the	2



			help of small group exercises, quiz	
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	2
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√							
CILO 2	√							
CILO 3	√							
CILO 4			√				√	
CILO 5	√						√	
Total	4		1				2	

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Industrial Relations and Labour Laws</b>
<b>Course Code</b>	<b>BM-H02</b>
<b>Course Credit</b>	<b>3</b>
<b>Aims and Objectives</b>	<ul style="list-style-type: none"> <li>• To familiarize students with the latest trends in Industrial Relations that provides a strategic orientation to the function.</li> <li>• To familiarize the students with the provisions of Labour Legislation's in India, which will help them to perform effectively as managers</li> <li>• To develop skills necessary for managing Industrial Relations function</li> <li>• To discuss live &amp; practical situations of Industrial Relations and orient students to such situations in industry</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CILO 1: Compare the best practices for handling Industrial relations effectively and maintaining industrial harmony and peace.</p> <p>CILO 2: Apply legal provisions expediently for achieving overall industrial growth and development.</p> <p>CILO 3: Categorize social security acts for effective use in organizations.</p> <p>CILO 4: Appraise legal environment in the global context.</p> <p>Formulate disciplinary process with utmost care and due diligence.</p>
<b>Pre-Requisite</b>	Organizational Behaviour and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Introduction to Industrial Relations and Labour Legislations:</b></p> <p>Industrial Relations: Introduction and overview, related theories, IR Scenario in India, Workers Participation in Management, Collective</p>

		<p>Bargaining, Grievance Handling Procedure, Principles of Natural justice, Ethical issues in Employment Laws, Indian Trade Union Act, Contract Labour Act, Sham Contract, Consequences of Sham Contract, Penalty Provisions, Amendments in Labour Laws.</p> <p><b>Module II</b> <b>Indian Industrial Legislation :</b></p> <p>Salient features and case studies on Factories Act 1948, Industrial Disputes Act 1947, Industrial employment (standing order) act 1961, Contract Labour R&amp;A Act 1961, Trade Union Act 1926, BOCW Act, The Bonded Labour System (Abolition) Act, 1976; Industrial Disputes Act 1947</p> <p><b>Module III</b></p> <p><b>Social Security Legislations:</b></p> <p>The Employees Compensation Act 1923 (as amended by The workmen’s Compensation (Amendment) Act, 2009, E.S.I.C. Act, 1948, Maternity benefit act 1961, Social security of unorganized and migrant labourers, Amendments</p> <p><b>Module IV</b></p> <p><b>International Industrial Legislation:</b> Major labour and employment policies in select Asian, European, American and African countries, International Labour Organization Conventions</p> <p><b>Module V</b> <b>Industrial Discipline:</b> Need, pre-requisites &amp; Perceptions and objectives, Code of Discipline and Conduct Discipline and appeal rules (CDA): Misconduct, Departmental Enquiry Procedures, charge-sheet and Imposition of major and minor penalties, Work place regulations in the “new normal” times</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings</b>		<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Venkata Ratnam, C.S.,&amp; Dhal, M. (2017).<i>Industrial Relations</i>. Oxford University Press, India</li> </ul>

	<p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Mamoria, S., Mamoria, C.B. &amp; Gankar. (2010). <i>Dynamics of Industrial Relations</i>. New Delhi: Himalaya Publishing House</li> <li>• Monappa, A. (2000). <i>Industrial Relations</i>. New Delhi: Tata McGraw Hill.</li> <li>• Sen, R. (2009). <i>Industrial Relations in India: Text and Cases</i>. Laxmi Publications (P) Ltd, Mumbai</li> <li>• Singh, B. D. (2008). <i>Industrial Relations and Labour Laws</i>, Excel Books</li> </ul>
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Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2			√				

CILO 3	√							
CILO 4			√					
CILO 5							√	
Total	2		2				1	

**Programme Intended Learning Outcome Details:**

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Managing People and Performance in Organizations</b>
<b>Course Code</b>		<b>BM-H03</b>
<b>Course Credit</b>		<b>3</b>
<b>Aims and Objectives</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>To equip the students with concepts and practical techniques of managing people performance.</li> <li>To enable students to assess peoples’ performance towards business excellence in global business organizations.</li> </ul>
<b>Course Intended Learning Outcome</b>		<p>After studying this course, the students should be able:</p> <p>CILO 1 To illustrate the meaning and importance of Performance Management, Performance Evaluation and other important concepts related to performance assessment of employees in organizations;</p> <p>CILO 2 To compare the Performance Management Systems and Processes</p> <p>CILO 3 To analyse the usefulness of various methods, especially the modern methods and techniques of performance management;</p> <p>CILO 4 To apply the strategies of PMS for effective functioning in organization.</p> <p>CILO 5 To examine about role of HR Department in ensuring an ethically</p>

		sound performance management practices in organizations.
<b>Pre-Requisite</b>		Organizational Behaviour and Human Resource Management
<b>Course Outline</b>		<p><b>Module I</b>  <b>Introduction to Performance Management:</b>  Meaning of Performance, Performance Appraisal, Potential Appraisal and Performance Management; Purposes and Contribution of Performance Management System in Organizational Development. Performance Management Framework, Ethical Issues: discrimination on the basis of age (ageism), gender, race, religion, disabilities, and attractiveness while assessing performance and taking performance- linked decisions.</p> <p><b>Module II</b>  <b>Performance Management System and Process:</b>  Characteristics of Performance Management System, Performance Management Process, Pre-requisites- Strategic Planning, Goal Setting and Performance Planning, Performance Execution, Performance Assessment, Performance Review, Moderation &amp; Normalization, Recognition &amp; Reward.</p> <p><b>Module III</b>  <b>Performance Standards, Methods &amp; Techniques of Evaluation:</b>  Traditional &amp; Modern Methods of Performance Appraisal/management- Behaviorally Anchored Rating Scale, MBO, 360 Degree Feedback, Competency Based Performance Assessment-Key Result Area(KRA), Key Performance Area (KPA) and Key Performance Indicators(KPIs), Normalization-Bell Curve, Balanced Score Card- key components, First, Second, Third generation Current performance. Role of AI in PMS implementation.</p> <p><b>Module IV</b>  <b>Implementing PMS:</b>  Preparation, Communication Plan, Appeals Process, Rater Training Programs, Rating Errors, Reducing Rater Bias, Pilot Testing, Ongoing Monitoring and Evaluation, Performance Management Skill, Performance Feedback; Performance Review Meetings; Coaching-Coaching Styles and Process; Mentoring, Performance improvement plan (PIP), Counselling poor performers.</p> <p><b>Module V</b>  <b>Role of the HRD Department:</b>  Labour regulations related to PMS; Reward system, Tangible and Intangible or Relational returns, How can HRD department contribute to the effectiveness of performance management system, biases of HRD department and its impact on the effectiveness of the appraisal system.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Aguinis, H. (2009) <i>Performance Management</i>, Pearson Education</li> </ul>

	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Chadha, Prem (2007) <i>Performance Management: Its about Performing, Not Just Appraising</i>, McMillan.</li> <li>• Armstrong, M. (1994). <i>Performance management key strategies and practical guidelines</i>. Saxon Graphics Ltd, Derby.</li> <li>• Rao, T. V. (2004). <i>Performance Management and Appraisal Systems: HR tools for global competitiveness</i>. SAGE Publications India.</li> </ul>
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CILO5	Case studies and discussion	Project Presentation	5

Bloom's Taxonomy:

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						

CILO 2	√				√			
CILO 3	√				√			
CILO 4	√				√			
CILO 5						√		
Total	1				2	1		

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Employee Health and Wellbeing</b>
<b>Course Code</b>	<b>BM-H04</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To Identify essential components of effective workplace health promotion programs</li> <li>• To Discuss the benefits of workplace health promotion to employees and employers</li> <li>• To plan better workplace health and wellbeing promotion programs</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students should be able:</p> <p>CILO 1 To define and describe employee health and wellness;</p> <p>CILO 2 To apply the knowledge of management issues for better health promotion programs;</p>



	<p>CILO 3 To discover the plans for better implementation of health and wellbeing plans</p> <p>CILO 4 To appraise different employee health and wellbeing promotion plans and</p> <p>CILO 5 To create employee health and wellbeing programs in newly emerging sectors of work.</p>
<b>Pre-Requisite</b>	Foundation Course in Principles and Practices of Management
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Concepts of Employee health and well-being</b></p> <p>Meaning of employee health and wellbeing, Why this is so very important?, Dimensions of employee Health and well-being, Evolution of the concept, Lifestyle and Health Promotion concepts.</p> <p><b>Module II</b></p> <p><b>Management Issues</b></p> <p>Designing and promoting workplace health promotion programs, Elements of managing workplace health and wellbeing: Management of promoting employee health, Management of employee job and growth, Management of people, collaborators, and stakeholders, Management of a health promotion unit or department, Management of program design, planning, and delivery, Management of the reporting process.</p> <p><b>Module III</b></p> <p><b>Implementing employee health and Well-being plans</b></p> <p>Persuing health related goals, Linking incentives to workplace promotion programs, Wellness Teams and Champions, Data Collection for Evidence Based Workplace Wellness Programs</p> <p><b>Module IV</b></p> <p><b>Employee Health and Well-being practices</b></p> <p>Health assessment, Enhancing fitness and physical activity, Addressing obesity and other lifestyle related issues, Worksite nutrition program, Tobacco prevention and control at workplace, Stress management at workplace, Employee assistance programs, Best practices in Workplace Wellness, Creating Supportive Environments.</p> <p><b>Module V</b></p>

		<b>Emerging trends in Employee Health and Well-being practices</b> Transferring organisational culture to support good health, Challenges and opportunities in small scale industries, Work-from-home and employer's concern for employee health and wellbeing.
<b>Evaluation</b>		<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks
<b>Suggested Readings:</b>		<b>Text Book:</b> <ul style="list-style-type: none"> <li>• O'Donnell, M.P. (2017). <i>Health Promotion in the Workplace</i>, 5th Ed. Art and Science of Health Promotion Institute, Troy, MI. ISBN: 978-1539653561</li> <li>• Gallup Well Being Index. (2017). <i>State of American Well Being: State Well Being Rankings</i></li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>• Hunnicut, D. &amp; Leffelman, B. (2007). <i>WELCOA's Well Workplace Initiative 7 Benchmarks of Success</i>, WELCOA Absolute Advantage</li> <li>• Leutzinger, J. (2005) <i>Building your wellness budget</i>.</li> <li>• Harvard Business Review</li> <li>• People Matters</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO 1	Lecture, role play and discussion through caselets and cases	Small group exercises, case analysis	2
2.	CILO 1 CILO 2	Classroom discussion and group activity based on the areas to solve issues.	Case analysis and Presentation	3
3.	CILO 1 CILO 3	Case analysis, role play and activity	Case analysis and situational games	3
4.	CILO 4	Classroom discussion, presentation	Assignment and activity	4
5.	CILO5	Case studies, Presentation and discussion	Project Presentation	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√			√				
CILO 2	√							
CILO 3				√				
CILO 4	√			√	√			
CILO 5		√		√				
Total	3	1		4	1			

**Programme Intended Learning Outcome Details:**

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions;

<b>Course Name</b>	<b>Acquisition, Retention &amp; Engagement</b>
<b>Course Code</b>	<b>BM-H05</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>To explain the concepts, processes and practical techniques of recruitment, selection, appointment, orientation, retention, development and engagement of human capital from the perspective of organizational excellence in a global business environment.</li> <li>To enable students to apply the acquisition, retention and engagement related concepts to their work.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, a student will be able:</p> <p>CILO 1 To illustrate the meaning and importance of recruitment, selection, appointment, orientation, retention, development and engagement of human capital in organizations.</p> <p>CILO 2 To apply the Recruitment and Selection Processes at work.</p> <p>CILO 3 To analyse various methods of selections, especially the modern methods and techniques in a global context.</p> <p>CILO 4 To develop a better post-selection plan based on industry type.</p> <p>CILO 5 To infer the challenges and measures for retaining and engaging people effectively in organizations in changing global labour market scenario.</p>
<b>Pre-Requisite</b>	Organisational Behaviour and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction and Concepts:</b>  Job Analysis - Job Description, Job Specification, On-boarding &amp; Placement, Retention, Promotion, Transfer, Talent Management and Employee Engagement, Recruitment &amp; Selection Process and Methods, Hiring Challenges</p> <p><b>Module II</b>  <b>Recruitment and Selection:</b>  Recruitment Process: Stages of Recruitment, Sources and Types of Recruitment- Internal and External- Job Advertisements, use of social media for recruitment, Application processes, Developing and Using Application Forms: The Application Blank, Recommendations, References, Background Checks, e-Recruitment, use of technology for recruitment, Global Talent Search, The Selection Procedure: Screening, Basic Selection Model- The Decision Theory Approach, Selection Methods and Techniques-Basic Testing and Types of Interviews, Competency Based Selection(CBS), Principles and Techniques of Interviewing, Selection Criteria Vrs. Performance Criteria, Recruitment Evaluation. Recent Advances. Ethics in recruiting and job search.</p> <p><b>Module III</b>  <b>Post-Selection Actions:</b>  Notifying the applicants about Selection Results, Job Offers, on-boarding &amp; Placement, Promotion, Transfer, Development and Redeployment.</p>

	<p><b>Module IV</b>  <b>Retention Management:</b>  Absenteeism, Employee Turnover/Attrition and talent retention, Importance of Retention, Retention Determinants, Retention Management Process, Retention Interventions.</p> <p><b>Module V</b>  <b>Employee Engagement:</b>  Key Drivers of Employee Engagement, Attributes of Employee engagement, 3Cs of employee engagement: Career, competence and care, Measuring Employee Engagement, Building Employee Engagement, and Handling disengaged Employees, Employee Scheduling, Building a culture of high employee engagement, Dealing with redundancies. Ethical issues in employee engagement.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks  <b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>Arthur, D. (2012). <i>Recruiting, interviewing, selecting &amp; orienting new employees</i>. AMACOM Div American Mgmt Assn.</li> <li>Mostyn, S. (2016). <i>Recruiting 101: The Fundamentals of Being a Great Recruiter</i>, Marea Britanie.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Sanghi, Seema(2011), <i>Human Resource Management</i>, Macmillan, India</li> <li>Dessler, G. (1997), <i>Human Resource Management</i>, Prentice Hall, India</li> <li>Ramnarayan, S. &amp; Rao, R.M., (1996), <i>Managerial Dilemmas: Cases in Organizational Behaviour</i>, Tata McGraw-Hill, India</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO 1	Classroom discussion through caselets and presentation	Quiz and case analysis	2
2.	CILO 2 CILO 3	Classroom discussion and group activity based on the areas to solve issues.	Case analysis, Project work and Presentation	3
3.	CILO 4	Lecture, Case analysis, role play and activity	Case analysis and situational games	4
4.	CILO 5	Lecture, discussion, case studies, presentation	Assignment and activity	5

5.	CILO 5	Case studies and discussion	Project Presentation and question answer	5
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Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2		√		√	√		
CILO 3				√			
CILO 4	√	√					
CILO 5	√	√		√	√		
Total	3	3		3	2		

### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Strategic HRM</b>
<b>Course Code</b>	<b>BM-H06</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Objective</b>	<p>The objective of the course is to:</p> <ol style="list-style-type: none"> <li>1) Distinguish the strategic approach to human resources from the traditional functional approach.</li> <li>2) Understand the relationship of HR strategy with overall corporate strategy.</li> <li>3) Understand the strategic role of specific HR systems.</li> <li>4) Appreciate SHRM in the context of changing forms of organization.</li> </ol>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CILO 1: explain various concepts, objectives, importance, processes and functions of business in achieving organizational goals;</p> <p>CILO 2: illustrate the role of strategies in effectiveness of HRM;</p> <p>CILO 3: analyze the approaches to Strategic HR in business organizations and have understanding of models for developing and executing strategies;</p> <p>CILO 4: examine the international perspective of strategic HRM activities in ethical and effective manner by using suitable methods, competent trainers, and other resources; and</p> <p>CILO 5: develop appropriate skills and competencies for handling the emerging issues in SHRM.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Strategic HRM:</b>  Introduction to Strategic HRM, Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, Business Strategy and Organizational Capability</p> <p><b>Module II</b>  <b>Investment Perspective of HR:</b></p>

	<p>Investment Consideration, Investments in Training and Development, Investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches. Global Environment of HR: Change &amp; Diversity HRM: Aligning HR with Corporate Strategy Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies And Competitive Advantage</p> <p><b>Module III</b> <b>Approaches to Strategic HR:</b> SHRM: Universalistic, Contingency and Configurational Approaches, Strategic HR Planning Acquisition and Development</p> <p><b>Module IV</b> <b>International Strategies in HRM:</b> Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.</p> <p><b>Module V</b> <b>Emerging Issues in SHRM:</b> Organizational HR in the future, Virtual corporation, Diversity, Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers; Corporate Ethics, Values and SHRM, Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Jeffery A. Mello (2015), <i>Strategic Human Resource Management</i>, Cengage, 4<sup>th</sup> Edition.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Charles R. Greer (2003), <i>Strategic Human Resource Management</i>, Pearson Education,</li> <li>• Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy (2001), <i>Managing Human Resources</i>, PHI</li> </ul>

**Facilitating the achievement of Course Learning Outcomes**

Module	Course Intended	Teaching and Learning	Assessment Method	Bloom's
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No.	Learning Outcomes (CILO)	Activity		Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Application to specific industries	3
3.	CILO3	Lecture, Case analysis, Use of audio-visual material,	Group Case Presentation, Comparison Reports	4
4.	CILO4	Case study, News Tracking, Trend Observation	Group Assignment, Recommendation Reports.	5

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√							
CILO 2	√	√						
CILO 3	√	√	√			√		
CILO 4	√	√	√	√	√	√	√	
Total	4	3	2	1	1	2	1	

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;

- PILO-3: Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5: Communicate effectively in business environment;
- PILO 6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7: Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Compensation Management and HR Metrics</b>
<b>Course Code</b>	<b>BM-H07</b>
<b>Course Credit</b>	<b>3</b>
<b>Aims and Objectives</b>	The course aims to impart knowledge in the design, implementation and administration of compensation and benefits packages in the corporate sector, taking into account the legal provisions. This course also provides inputs on various HR Metrics used for various HR processes.
<b>Course Intended Learning Outcome</b>	After completion of the course a student will be able to: CILO 1: Explain concepts and factors influencing compensation. CILO 2: Develop compensation package based on job evaluation. CILO3: Apply legal aspects governing compensation packages in organizations. CILO 4: Evaluate reward system for enhancing efficiency in organizations. CILO 5: Formulate strategies for measurement of efficacy and proper utilization of human capital in organizations.
<b>Pre-Requisite</b>	Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Overview of Compensation Management:</b>          Concepts and principles; Economic theories relating to pay; Psychological and motivational theories affecting reward, Factors affecting wages and salaries; Concept of minimum, fair and living wages, Compensation as a strategy for attracting and retaining employees; Role of compensation in creating high performing organizations.</p> <p><b>Module II</b>  <b>Evaluating, Pricing and Analyzing jobs and roles:</b>          Internal parity: Purpose and Methods; Job evaluation, Hay plan, Gini Coefficient, External Competitiveness: Compensation surveys.</p> <p><b>Module III</b></p>

	<p><b>Pay Structures:</b> Purpose and types; Graded pay structures; Broad-banding, Fixed and Variable pay, Wage legislation in India: Minimum Wages Act, 1948, Payment of Wages Act 1936, Equal Remuneration Act 1976, Payment of Gratuity Act, 1972: Provident Fund Act 1952, Payment of Bonus Act 1965.</p> <p><b>Module IV</b> <b>Managing Reward System:</b> Reward Planning, Philosophy, Strategy and Policy, Rewarding individual and team contributions and organizational performance, Performance-related pay; Shop floor incentive schemes; Skill-based pay; Competence-related pay; Team rewards; Relating rewards to organizational performance; Non-financial rewards, Employee Benefits, Allowances and Perquisites: Key considerations; Current approaches; Tax considerations.</p> <p><b>Module V</b> <b>Human Resource Audit, Accounting and Human Resource Information System:</b> Objective, Methodology, HR Functional Audit, Methodology and Issues, HRD Scorecard, Concept, Objectives, Benefits Limitations, Approaches to Human Resource Accounting; Monetary measures and Nonmonetary measures, Controlling cost of man power, methods of Human Resource Accounting, cost and replacement cost method, value approaches, Designing and Implementation of HRIS,</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation:</b> 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>• Armstrong, M. (2015). <i>Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward</i> (5th Ed.). London: Kogan Page</li> <li>• Milkovich, G. T., Newman, J. M., &amp; Milkovich, C. (2010). <i>Compensation</i>. Chicago: Irwin.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Armstrong, M. &amp; Cummins, A. (2011). <i>The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits</i>. London: Kogan Page.</li> <li>• Gerhart, B., Newman, J. &amp; Milkovich, G. (2016). <i>Compensation</i>. New York. McGraw Hill.</li> </ul>

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√							
CILO 2	√							
CILO 3	√		√					
CILO 4							√	
CILO 5							√	
Total	3		1				2	

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

- PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2 Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5 Communicate effectively in business environment;
- PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>HR Analytics, Tools and Techniques</b>
<b>Course Code</b>	<b>BM-H08</b>
<b>Course Credit</b>	<b>3</b>
<b>Aims and Objectives</b>	To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.
<b>Course Intended Learning outcome</b>	After completion of the course, a student will be able to: CILO 1: Illustrate the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance CILO 2: Apply measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards CILO 3: Apply predictive modelling techniques and how to create meaningful HR reports CILO 4: Analyse HR data from a practical perspective and determine what analytic techniques to apply based on the business context CILO 5: Create awareness about different types of psychological tests and provide a theoretical background for supplementing the understanding of psychological assessment.
<b>Pre-Requisite</b>	Organizational Behavior, Human Resource Management
<b>Course Outline</b>	<b>Module I</b> <b>Making HR Measurement Strategic:</b> HR Planning Introduction, types, HRP at macro and micro level, HRP

	<p>process, Demand &amp; Supply forecasting techniques, How a Decision Science Influences HR Measurement, Decision Frameworks, Data, Measurement, and Analysis, The LAMP Framework Analytical Foundations of HR Measurement, Traditional Versus Contemporary HR Measures Fundamental Analytical Concepts from Statistics and Research Design.</p> <p><b>Module II</b>  <b>Understanding the cost of HR Initiatives:</b>  Satisfaction, Commitment, and Engagement as Job Outcomes, The Logic Connecting Employee Attitudes, Behaviors, and Financial Outcomes, The Logic of Employee Turnover: Separations, Acquisitions, Cost, and Inventory, Voluntary Versus Involuntary Turnover, Functional Versus Dysfunctional Turnover, The Hidden Costs of Absenteeism, The Logic of Absenteeism, How Absenteeism Creates Costs, Direct Costs and the Incidence of Employee Absenteeism Causes, Consequences, Categories of Costs, Analytics and Measures for Employee Absenteeism, Estimating the Cost of Employee Absenteeism, Interpreting Absenteeism Costs.</p> <p><b>Module III</b>  <b>Staffing and Performance Measurement:</b>  Staffing Utility: The Concept and Its Measurement, Decision-Based Framework for Staffing Measurement, The Economic Value of Job Performance, Logic: Why Does Performance Vary Across Jobs? Measures: Estimating the Monetary Value of Variations in Job Performance</p> <p><b>Module IV</b>  <b>Introduction and Overview of HR Tools &amp; Techniques</b>  Changing Role of HR; HR as a Strategic Partner; The Need for Measuring HR; Issues in Measurement Process - Principle of Good Measurement</p> <p><b>Module V</b>  <b>Tools in Recruitment, Selection &amp; Promotion</b>  Theory and Issues in Psychological Testing; Intelligence Testing; Aptitude Testing - The D.A.T; Personality Assessment - Theoretical Background; Self-Report Inventories- The M.M.P.I. Multi-Factor Personality Tests- The 16 P.F; The M.B.T.I; Projective Techniques - The T.A.T. FIRO - B; Assessment Centers; 60-degree feedback &amp; Appraisal</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks</p> <p><b>End-Term Evaluation</b> : 50 marks</p>
<b>Suggested</b>	<b>Text Books</b>

<b>Readings</b>	<ul style="list-style-type: none"> <li>• Fitz-Enz, J. &amp; Mattox-II, J. R. (2014). <i>Predictive Analytics for Human Resources</i>. New Jersey: Wiley.</li> </ul> <p><b>Other Readings</b></p> <ul style="list-style-type: none"> <li>• Isson, J. P., &amp; Harriott, J. S. (2016). <i>People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent</i>. New Jersey: Wiley.</li> <li>• Marr, B. (2018). <i>Data-Driven HR: How to Use Analytics and Metrics to Drive Performance</i>. London: Kogan Page.</li> <li>• Aiken, L. R. (1997). <i>Psychological Testing and Assessment</i>. Allyn &amp; Bacon.</li> <li>• American Educational Research Association, American Psychological Association, &amp; National Council on Measurement in Education. (1999). <i>Standards for Educational and Psychological Testing</i>. American Educational Research Association.</li> </ul>
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#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 6: Creating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√		√				
CILO 2	√		√				
CILO 3	√		√				
CILO 4			√				√
CILO 5	√			√			
Total	4		4	1			1

#### Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>International HRM</b>
<b>Course Code</b>		<b>BM-H09</b>
<b>Course Credit</b>		<b>3</b>
<b>Course Objective:</b>		The objective of the course is:



	<ul style="list-style-type: none"> <li>• To demonstrate the issues of Managing people in globalized working environment.</li> <li>• To apply the complexity of managing people from diverse social and cultural background in multinational and global organizations</li> <li>• To apply the techniques of recruitment, selection and training in the global context.</li> <li>• To analyze the influence of social and cultural factors on the behaviour of individual at work places, influence on managerial styles, business strategies, and other organizational processes;</li> <li>• To develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the world.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CILO1 Interpret the meaning and importance of International HRM</p> <p>CILO2 Identify the skills of a global manager.</p> <p>CILO3 Examine recruitment and selection issues in cross cultural workplace</p> <p>CILO4 Explain performance management issues in global context.</p> <p>CILO5 Discuss the role of HR in mergers and acquisitions Iin the international context.</p>
<b>Pre-Requisite</b>	Organisational Behaviour and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b> Global HRM: Functions &amp; Practices, Global Business implications: How global HRM is different from domestic HRM, Global Management Process-Culture, Cross cultural Communications, info tech &amp; E-Communication-Cross cultural ethics.</p> <p><b>Module II</b> Characteristics of a Global Manager, Skills of a global manager, Ethical Constraints, Global Strategies &amp; Tactical Objectives, International HRM-Managing across Borders</p> <p><b>Module III</b> International Recruitment &amp; Selection, Training &amp;Development, Multinational teams and cross cultural training,</p> <p><b>Module IV</b> Multinational Performance Management, Compensation-Balance Sheet approach and Going rate approach, International Living costs. Taxation issues; Labour relations - Country specific Labour policies; International HRM in select countries, Coping with different management systems</p> <p><b>Module V</b> Issues in Merger &amp; Acquisition and International Joint Ventures: HR Role in Managing Merger &amp;Acquisition and International Joint</p>

	Ventures; HR Role in Managing change;
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Browaeyns, M. J., &amp; Price, R. (2015). <i>Understanding Cross-Cultural Management</i>. Harlow: Pearson.</li> <li>• Dowling, P. J., &amp; Festing, M. (2017). <i>International Human Resource Management</i> (7thed.). London: Cengage.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Abramson, N.R. &amp; Moran, R.T. (2018). <i>Managing Cultural Differences</i> (10thed.). New York: Routledge.</li> <li>• Adler, N. J., &amp; Gundersen, A. (2008). <i>International Dimensions of Organisational Behaviour</i> (5th ed.). USA: Thomson Learning.</li> <li>• Hofstede, G., Hofstede, G.J. &amp; Minkov, M. (2010). <i>Cultures and Organizations: Software of the Mind</i>. (3rd Ed.). New York: McGraw Hill.</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CILO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CILO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CILO5	Case studies and discussion	Project Presentation	6

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing  
 Level 5: Evaluating  
 Level 6: Creating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√						
CILO 2	√						
CILO 3	√						
CILO 4	√	√			√		
CILO 5	√	√		√	√		
Total	5	2		1	2		

**Programme Intended Learning Outcome Details:**

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Human Resource Development: Strategies And Systems</b>
<b>Course Code</b>		<b>BM-H10</b>

<b>Course Credit</b>	<b>3</b>
<b>Course Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To familiarize the students with the basic processes, practices and strategies of HRD in organizations.</li> <li>• To facilitate the development of knowledge and skills that HR specialists need in performing their strategic role.</li> <li>• To promote an understanding of how HRD concepts and theories can be put into practice in different organizations.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After studying this course, the students should be able :</p> <p>CILO 1 To elaborate essentials of HRD and developing insights into principles of system design.</p> <p>CILO 2 To apply the concepts of coaching and mentoring systems in organizations.</p> <p>CILO 3 To examine situations of counselling in organizational set up.</p> <p>CILO 4 To appraise the concepts of career development and HRD systems in practice in different situations.</p>
<b>Pre-requisite</b>	Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction, Concepts and Evolution:</b>  HRD: Evolution and Concepts; Challenges &amp; Goals of HRD; HRD Function and staffing; HRD process model.</p> <p><b>Module II</b>  <b>Employee coaching:</b>  Coaching to improve poor performance, coaching analysis, coaching discussion, coaching skills, Mentoring for employee development: Role of mentoring in development, understanding the role and responsibilities of mentor, mentee, implementing the mentoring process, mentoring relationship.</p> <p><b>Module III</b>  <b>Managerial counselling:</b>  Self-Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, counselling Relationship. Counselling Interventions in Organisations: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues</p> <p><b>Module IV</b>  <b>Career Development:</b>  Theoretical Foundations, Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management, Succession Planning and Fast-Tracking, Dual-Ladder for Career Development, Career Development and Business Strategy, Special Issues in Career Development.</p> <p><b>Module V</b></p>

	<b>HRD and other issues:</b> HRD Audit; learning organizations; HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour.
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks <b>End-Term Evaluation</b> : 50 marks
<b>Suggested Readings:</b>	<b>Text Books:</b> <ul style="list-style-type: none"> <li>Werner, J. M., &amp; DeSimone, R. L. R. L. (2011). <i>Human resource development</i>. Cengage Learning.</li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>Mankin, D. (2009). <i>Human Resource Development</i>. Oxford University Press.</li> <li>Som, A. (2008). <i>Organization Redesign and Innovative HRM</i>. Oxford University Press.</li> <li>Mello, J. A. (2009). <i>Strategic Human Resource Management (4th ed.)</i>. Cengage Learning.</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO 1	Lecture discussion and cases	Small group exercises	2
2.	CILO 2	Classroom discussion	Case analysis and Presentation	3
3.	CILO 3	Lecture, Case analysis	Case analysis	3
4.	CILO 4	Lecture, discussion, case studies, presentation	Assignment and activity	3
5.	CILO 5	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)

	<b>PILO1</b>	<b>PILO2</b>	<b>PILO3</b>	<b>PILO4</b>	<b>PILO5</b>	<b>PILO6</b>	<b>PILO7</b>	
CILO 1	√							
CILO 2	√							
CILO 3	√			√	√			
CILO 4		√			√			
CILO 5		√		√			√	
Total	3	2		2	2		1	

On successfully completing the program the student will be able to:

PILO1 Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO 2 Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3 Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4 Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5 Communicate effectively in business environment;

PILO6 Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7 Formulate and implement innovative and sustainable business interventions.

## 5.4 OPERATIONS

<b>OPERATIONS</b>
<b>BM-O01</b> Supply Chain and Logistics Management
<b>BM-O02</b> TQM for Business Excellence
<b>BM-O03</b> Service Operations Management
<b>BM-O04</b> Operations Strategy
<b>BM-O05</b> Sustainable Operations Management
<b>BM-O06</b> Predictive Analytics and Big Data
<b>BM-O07</b> Technology, Innovation and New Product Development
<b>BM-O08</b> System Optimization and Management Science
<b>BM-O09</b> Project Management
<b>BM-O10</b> World Class Manufacturing

<b>Course Name</b>		<b>Supply Chain and Logistics Management</b>
<b>Course Code</b>		<b>BM-O01</b>
<b>Course Credit</b>		<b>3</b>
<b>Objectives</b>		<p>The objectives of this course are to provide the student with:</p> <ul style="list-style-type: none"> <li>• An understanding of the primary differences between logistics and supply chain management</li> <li>• An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain</li> <li>• An understanding of the management components of supply chain management</li> </ul>

	<ul style="list-style-type: none"> <li>• An understanding of the tools and techniques useful in implementing supply chain management</li> <li>• Knowledge about the professional opportunities in supply chain management.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After the completion of the course, students will be able to</p> <p>CILO 1: familiarise with supply chain and logistics functions of any business organization</p> <p>CILO 2: analyse interconnectedness of the decision areas in a supply chain</p> <p>CILO 3: develop and use a variety of models most commonly used for decision making in logistics and supply chain.</p>
<b>Pre-Requisite</b>	Basic knowledge of Operations Management and Marketing Management
<b>Course Outline</b>	<p><b>Module I</b> Overview on SCM, Evolution of SCM, Key issues of SCM, Competitive strategy vis-à-vis supply chain strategy, Achieving strategic fit, Managing inventory in a Supply Chain: Deterministic models, Probabilistic models (multi-period and single period).</p> <p><b>Module II</b> Managing risk and uncertainty in a supply chain: Quick response strategy, Postponement strategy, Tailored sourcing strategy, Transportation in a Supply Chain: Role of transportation in a supply chain, Modes of transportation and their performance characteristics, Design options for a transportation network, Trade-offs in transportation design.</p> <p><b>Module III</b> Supply chain coordination: Bullwhip effect - causes and consequences, Bullwhip effect quantification, Impact of centralized information on bullwhip effect, mitigating strategies, Information sharing and incentives.</p> <p><b>Module IV</b> Strategic Sourcing in SCM: Role of sourcing in a supply chain, Framework for Make/Buy decisions, Supplier scoring and assessment, Supply contracts and supply chain performance.</p> <p><b>Module V</b> Inbound ,Outbound and Intra firm Logistics, Warehouse Management, Packaging , Material Handling , 3-PL,4-PL,Reverse Logistics</p>



	<b>Module VI</b> Big data analytics in SCM: Significance of big data in supply chain, relevant tools.
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Short Term Project, Class Participation): 50 marks <b>End-Sem Evaluation:</b> 50 marks
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Ballou, H.B., and Srivastava, S.K. (2016). <i>Business Logistics/Supply Chain Management</i> (5th ed.), Pearson Education, Delhi.</li> <li>• Ailawadi, Satish C., Singh, P. Rakesh .(2018).<i>Logistics Management. (2<sup>nd</sup> Edition)</i>.PHI.</li> <li>• Chopra, S., and Kalra, D. (2019). <i>Supply Chain Management: Strategy, Planning and Operation (6th ed.)</i>. Pearson Education, Delhi.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Rangaraj, N., Raghuram, G., &amp; Srinivasan, M.M. (2018). <i>Supply Chain Management for Competitive Advantage: Cases and Concepts</i>. McGraw Hill, Chennai.</li> <li>• Shah, J. (2016). <i>Supply Chain Management: Text and Cases</i> (2nd ed.). Pearson Education, Delhi</li> <li>• Shapiro, J.F. (2015). <i>Modelling the Supply Chain</i> (2nd ed.). Cengage Learning.</li> <li>• Sharma, S. (2016). <i>Supply Chain Management: Concepts, Practices and Implementation</i>. Oxford University Press, New Delhi.</li> <li>• Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E. &amp; Shankar, R. (2008). <i>Designing and Managing the Supply Chain</i> (3rd ed., 2018). McGraw Hill, Chennai.</li> </ul>

#### Facilitating the achievement of Course Intended Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
1	CILO1,2,	Theory and concepts would be introduced through lecture and experience sharing. Supply chain strategy would be discussed through a case.	Quiz, Assignments, Minor project, Written-test	2,5,3

2	CILO1,2	Cases and relevant exercises would be introduced to develop an understanding of the applicability of different inventory models under different contexts.	Quiz, Assignments, Minor project, Written-test	2,5,3
3	CILO2,3,	Cases and exercises would be introduced to develop an understanding of different techniques of managing risk in a supply chain.	Quiz, Assignments, Minor project, Written-test,	5,5,3
4	CILO2,3,	Small real-life exercises would be introduced to explain the context of transportation in supply chain and the trade-offs between inventory costs and transportation costs.	Quiz, Assignments, Minor project, Written-test , Corporate caselets' presentation	5,5,3
5	CILO1,2,3	A full-length case would be handled to explain the nuances of supply chain coordination.	Quiz, Assignments, Minor project, Corporate caselets' presentation	5,3
6	CILO1,2,3	A case would be introduced for strategic sourcing and small case exercises would be discussed for supply contracts.	Quiz, Assignments, Minor project, Written-test , Corporate caselets' presentation	5,3

Bloom's Taxonomy:  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analysing  
Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√	√				√	
CILO 2	√	√	√					
CILO 3	√	√	√				√	
Total	3	3	3				2	

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment.
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner.
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	Total Quality Management for Business Excellence
<b>Course Code</b>	<b>BM-O02</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.</li> <li>• To give focus on Quality Management Systems (QMS) like ISO-9001.</li> <li>• To closely link management of quality with that of reliability and maintainability for total product assurance.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p><b>CILO1</b> understand the nature, need and scope of total quality management and its relationship with operational and then business excellence</p> <p><b>CILO2</b> understand the quality of design, off-line control, losses and costs of quality</p> <p><b>CILO3</b> build knowledge about statistical process control through process capability studies</p> <p><b>CILO4</b> develop total quality relationship with environment and safety systems</p>
<b>Pre-Requisite Course</b>	Fundamentals of Operations Management <b>Module I</b>

<p><b>Outline</b></p>	<p><b>Introduction:</b> Introduction to Quality, Defining Quality, Quality as a Management Framework, Concept of Total Quality and its evolution, Components of a Total Quality Loop. TQM and business excellence frameworks e.g. MBNQA, EFQM, Deming, TBEM etc., Quality &amp; Organisation Mission, Quality &amp; Market Competitiveness, Quality of Design; Taguchi's Loss Function, Costs of quality</p> <p><b>Module II</b> <b>Quality Philosophies &amp; Quality Gurus:</b> Cite the Quality Management gurus and underline their contribution to Quality, such as Deming, Juran, Crosby, Ishikawa, Feigenbaum, Shewart, and Taguchi.</p> <p><b>Module III</b> <b>Quality Tools:</b> Continuous Improvement and tools, Critical-to-Quality Characteristics: Attributes and Variables, Statistical Process Control, Process Capability Studies, Concept of Six Sigma and lean operations, QFD, Design for Quality, Quality Circle, and Supply Chain Quality</p> <p><b>Module IV</b> <b>Quality Management Systems:</b> Quality of Purchasing; Supplier qualification systems, TQM and JIT, Standardization, Bench- Marking, Kaizen, 5S, Poka-Yoke, FMEA</p> <p><b>Module V</b> <b>Quality Awards:</b> Describe and explain quality models and frameworks such as SERVQUAL, MBNQA, EFQM, Deming's Award, CII Business Excellence Award and ISO 9000</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Projects &amp; Presentation): 50 marks <b>End-Sem Evaluation</b> : 50 marks</p>
<p><b>Suggested Readings:</b></p>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., &amp; Besterfield Sacre, M. (2018). <i>Total quality management</i> (5<sup>th</sup> ed.), Pearson Education.</li> <li>• Sharma, S. (2018). <i>TQM; Concepts, Strategy and Implementation for Operational Excellence</i>. New Delhi: Sage Publications.</li> </ul>

	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Bhote, K. R. (2008). <i>The ultimate six sigma: Beyond quality excellence total business excellence</i>. New Delhi: PHI Learning. Faculty of Management Studies, University of Delhi</li> <li>• Dale, B. G., Van Der Wiele, T., &amp; Van Iwaarden, J. (2007). <i>Managing quality</i>. John Wiley &amp; Sons.</li> <li>• De Feo, J. A., &amp; Barnard, W. W. (2005). <i>Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods</i>. New Delhi: Tata McGraw Hill.</li> <li>• Dale, B. G. (2003). <i>Managing quality</i>. UK: Blackwell Publishing.</li> <li>• Oakland, J. S. (2003). <i>Total quality management: Text with cases</i>. Burlington: Butterworth-Heinemann.</li> <li>• Raghavachari, M., &amp; Ramani, K. V. (Eds.). (2000). <i>Delivering service quality</i>. New Delhi: Macmillan.</li> <li>• Woodside, G., &amp; Aurrichio, P. (2000). <i>ISO 14001 auditing manual</i>. New York: McGraw Hill.</li> </ul>
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**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Quiz	2
2.	CILO1	Lecture and discussion	Presentation	2
3.	CILO2	Lecture & Problem discussion	Case analysis	4
4.	CILO3	Lecture, & case studies	Assignment	3
5.	CILO4	Lecture	Project Presentation	5

Bloom's Taxonomy:

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

<b>Course Intended Learning Outcomes (CILO)</b>	<b>Programme Intended Learning Outcomes (PILO)</b>
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	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√			√				
CILO 2	√							
CILO 3	√		√					
CILO 4	√							
Total	4		1	1				

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Service Operations Management</b>
<b>Course Code</b>		<b>BM-O03</b>
<b>Course Credit</b>		<b>3</b>
<b>Course Objective</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>To differentiate between various aspects of operation management and understand difference between goods manufacturing and service.</li> <li>To conceptualise the different operational aspects of variety of</li> </ul>

		<p>services and the perceptual customer benefit packages.</p> <ul style="list-style-type: none"> <li>• To develop the ability to design service delivery system aligned to organisational strategy and quality policy.</li> <li>• To develop the ability and agility to implement technological changes in a competitive market and respond in the competitive business environment.</li> </ul>
<b>Course Intended Learning Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CILO1 To understand the concept of service operation and its attributes in different intangible services.</p> <p>CILO2 To analyse and design the service encounter between service provider and customer.</p> <p>CILO3 To analyse the customer need to develop a service delivery system including location, layout &amp; capacity.</p> <p>CILO4 To reduce the customer waiting time through process analysis and applying Quality Systems.</p> <p>CILO5 To develop the ability to integrate technology, customer expectation, innovation, Supply Chain Management, service providers with globalisation ensuring environment sustainability.</p>
<b>Pre-Requisite</b>		Operation Management, Quality System Management, Quantitative Techniques, Advance Excel.
<b>Course Outline</b>		<p><b>Module I</b>  <b>Introduction to Service operation &amp; Strategy</b>  Review of Operation Management, Introduction to Service Management, Manufacturing vs. Service Operation. Formulating Service Strategy: Mission, Tactical and Concept. Use of techniques – SWOT, Porter’s Five Force Analysis.</p> <p><b>Module II</b>  <b>Service Design &amp; Service Delivery System</b>  Design of service process and Service Delivery system, Customer Benefit Package, Competitive Priorities, Design validation, Deployment, Market feedback</p> <p><b>Module III</b>  <b>Capacity &amp; Planning</b>  Capacity Decision: Demand Analysis, Waiting Line Techniques &amp; solutions, Service Encounter, Manpower Planning, Orientation &amp; Training, Service Tactics, Inventory Management.</p> <p><b>Module IV</b>  <b>Quality Management : Service Operation</b>  Introduction: Service Vs. Product Quality, Service Quality Philosophy, Quality Parameters for different types of services, Service Quality Concepts, Quality Management System: As applicable - JIT, TQM, LEAN, SixSigma, LeanSixSigma, ISO 9000, ISO 14000, ISO 18000</p>

	<p>&amp; OHSAS. Process Quality Control: 7 techniques, analysis &amp; report. Awards &amp; Recognition</p> <p><b>Module V</b>  <b>Supply Chain Management</b>  Supply Chain Strategy, Managing Supply side, Managing Demand side, Logistic &amp; Warehousing</p> <p><b>Module VI</b>  <b>Service Strategy</b>  Use of IT: data Analysis, AI, Cloud Computing for agility, customer response &amp; service delivery, Innovation &amp; Continuous Improvement.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks  <b>End-Sem Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Service Management – James A. Fitzsimmons &amp; Mona J. Fitzsimmons. McGraw Hill. Edition 9</li> <li>• Successful Service Operation Management – Metters, King-Metters, Pullman, Walton. – CENGAGE. Edition 2.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Operations Management – Norman Gaither &amp; Greg Frazier – CENGAGE. Edition 9</li> <li>• Operation &amp; Supply Chain Management – Russel &amp; Taylor – Wiley. Edition 10</li> <li>• Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl &amp; D V Kalra – PEARSON. Edition 6</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion	Active learning with the help of small group exercises.	2
2.	CILO2	Lecture & Case presentation.	Small Group Presentation	4
3.	CILO3	Lecture, Case analysis.	Analytical Presentations	3
4.	CILO4	Lecture, discussion, case	Case presentation	5



		studies, presentation		
5.	CILO5	Small Project & related discussion	Project Presentation	5

**Bloom's Taxonomy:**

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2			√	√			√
CILO 3		√	√		√		
CILO 4			√	√			√
CILO 5			√		√	√	√
Total	1	2	5	2	2	1	3

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Operations Strategy</b>
<b>Course Code</b>		<b>BM-004</b>
<b>Course Credit</b>		<b>3</b>

<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To conceptualise and integrate decisions to the activities &amp; processes of Operation Strategy</li> <li>• To develop the ability to apply operation strategy to a variety of organisations and business.</li> <li>• To build competency to introduce concepts and principles of Operation Management into the organisational mission.</li> <li>• To develop the ability and agility to implement world class manufacturing &amp; technological changes in a competitive market and respond to the competitive business environment.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To analyse and develop a bird's eye view of utilising organisational resources through continuous improvement of business parameters.</p> <p>CILO2 To evaluate and apply appropriate operation strategy to reconcile with market requirements..</p> <p>CILO3 To analyse and implement global quality management system.</p> <p>CILO4 To analyse and evaluate global Supply Chain Management System to achieve lowest cost and on-time deliveries.</p> <p>CILO5 To evaluate, monitor and control operation strategy as part of organisational strategy &amp; mission</p>
<b>Pre-Requisite</b>	<p>Operation Management, Quality System Management, Supply Chain Management, CRMS, Analytical techniques, Accounting &amp; Finance</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Operation Strategy</b>  Operational Excellence &amp; relation to Operation strategy. Operation Management &amp; Operation Strategy, Content &amp; Process of Operation Strategy, Performance Objectives.</p> <p><b>Module II</b>  <b>Corporate Strategy</b>  Long term &amp; Short term plans, Mission &amp; Integrated Corporate Strategy, Establishing competitiveness through Marketing, Operation, sustainable Practices and Financial Goals, Porter's Five Force analysis, SWOT.</p> <p><b>Module III</b>  Operation Strategy: Developing business plan with marketing and finance, Demand Analysis, Product and Process &amp; Capacity Decision, Technology decisions.</p> <p><b>Module IV</b>  <b>Quality Management :</b>  Customer Satisfaction Level, Conformity to design parameters, Quality system, Process Control Parameters, Global Benchmarking.</p>

		<p><b>Module V</b>  <b>Supply Chain Management</b>  Supply Chain Strategy, Supply side and Vendor development policies, Outsourcing Decision Parameters, Managing Demand side, Logistic &amp; Warehousing, Post-sales Service Strategy</p> <p><b>Module VI</b>  <b>Monitoring &amp; Improvement strategy</b>  Feedback structure, Reporting Process, Analysis and Variation Process, Organisational Structure for gap Analysis, Process of corrective action, changes and improvement.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks  <b>End-Sem Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Strategic Operation Management – Steve Brown, John Bessant, &amp; Richard Lamming, Routledge. Edition 3.</li> <li>• Strategic Management – Charles W L Hill &amp; Gareth R Jones - CENGAGE. Edition 2.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Operation Strategy: Nigel Slack &amp; Michael Lewis, Pearson. Edition 5</li> <li>• Operation, Strategy &amp; Technology: Pursuing the competitive edge – Wiley. Edition 6</li> </ul> <p><b>Study Material;</b></p> <p>Journal articles, specific book chapters, consultant reports will be shared from time to time.</p>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture, Literature review and presentation	Presentation.	2
2.	CILO2	Lecture & Case presentation.	Small Group Presentation	4
3.	CILO3	Lecture, Case analysis.	Analytical Presentations	3
4.	CILO4	Lecture, discussion, case studies, presentation	Case presentation	5
5.	CILO5	Small Project & related discussion	Project Presentation	5

**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				
CILO 2			√	√			√
CILO 3		√	√		√		
CILO 4			√	√			√
CILO 5			√		√	√	√
Total	1	2	5	2	2	1	3

**Programme Outcome:****On successful completion of the programme students will be able to:**

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>		<b>Sustainable Operations Management</b>

<b>Course Code</b>	<b>BM-O05</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To make students sensitive to the impact of environmental changes on global human communities and society.</li> <li>• To develop policies &amp; products to minimise damage to ecology, physical environment, climate change, air, water, soil, economy and to the future generation.</li> <li>• To build competency to develop, manufacture &amp; sale environmental friendly products through development, production, packaging, distribution and consumption to reduce pollution.</li> <li>• To improve quality of life by creating corporate awareness by including influence of environment on mission, goals and profitability of organisation.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To introduce students to environmental, social &amp; economic sustainability</p> <p>CILO2 To design “socially responsive” products &amp; services addressing pollution concerns.</p> <p>CILO3 To outline the direction of the firm to protect global habitats and environment from pollution, climate change &amp; consumption.</p> <p>CILO4 To understand and apply statutory government rules, regulations, employee health and safety, Factories act, Accidents &amp; Audit.</p> <p>CILO5 To evaluate, monitor and control environmental and social policies of the firm.</p>
<b>Pre-Requisite</b>	Operation Management, Quality System Management, Supply Chain Management. Factories Act
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Environment &amp; Consumption</b>  Human activity &amp; Climate Change, Sources of Energy &amp; Its use, Human activity with respect to atmosphere, air, water, land and biodiversity</p> <p><b>Module II</b>  <b>Various Modes of Consumption</b>  Energy, Industry, Household, Transportation, Carbon service sector: Retail, Hospitals, Hotels, Restaurant, Disposal of electronic scraps and wastage</p> <p><b>Module III statutory</b>  <b>Green Manufacturing</b>  Product &amp; process design, Supply Chain, Carbon footprint, greenhouse gas, Factories Act, Pollution Control, Safety rules, Factory hazards,</p>

	<p>Inspection of Factories accidents and training. ISO 14000, ISO 18000 and OHSAS.</p> <p><b>Module IV</b>  <b>Green Marketing :</b>  Introduction, Mission statement, Green marketing planning, Objectives, Strategy and tactics. Sustainable marketing strategy, Green branding, Certification labelling, Target market, Pricing</p> <p><b>Module V</b>  <b>Supply Chain Management</b>  Green vendors, Green design, Material identification and substitution, Organic material, Recycling, renewable, environmentally sound process of suppliers, Sustainability Assessment of SCM: Quality Audit..</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 50 marks  <b>End-Sem Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Barrow, C.J., 2006. <i>Environmental Management for sustainable Development</i>, Routledge (Ed. 2).</li> <li>• Dahlstrom, R. 2011. <i>Green Marketing Management</i>, CENGAGE (Ed. 1).</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Deshmukh, L.M., 2017. <i>Industrial Safety Management</i>, TMH Publisher (Ed. 2).</li> <li>• Whitelaw, K. 2004. ISO 14001, <i>Environment systems</i>, ELSEVIER (Ed. 2).</li> <li>• OHSAS Handbook, BS OHSAS 18001:2007 (Ed. 1).</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture, Literature review and presentation	Assignment Presentation.	2
2.	CILO2	Lecture & Case presentation.	Case discussion	3
3.	CILO3	Lecture, Case analysis.	Analytical Presentations	3
4.	CILO4	Lecture, discussion, case studies, presentation	Case presentation	4
5.	CILO5	Small Project & related discussion	Project Presentation	5

**Bloom's Taxonomy:**

- Level 1: Remembering
- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1		√				√	
CILO 2	√	√		√			√
CILO 3	√	√	√			√	
CILO 4	√	√			√	√	√
CILO 5		√	√	√	√	√	√
Total	3	5	2	2	2	4	3

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Predictive Analytics and Big Data</b>
<b>Course</b>	<b>BM-O06</b>

<b>Code</b>	
<b>Course Credit</b>	<b>3</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• to introduce the use of analytics as a strategic resource specifically in the context of big data.</li> <li>• to develop skills in integrating the knowledge of analytics tools with organizational strategies and processes.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After the completion of the course, students will be able to</p> <p>CILO 1: understand what is big data analytics  CILO 2: develop skills to use predictive analytics tools  CILO 3: to think critically and use big data analytics in improving decision making  CILO 4: to solve problems using analytics and communicate solutions to different audience  CILO 5: Understand opportunities and challenges in investments on analytics in organizations</p>
<b>Pre-Requisite</b>	Basic knowledge of probability and statistics
<b>Course Outline</b>	<p><b>Module I</b> Types of data, data warehouse and data-marts, Data quality; Data cleaning, handling missing data and outliers. Overview of big data.</p> <p><b>Module II</b> Data analytics lifecycle. Data exploration and data visualization. Linear and logistics regression, Decision tree, Model comparison. Clustering, Association rules, Classification, Market basket analysis.</p> <p><b>Module III</b> Predictive analytics and its use in marketing, healthcare, operations and finance. Text analysis. Analysis of unstructured data. In-database analytics.</p> <p><b>Module IV</b> Technology (analytics) solutions and management of their implementation in organizations.</p> <p><b>Module-V</b> Application of Big Data Analytics in Business Decision Making at Strategic level, Cases.</p>



<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study Presentation, Short Term Project, Class Participation): 50 marks</p> <p><b>End-Sem Evaluation:</b> 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Miller, T.W. (2018). <i>Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R</i>. Pearson FT Press.</li> <li>• Siegel, E. (2015). <i>Predictive analytics: The power to predict who will click, buy, lie, or die</i>. John Wiley &amp; Sons.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Gareth, J., Witten, D., Hastie, T., &amp; Tibshirani, R. (2015). <i>An Introduction to Statistical Learning with Applications in R</i>. New York: Springer.</li> <li>• Marz, N., &amp; Warren, J. (2018). <i>Big Data: Principles and Best Practices Of Scalable Real Time Data Systems</i>. Dreamtech Co.</li> </ul>

### Facilitating the achievement of Course Intended Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Blooms Taxonomy Level
1	CILO1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	2,5,3
2	CILO1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	2,5,3
3	CILO2,3,4	Problem solving, Case study, laboratory sessions	5,5,3
4	CILO2,3,4	Frameworks of Models through unstructured problem. Problem solving, laboratory sessions	5,5,3
5	CILO2,4,5	Problem solving, Case study, laboratory sessions	5,3

Bloom's Taxonomy:

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1	√	√	√				√
CILO 2	√	√	√				
CILO 3	√	√	√				√
CILO 4	√		√				
CILO 5	√	√	√				√
Total	5	4	5				3

### Programme Outcome:

On successful completion of the programme students will be able to:

PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;

PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;

PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;

PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;

PILO5. Communicate effectively in business environment;

PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &

PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>Technology Innovation and New Product Development</b>
<b>Course Code</b>	<b>BM-O07</b>
<b>Course Credit</b>	<b>3</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>to enable students to appreciate the role of technology, innovation and new product management in both corporate and public sector.</li> <li>to equip students with an understanding of the concerns in the</li> </ul>

	<p>management of technological innovation and new product development.</p> <ul style="list-style-type: none"> <li>• to emphasize on strategic aspects of decision making involved in technology choices, investment options, level of technology absorption and the derived competitive advantages, particularly in the Indian context.</li> <li>• to analyse the marketing and production aspects of new products and services</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After the completion of the course, students will be able to</p> <p>CILO 1: understand the diversity of types of innovation, innovators and innovation environment.</p> <p>CILO2: understand a strategic perspective of the role of innovation and the major tools that are used increasingly to assist innovation management.</p> <p>CILO 3: understand the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness</p> <p>CILO 4: gain knowledge of management techniques of technological new product development.</p> <p>CILO 5: analyse feasibility and viability of new product development both from a societal and a micro level perspective.</p>
<b>Pre-Requisite</b>	Basic knowledge of Operations Management and Marketing Management
<b>Course Outline</b>	<p><b>Module I</b> Introduction, Understanding innovation, Levels and types of innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation</p> <p><b>Module II</b> Innovation Management, Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation Creating Organizational innovative effectiveness</p> <p><b>Module III</b> Strategic aspects of technology, Critical factors in managing technology innovations, Critical issues/factors in choice of technology and Processes; Indian context, Technology Portfolio</p> <p><b>Module IV</b> Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved, Absorption, Adaption and adoption of Technology, Technology considerations in Lean environment</p> <p><b>Module V</b> New product development and life cycle management, Understanding Product platform strategy, Commercialization of core competencies, Marketing new products and technologies</p>

<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study Presentation, Short Term Project, Class Participation): 50 marks</p> <p><b>End-Sem Evaluation:</b> 50 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Khalil, T. A. (Ed.). (2019). <i>Technology management: Key to competitiveness and wealth creation</i>. New Delhi: Tata Mc-Graw Hill.</li> <li>• O’Sullivan, D., &amp; Dooley, L. (2018). <i>Applying Innovation</i>. New Delhi: Sage.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Kahn, K. B. (2018). <i>New product planning</i>. New Delhi: Response Books.</li> <li>• Trott, P. (2017). <i>Innovation Management and New Product Development</i>. Pearson (5<sup>th</sup> edition).</li> <li>• Kahn, K. B. (2016). <i>The PDMA Handbook of new product development</i>. Wiley (3<sup>rd</sup> Edition).</li> <li>• Schilling, M. A. (2015). <i>Strategic Management of Technological Innovation</i>. McGraw-Hill Irwin (4th Ed).</li> <li>• Christensen, C. M. (2018). <i>The Innovator’s Dilemma</i>. Collins Business.</li> </ul>

### Facilitating the achievement of Course Intended Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
1	CILO1,2,4	Theory and concepts would be introduced through lectures  Corporate Examples and exercises with data sets for learning Techniques.  Case method to reinforce conceptual understanding	Quiz, Assignments, Minor project, Written-test	2,5,3
2	CILO1,2,4		Quiz, Assignments, Minor project, Written-test	2,5,3
3	CILO2,3,4		Quiz, Assignments, Minor project, Written-test, Corporate caselets’ presentation	5,5,3
4	CILO2,3,4		Quiz, Assignments, Minor project, Written-test , Corporate caselets’ presentation	5,5,3
5	CILO2,4,5		Quiz, Assignments, Minor project, Corporate caselets’ presentation	5,3
6	CILO2,4,5		Quiz, Assignments, Minor project, Written-test , Corporate caselets’	5,3

			presentation	
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**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√	√	√				√	
CILO 2	√	√	√					
CILO 3	√	√	√				√	
CILO 4	√		√					
CILO 5	√		√					
Total	5	3	5				2	

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment,
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner&
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>System Optimization and Management Science</b>
<b>Course Code</b>	<b>BM- O08</b>
<b>Course Credit</b>	<b>4</b>
<b>Semester</b>	
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To make the students understand some advanced concepts in the areas of Operations Research/Management Science (OR/MS) related to business decision making.</li> <li>• To familiarize the students with uses of advanced analytical methods in OR/MS to improve managerial decisions.</li> <li>• To equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After the completion of the course, students will be able to</p> <p>CILO1 Learn the model building approach of OR/ MS for formulation of unstructured problems.</p> <p>CILO2 Solve large and complex business problems using advanced OR/MS tools</p> <p>CILO3 Develop custom solutions for data-driven decision making</p> <p>CILO4 Develop skills with advanced OR/MS tools using relevant software packages like Excel, TORA and LINGO.</p>
<b>Pre-Requisite</b>	Basic knowledge of calculus, probability and statistics
<b>Course Outline</b>	<p><b>Module I</b> <b>Nonlinear Programming:</b></p> <p>Model building, convex and concave functions, unconstrained problems, Lagrange multiplier method, Kuhn-Tucker conditions, and Quadratic programming problems.</p> <p><b>Module II</b> <b>Dynamic Programming:</b></p>

	<p>Basic concepts, formulating dynamic programming recursion, business applications.</p> <p><b>Module III</b> <b>Stochastic Programming:</b></p> <p>Model formulation, models with recourse, business applications.</p> <p><b>Module IV</b> <b>Multi-criteria Decision Making:</b></p> <p>Analytical hierarchy process, Introduction of goal programming, modelling and solution.</p> <p><b>Module V</b> <b>Theory of Games:</b></p> <p>Modelling competitive decision problems using theory of games, cooperative and non-cooperative games, Nash Equilibrium, games with information asymmetry, stochastic games.</p> <p><b>Module VI</b> <b>Markov Processes:</b></p> <p>Introduction to stochastic process, terminologies, Markov process, transition probabilities, simple business applications.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation (Quiz, Assignments, Presentation, Mini Project, Laboratory work): 30 marks</b> <b>End-Term Evaluation: 70 marks</b></p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Taha, Hamdy A. (2010). <i>Operations Research</i>, Pearson (9th ed.).</li> <li>• Anderson, D., Sweeney, D.J., Williams, T.A., Camm, J.D. (2019). <i>An introduction to management science: quantitative approaches to decision making</i> (14th ed.). Cengage Learning.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Hillier, F., Lieberman, G.J. (2014). <i>Introduction to operations research</i> (10<sup>th</sup> ed.). McGraw-Hill Education.</li> <li>• Powell, S. G., Baker, K. R. (2017). <i>Business analytics: The art of modeling with spreadsheets</i>. Wiley.</li> </ul>

### Facilitating the achievement of Course Intended Learning Outcomes

Module	Course Intended	Blooms	Teaching and Learning	Assessment Method
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No.	Learning Outcomes (CILO)	Taxonomy Level	Activity	
1	CILO1,2,4	2,3,3	Frameworks of Models through unstructured problem, Small cases, problem solving, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
2	CILO1,2,4	2,3,3	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
3	CILO1,2,4	2,3,3	Frameworks of Models through unstructured problem, Problem solving, Case study, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
4	CILO1-4	2,5,3,3	Frameworks of Models through unstructured problem, Problem solving, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
5	CILO1,2	2,3	Frameworks of Models through unstructured problem, Problem solving, Case study	Quiz, Assignments, Written-test

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√		√				√	
CILO 2	√		√				√	
CILO 3	√	√	√				√	
CILO 4	√		√					
Total	4	1	4				3	

<b>Course Name</b>	Project Management
<b>Course Code</b>	BM-O09



<b>Course Credit</b>	<b>3</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project.</li> <li>• To know the role project management techniques and how to mobilize finance for domestic and international projects</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p><b>CILO1</b> understand the foundations of project preparation, planning and management</p> <p><b>CILO2</b> understand the history, approaches, framework and processes of projects</p> <p><b>CILO3</b> Understand the project appraisal techniques</p> <p><b>CILO4</b> Understand the project financing and implementation</p>
<b>Pre-Requisite</b>	Basic knowledge in Business
<b>Course Outline</b>	<p><b>Module I</b>  <b>Project Preparation:</b>  Meaning and importance of Project, Types of project, Project life cycle, Project planning &amp; implementation, Management action, Investment returns, Corporate strategy, Objectives of Project Planning, monitoring and control of investment projects. Identification of investment opportunities, Pre-feasibility Studies, Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements. Planning overview strategy and resource allocation generation and screening of project ideas, financial planning, Estimation of fund requirements, sources of funds, Loan syndication for the projects. Tax considerations in project preparation and the legal aspects, Project management tools, process, plans and project planning tips, Balanced scorecard, design project management; Project Management Templates</p> <p><b>Module II</b>  <b>Project Planning:</b>  History of project management, Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.</p>

	<p><b>Module III</b>  <b>Project Appraisal:</b>  Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modelling for multiple projects: Mathematical techniques for project evaluation; Network technique for project management; Multiple projects and constraints Project Appraisal for financial institution; Preparation of project report.</p> <p><b>Module IV</b>  <b>Project Financing and Implementation:</b>  Judgmental, Behavioural, Strategic and organizational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Network Techniques, Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non-profit sector; mergers and acquisitions;</p> <p><b>Module V</b>  <b>Project organisation &amp; conflict management:</b>  Formal organisation structure, organisation design, types of project organizations. Conflict: origin &amp; consequences, managing conflict, team methods for resolving conflict.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignment, Presentation): 50 marks  <b>End-Sem Evaluation</b> : 50 marks</p>
<b>Suggested Readings:</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Chandra, P. (2017). <i>Projects: Planning Analysis, Selection, Financing, Implementation and Review</i>, McGraw Hill.</li> <li>• Nicholas, J. M.. (2012) <i>Project Management for Business and Technology - Principles and Practice</i>, Pearson Education.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Clifford, F. G., &amp; Larson, E. W. (2021). <i>Project management the managerial process with MS Project</i> (8<sup>th</sup> ed.), McGraw-Hill.</li> </ul>

	<ul style="list-style-type: none"> <li>• Mantel, S. J., Meredith, J. R., Shafer, S. M., &amp; Sutton, M. M. (2017). <i>Project management in practice</i>, John Wiley &amp; Sons.</li> <li>• Shenhar, A. J., &amp; Dvir, D. (2007). <i>Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation</i>, Harvard Business School Publishing</li> <li>• Gray, C, F, Larson, E, W &amp; Desai, G. V.(2017). <i>Project Management</i>, Mc Graw Hill Education</li> </ul>
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**Facilitating the achievement of Course Learning Outcomes**

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture and discussion through small cases	Quiz	2
2.	CILO2	Lecture and discussion	Assignment	2
3.	CILO3	Lecture & Problem discussion	Presentation	4
4.	CILO4	Lecture, & case studies	Assignment	4
5.	CILO4	Lecture	Presentation	2

Bloom's Taxonomy:

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating

**Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes**

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)						
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7
CILO 1			√				
CILO 2			√				
CILO 3			√				

CILO 4			√				√	
Total			4				1	

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7. Formulate and implement innovative and sustainable business interventions.

<b>Course Name</b>	<b>World Class Manufacturing</b>
<b>Course Code</b>	<b>BM-O10</b>
<b>Course Credit</b>	<b>3</b>
<b>Course Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To make the students to gain an insight into international manufacturing practices..</li> <li>• To conceptualise the multidimensional aspects of operations &amp; services in the global platform.</li> <li>• To analyse the global operation tools &amp; techniques and equip Indian companies with Quality and Performance parameters.</li> <li>• To familiarize with Global Supply Chain Management practices and understand the international transportation processes and regulations.</li> </ul>
<b>Course Intended Learning Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CILO1 To analyse and benchmark global companies for manufacturing excellence.</p> <p>CILO2 To analyse &amp; evaluate the different philosophies of Manufacturing as well as Services in countries like China, Japan, South Korea and Germany to develop global products.</p>

	<p>CILO3 To develop strategies for global benchmarking for market competitiveness</p> <p>CILO4 To apply global Quality Systems &amp; Practices to align Indian companies with innovative product development and align with international customer needs and delivery agility.</p> <p>CILO5 To create integrated strategic plan for technology enabled Global Supply Chain by appropriate application of manufacturing and information technology to deliver customer as well as promoter satisfaction.</p>
<b>Pre-Requisite</b>	<p>Operation Management, Quality System Management, Supply Chain Management, Data Analytics using AI, Distribution Management, export &amp; Import Regulations &amp; Procedures, Freight Forwarding.</p>
<b>Course Outline</b>	<p><b>Module I</b> <b>Introduction</b> World class manufacturing strategy to build in agility, flexibility and selecting appropriate process design &amp; right process for the designed product.</p> <p><b>Module II</b> <b>Performance Parameter Design</b> Exposure to the best practices of leading manufacturing countries and companies to develop resilient process strategy.</p> <p><b>Module III</b> <b>Location, Capacity &amp; Planning</b> Analysis of international as well Indian market to locate plants in right place, implement right process to handle variety with volume and develop AI &amp; IoT based planning process to meet different market demands.</p> <p><b>Module IV</b> <b>Quality Management</b> Evaluate the quality and product standards and specification of global customers and develop an integrated quality management system of world standard.</p> <p><b>Module V</b> <b>Supply Chain Management</b> Ability to scan global best suppliers and ensure best quality raw material &amp; parts at lowest landed price. Global Outsourcing techniques &amp; decision making. Transportation, logistic &amp; warehousing for international purchase and global distribution channel Developing integrated SCM network</p> <p><b>Module VI</b> <b>Service Operation Management</b> Customer support, post-sales and service, Unique customer support strategies and world class alignment with marketing.</p>

<b>Evaluation</b>		<b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, Short Term Project): 50 marks <b>End-Sem Evaluation</b> : 50 marks
<b>Suggested Readings:</b>		<b>Text Books:</b> <ul style="list-style-type: none"> <li>• Hall, R. (1987). <i>Attaining Manufacturing Excellence</i>. Dow-Jones Irwin. Edition 9.</li> <li>• Dornier, P.P., Ernst, R., Fender, M., &amp; Kouvelis, P. (2002). <i>Global Operations and Logistics; Text and Cases</i>. John Wiley &amp; Sons. Edition 6</li> <li>• Burt D. Dobler, &amp; Starling, S. (2006). <i>World Class Supply Management</i>. New Delhi: Tata McGraw-Hill. Edition 4</li> </ul> <b>Reference Books</b> <ul style="list-style-type: none"> <li>• Total Quality Management – Besterfields – Pearson. Edition 5</li> <li>• Evans, J.R., &amp; Collier, D.A. (2007). <i>Operations Management: An Integrated Goods and Services Approach</i>, Cengage. Edition 6</li> <li>• Womack, J. P., &amp; Jones, D. T. (2003). <i>Lean Thinking: Banish Waste and Creating Wealth in your Organization</i>. UK: Simon &amp; Schuster. Edition 7</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Lecture, discussion & presentation	Individual Presentation	3
2.	CILO2	Case discussion & Class Room Presentation.	Group Case Presentation	4
3.	CILO3	Lecture, Case analysis.	Analytical Presentations	4
4.	CILO4	Project & Related Discussion	Project report	5
5.	CILO5	Project & Related discussion	Project Presentation	5

#### Bloom's Taxonomy:

Level 1: Remembering  
Level 2: Understanding  
Level 3: Applying  
Level 4: Analysing  
Level 5: Evaluating

#### Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	Programme Intended Learning Outcomes (PILO)							
	PILO1	PILO2	PILO3	PILO4	PILO5	PILO6	PILO7	
CILO 1	√		√		√			
CILO 2		√	√	√			√	
CILO 3	√		√	√	√		√	
CILO 4		√	√	√		√	√	
CILO 5		√	√		√	√	√	
Total	2	3	5	3	2	2	4	

**Programme Outcome:**

**On successful completion of the programme students will be able to:**

- PILO1. Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
- PILO2. Understand and communicate economic, social, legal, ethical and global aspects of business;
- PILO3. Conduct research and use analytical & critical thinking skills for data-based decision making;
- PILO4. Develop self and others effectively in a team environment for the achievement of organisational goals;
- PILO5. Communicate effectively in business environment;
- PILO6. Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
- PILO7. Formulate and implement innovative and sustainable business interventions.

## 5.5 BANKING TECHNOLOGY (In draft stage)

<b>BANKING TECHNOLOGY</b>
<b>BM-B01</b> Banking Principles and Practice
<b>BM-B02</b> Artificial Intelligence and Banking Functions
<b>BM-B03</b> Digital Customer Management System
<b>BM-B04</b> Payment System and UPI
<b>BM-B05</b> Big Data Analysis
<b>BM-B06</b> Distributed Ledger Technology & BlockChain
<b>BM-B07</b> Financial Product & Services
<b>BM-B08</b> Financial Institutions & Markets
<b>BM-B09</b> Modelling and Design Lab
<b>BM-B10</b> Chatbots and Robotic Process Automation