

**MASTER OF BUSINESS ADMINISTRATION**  
**(Two-Year Full Time Programme)**  
**2023-25 BATCH**

**PROGRAMME STRUCTURE & SYLLABUS**

**BIRLA SCHOOL OF MANAGEMENT**  
**BIRLA GLOBAL UNIVERSITY**

**IDCO PLOT - 2, GOTHAPATNA, BHUBANESWAR -751029, ODISHA**

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## **1. About the University**

Birla Global University (BGU) is a self-financed Private Unitary University and has been established by the enactment of Birla Global University Odisha Act, 2015 with its main campus spread over an area of nearly 30 acres of land situated at IDCO Plot No.2, Gothapatna, Bhubaneswar. As per the Act, the management of the university is carried out by a Board of Governors headed by Smt. Jayashree Mohta, Chairperson, Birla Academy of Art & Culture. Governor of Odisha is the Chancellor of the University.

The University has been established with a goal to be the best destination for aspiring new-generation professionals. It is committed to redefine 'quality' in education with state-of-the-art facilities, best of the infrastructure and finest faculty. Presently, the University operates with six schools i.e. Birla School of Management, Birla School of Communication, Birla School of Commerce, Birla School of Social Sciences & Humanities, Birla School of Law and Birla School of Applied Sciences.

## **2. Vision**

To create and disseminate knowledge in global context while pursuing Excellence, Innovations and Inclusiveness.

## **3. Mission**

- To globalize through international collaborations and exchange of students and faculty.
- To strive for excellence in teaching and research.
- To continuously innovate pedagogy and course content.
- To encourage diversity and inclusiveness.

## **4. Programme: Master of Business Administration**

### **4.1 About the Programme**

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 the economy in the BANI (brittle, anxious, non-linear and incomprehensible) 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 calibre professionals who devote themselves to effective management of an organization by achieving excellence with values.

The MBA programme is designed to attain the following Graduate Attributes, Programme Educational Objectives, Programme Outcomes and Programme Specific Outcomes.

#### 4.2 Graduate Attributes

1. Disciplinary Knowledge	7. Global/Multicultural Competence
2. Critical Thinking & Problem Solving	8. Ethics & Human Values
3. Creativity & Innovation	9. Lifelong Learning
4. Effective Communication	10. Leadership Readiness
5. Research-related skills	11. Community Engagement& Social Responsibilities
6. Cooperation & Team Work	12. Digital Literacy

#### 4.3 Programme Educational Objectives (PEOs)

The educational objectives of the programme are:

1. To make management graduates conceptualize, critically analyse and acquire in-depth knowledge of business and management
2. To promote problem-solving & creative thinking by way of enabling management graduates to come out with simple and innovative solutions for complex managerial problems.
3. To ignite the passion for entrepreneurship by orienting them in the application of modern tools of management and helping them apply the knowledge and skills of management in complex decision - making processes.
4. To inculcate a spirit of enquiry by developing methodologies that supports critical analysis and decision making.
5. To inculcate a spirit of Ethics and Social Commitment in the personal and professional life so that they add value to the society.

#### 4.4 Programme Outcomes (POs)

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

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

#### **4.5 Programme Specific Outcomes (PSO)**

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

- 1: Apply the multidisciplinary knowledge and skills in management to solve business problems
- 2: Demonstrate ethical behaviour, right attitude and human values in business practices
- 3: Develop sensitivity towards societal and ecological issues relevant to professional managerial practice through life- long learning

The curriculum is designed as per Outcome Based Learning (OBL) framework so as to make it 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.

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.

#### **4.6 Duration of the Programme**

The duration of the MBA programme is two years, 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 study both core and specialisation/elective courses. Students pursue their special interests through 10 elective courses in two areas of specialization (one major and one minor area). The students are required to undertake a Summer Internship Project (SIP) after the second semester. During the third and fourth semesters, a student has to undertake dissertation work under the guidance of a faculty member and submit the thesis/report towards the end of the Fourth Semester for evaluation. Besides, regular scheduled lectures, special guest lectures, co-curricular and extra-curricular activities are also conducted.

#### **4.7 Important Components of the Programme**

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

- Fundamentals of Management -a Value Added Course (Non - credit), to be offered during the Immersion programme
- 21 Core Courses
- 10 Elective Courses (6 Major and 4 Minor Courses) from Marketing, Finance, Human Resources, Operations Management, Digital Marketing and Business Analytics Specialisation areas
- 3 General Elective Courses from a pool of courses to be offered by different schools of BGU
- Experiential Learning through Summer Internship, Social Immersion Programme, Industry visits and live projects.

## **5. Programme Highlights**

### **5.1 Immersion Programme**

The Academic orientation begins with an immersion programme. A value added course - Fundamentals of Management covering the Principles of Management, assessment and profiling of students', Oral Communication in English, Introduction to Statistics, Accounting and Economics, will be offered for bridging the gaps amongst students coming from diverse academic disciplines. 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 backgrounds 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.

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

The programme offers 21 core courses and 10 elective courses in areas of specialisations viz. Marketing, Finance, HR and Operations Management and Business Analytics. 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 are offered in all Semesters whereas specialisation courses are offered from Semester II to Semester IV. An elective will be offered only when 10% of the total students' strength opt for it.

### **5.3 Experiential Learning Opportunities**

Students get experiential learning opportunities as an integral part of the MBA programme through Summer Internship (8 weeks), Social Immersion Programme (with field work), Industry visits (4-5 days), and Live Projects (7 -15 days).

### **5.4 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.

### **5.5 Pedagogy**

The pedagogy for conducting 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. They also share their industry experience with the students. 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 inputs about 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 some of the prominent methods used in the teaching-learning process of this programme.

### **5.5.1 Lectures**

This is used as one of the important pedagogical tools for imparting conceptual knowledge, especially to fresh students. The faculty members make the lectures interactive through discussion. They often use audio-visual teaching aids to enhance the learning effectiveness among students. Sessions are also conducted in online mode through different virtual platforms.

### **5.5.2 Special Lectures by Industry Experts and Industry Visits**

Industry speaker series and industry visits are integral parts of the MBA curriculum. Special lectures by the senior executives from industry 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 education.

### **5.5.3 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.

### **5.5.4 Case Method**

Case analysis is an important method used for developing critical thinking and problem-solving skills with understanding of different solution scenarios with quantitative and qualitative results. The faculty encourages students to appreciate risk-taking behaviours 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.

### **5.5.5 Role Play**

Role play is a method used for helping a student explore the issues involved in complex business situations. The objective of introducing role plays is to teach students to think and reflect. Role playing gives them a chance to internalize various managerial roles and practices besides understanding relevant concepts. Students work in groups with a spirit of innovation, achievement and commitment towards excellence in their learning process.

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 conduits, and students

clubs such as Marketing, Finance, HR, Operations and Communication clubs. They are also allowed to participate in seminars and conferences organized by BGU and other universities/institutions, enabling them to acquire relevant knowledge about the market and management issues through interactions with experts from industry and academia.

### **5.5.6 Course Reading Materials**

Course reading materials which are in the form of textbooks, 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. Study materials are also shared online with the students and online assessments are conducted to encourage use of technology to continue learning in adverse situations like COVID-19 pandemic.

### **5.5.7 Experiential Learning Programmes**

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

- Summer Internship (6 credits)
- Social Immersion Project (3 credits)
- Developing Self for Corporate Readiness (3 credits)
- Academic Dissertation (4 credits)

**Summer Internship:** The students are required to undergo 8 weeks summer internship in the industry after second semester, followed by presentation of project reports & viva-voce to evaluate students. They are expected to undertake field projects with utmost seriousness. The report developed during the period should highlight cross-functional issues, challenges, and suggested solutions 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. This course aims at orienting students towards the Principles of Responsible Management Education (PRME) and UN's 17 Sustainable Development Goals (SDGs). These projects are undertaken in small groups which involve at least 45 hours of learning exercises with one week of field study, designed to provide an opportunity to students for working on any one of the SDGs for self-reflection and other aspects 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 project with or without support of an NGO or civil society organization 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 research methods and 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 visits to various functional units of 3-4 companies in India or other countries.

**Business Seminars:** Eminent guest speakers from different business operations/domains are invited to share their experience 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 interventions. Students are encouraged to take up short term projects at their own initiative as per the guidelines issued by the School. The good quality projects contribute to the employability of the students. They are permitted to undertake short term projects with business firms during Semesters II and IV. Faculty members provide mentoring support to the students for these projects.

**Developing Self for Corporate Readiness (DSCR):** Students are trained by experts to hone their skills to participate actively in group discussions, personal interviews and aptitude tests for successful job placement. They understand their personality types and cognitive abilities besides learning dressing etiquette and groom themselves for corporate interaction. They get guidance to prepare their resume, including video resume, as per the requirements of the corporate recruiters.

## **5.6 Regulations for MBA Programme**

**5.6.1 The Programme:** The Master of Business Administration programme under CBCS is a two year full-time MBA programme. After successful completion of the course, MBA degree will be awarded to the successful students.

**5.6.2 Span of the Course:** No student shall be allowed to appear any examination of MBA programme after completion of 4 years from the date of admission into the course.

**5.6.3 Duration of the course:** The MBA course is of two years' duration consisting of 4 semesters. The 1st & 3rd semesters (Odd Semesters) are from July to December and the 2nd & 4th semesters (Even Semesters) are from January to June.

**5.6.4 Eligibility for Admission:** Any graduate in relevant discipline from any recognized University shall be eligible to apply for admission. The admission to MBA programme will be based on career mark and written test/GD/PI. (A specified minimum percentage of marks in graduation should be there)

**5.6.5 Attendance:** A student has to secure a minimum of 75% of attendance in each paper of a Semester to be permitted to sit for the Semester examination. In case a candidate is unable to acquire the stipulated attendance at the end of any Semester, he/she shall not be allowed to appear the end semester examination of that semester. In respect of participation in training programme, seminar or

symposia or sports events sponsored by the university and for medical health problem, the minimum attendance may be relaxed to 60 % on production of official records/ certificate.

**5.6.6 Classes:** 15 hours of classes/tutorials shall be assigned for 1 credit. Practical classes will be conducted as per the requirement of a particular course and the hours per week for practical classes for 1 credit will be 2 hours of class per week. Besides the lecture and practical hours, students are expected to devote 10 to 15 hours for out of class activities such as live projects, field visits, case analysis (in groups) and working on other assignments.

**5.6.7 Examination:**

**a. Paper setting norms:** Paper setting norms shall be adopted as per the provisions made in the “Examination Policy & Procedure.” The proportion of Continuous Internal Evaluation (CIE) & End Semester Evaluation (ESE) for MBA program shall be **40: 60**

**b. Continuous Internal Evaluation (CIE):** Continuous internal evaluation shall comprise a minimum of **3 components**.

The concerned faculty can choose the components from a basket of components viz. Assignments, Quiz, Presentations, Short-Term Projects, Class Test, Case Studies, and Group Discussions.

**c. End Semester Evaluation (ESE):** End semester evaluation will be held preferably on consecutive days. There will be one sitting per day. The duration of the examination will be 3 hours for 60 marks. The question pattern shall comprise of three sections viz. Section A, B, and C.

**Section A:** This section will consist of three parts. Each part shall include 2 questions. A student has to answer one question from each part. Each question in Section A shall carry 5 marks (**3X5 = 15**)

**Section B:** This section will consist of three parts. Each part shall include 2 questions. A student has to answer one question from each part. Each question in Section B shall carry 10 marks (**10X3 = 30**)

**Section C:** This section includes 1 question carrying 15 marks. The questions should ideally be application oriented (**1X15 = 15**)

**d. Conduct of Examination:** English shall be the medium of instruction and examination.

**e. Back/Repeat Examination:** The back paper examinations shall be held once a year after the declaration of end-semester examinations. However a student who secures less than 5 grade points in individual paper in odd/even semester may appear the said paper in the following odd/even

semester. A candidate who appears back/repeat examination shall not be considered for award of Gold Medal.

- f. Rules to Pass:** A student is required to secure at least **5 grade points** (40% or above) to pass in each paper and **5.27 CGPA** (50% in aggregate) to pass the examination. The details of grading shall be printed on the back side of the University Mark Sheet.
- g. Unfair means in Examination:** Any unfair means adopted by any examinee in any examination conducted by the University shall be punishable as per rules of the University.
- h. Grading System:** The University follows a system of Absolute Grading for assessment of students' performance. The following table depicts the letter grade on a ten point scale:

PERFORMANCE	GRADE	RANGE OF MARKS	GP	DIVISION
Outstanding	'O'	90 - <= 100	10	First Class >=6.32 CGPA
Excellent	'A+'	80 - < 90	9	
Very Good	'A'	70 - < 80	8	
Good	'B'	60 - < 70	7	
Above Average	'C'	50 - < 60	6	Second Class >=5.27 - <6.32 CGPA
Average	'P'	40 - < 50	5	Fail
Failed	'F'	Below 40	0	
Absent	'Ab'	-	0	'Ab'

**NB:**

- There shall be no provision for third class.
- A transitory letter 'Grade I' shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into an appropriate grade(s) as and when the results are complete.
- A student's level of competence shall be categorized by a positive Grade Point Average to be specified as:
- Point = Integer equivalent of each letter grade

- Credit = Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.
- Credit Point = Integer equivalent of each letter grade (Point) x Integer signifying the relative emphasis of individual course item in a semester as indicated by the course structure and syllabus (Credit)
- Credit Index =  $\sum$  Credit point of course item
- Grade Point Average (GPA) =  $\frac{\text{Credit Index}}{\sum \text{Credit}}$
- Semester Grade Point Average (SGPA) =  $\frac{\text{Credit Index for a Semester}}{\sum \text{Credit}}$
- Cumulative Grade Point Average (CGPA) =  $\frac{\text{Credit Index of all previous Semester upto a semester}}{\sum \text{Credit}}$

After successful completion of the fourth semesters examination students will be awarded **MBA Degree**.

- i. **Equivalent Percentage of Marks:** The following formulae shall be used to calculate the equivalent percentage of marks.

$$\text{Equivalent Percentage of Marks} = \text{CGPA} \times 9.5$$

- j. **Transcript & Grade Sheet:** The Transcript and the Grade Sheets shall be prepared as per the format prescribed by the University Grants Commission.

**5.6.8 Academic Integrity:** Academic integrity is about honest presentation of a student's academic work. It means acknowledging the work of others while developing his/her insights, knowledge and ideas. Academic work in a University depends on the practice of academic integrity as a core value. It is an important part of academic life for teachers as well as the students and is also essential to all academic thought and practice. All work produced must acknowledge the sources of ideas presented and cite the original work.

In preparing assignments, a student is required to do research and draw on the ideas of others. He / She is encouraged to read widely but must also acknowledge any idea that is not his/her own by including citations in the text/reference at the end of every assignment/project. All submitted documents (assignments/ reports/ term papers/ dissertation etc.) will be checked through plagiarism software. Documents will be accepted only if cleared by the software. Documents beyond the permissible limit as per UGC guidelines (the latest UGC norms to be available with the Controller of

Examinations) will be rejected out rightly. It is the responsibility of a student to reference correctly. If he/she does not know the Harvard Referencing System or another one, such as the APA/MLA system, then it is the responsibility of the student to find out how to do this. However, a student may take the help of the concerned teacher.

### **Penalties for Plagiarism**

Penalties for plagiarism can be severe, depending on the nature and frequency of offences. If a student has been charged with academic misconduct for plagiarism, he/she will have to attend a hearing to defend or explain his/her actions. If a student is found guilty he/she may get no marks for that assignment, or he/she may fail in the course. In the case of repeated offence, students may be expelled from the programme.

### **5.6.9 Code of Conduct for Examinations:**

- a. Examinees are to report at their respective halls of Examination (or available on virtual platform, in case of online examinations) 15 minutes before the commencement of the examination.
- b. Examinees are required to be in formal attire during the examination.
- c. Examinees are required to come with their pen, pencil, ruler, eraser etc. However, books, notes, statistical tables, log tables etc. are strictly prohibited.
- d. Examinees are instructed not to bring mobile phones, smart watches to the examination halls.
- e. Examinees, wherever necessary, have to undergo a physical search by internal squad members (Gents & Ladies) before entry into the examination hall.
- f. Examinees are advised to go through the instructions mentioned in the answer sheet/ question paper and are required to follow them in letter and spirit.
- g. Examinees, on receipt of the answer sheet and the question paper, should see that printing is clearly visible and that the answer sheet contains all the pages. Any deviation noticed should be brought to the knowledge of the hall invigilator present in the hall.
- h. Examinees are required not to write answers in the front inner page of the answer sheet.
- i. Examinees are to fill in the columns of the answer sheet like Roll No, Paper and Paper Code & Date etc. correctly.
- j. Any communication with other students, writing on the question paper/palm and use/possession of any incriminating material shall amount to the adoption of unfair means in the examination and shall invite punishment or penalty as codified in “Examination Policy and Procedure “adopted by the University.
- k. Examinees should observe absolute silence in the examination hall (or online platforms, if

examinations conducted online) at the time of examination. The invigilator reserves the right to expel an examinee from the examination hall if any activity of an examinee is in contravention of rules of examination.

- l.** Additional answer sheets will not be issued 10 minutes prior to the end of the examination. Hence, examinees are instructed to plan the use of additional answer sheets accordingly.
- m.** Examinees are advised not to take eatables, soft drinks, and water inside the examination hall
- n.** Examinees will be allowed to visit the washroom after one hour, that too once only during the entire period of examination. However, nobody will be allowed to leave the examination hall for any purpose what so ever half an hour before the end of the examination.
- o.** The examinees should deposit the answer script with the hall invigilator before leaving the examination hall (or as per special instructions given in case of online examinations). Carrying answer scripts outside the hall is a punishable offence.
- p.** Indulgence in any sort of activity that will disturb the sanctity of the examination shall be punishable.
- q.** Examinees must ensure to write their name and roll no clearly and correctly on every sheet of question paper and any other paper such as tables, graphs etc. The violation of this rule will invite disciplinary action.
- r.** Correction fluid must not be used.
- s.** Number your answers in the left-hand margin as per the number given in question paper.
- t.** Examinees are required to promptly submit the answer sheet without making any delay. They are required to tie the answer sheets (additional if any) well before the examination time gets over.

The guidelines mentioned above are to be scrupulously followed during the period of the examination. Despite warnings, reminder etc. if the activity of any examinee is contrary to the established norms, then such examinee shall be punished as per the prevailing rules of the University.

**Codified Rules for Award of Punishment for Adoption of Unfair Means in Examination**

	<b>Adoption of Unfair Means</b>	<b>Award of Punishment</b>
<b>1</b>	Minor infringements like talking with other examinees during the examination, leaving marks on the answer sheets which can lead to	First, a warning shall be given to the concerned examinee by the invigilator to rectify/not repeat the infringement. If the examinee repeats the infringement

	identification of the examinee by the answer sheet checker including mentioning of roll number on the answer script except where specifically asked to provide the same, possession but not use of unauthorized materials during the examination	despite the warning, the examinee shall be expelled from the concerned examination. An opportunity of hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
<b>2</b>	Use of unauthorized material during examination	The examinee shall be expelled from the concerned examination. An opportunity of hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
<b>3</b>	Violation of rules and instructions during online examinations	As specified in Online Examination Rules

## 6. PROGRAMME STRUCTURE OF MBA (2023-25 BATCH)

		Subject & Code	Course Type	Lectures in hours per week	Tutorial in hours per week	Practical in hours per week	Credit
<b>A</b>		<b>VALUE ADDED COURSE: FUNDAMENTALS OF MANAGEMENT</b>					
		<ul style="list-style-type: none"> <li>• Understanding Self</li> <li>• Principles of Management</li> <li>• Oral Proficiency for Managers</li> <li>• Introduction to Management Accounting</li> <li>• Introduction to Economics</li> <li>• Introduction to Statistics</li> </ul>					<b>(Non-Credit)</b>
<b>B</b>		<b>SEMESTER-I</b>					
		<b>BM-101</b> Accounting for Decision Making	PC -I	2			2
		<b>BM-102</b> Managerial Economics	PC -II	2			2
		<b>BM-103</b> Marketing Management	PC - III	2			2
		<b>BM-104</b> Organizational Behaviour	PC - IV	2			2
		<b>BM-105</b> Statistics for Management	PC -V	2			2
		<b>BM-106</b> Business Communication	PC - VI	2		2	3
		<b>BM-107</b> Production and Operations Management	PC - VII	2			2
		<b>BM-108</b> Financial Management	PC - VIII	2			2
		<b>BM-109</b> Human Resource Management	PC - IX	2			2
		<b>BM-110</b> Social Immersion Project	GE - I	1		4	3
		<b>Total Credit Semester-I</b>					<b>22</b>



<b>C</b>	<b>SEMESTER-II</b>						
	<b>BM-201</b> Cost and Management Accounting	PC -X	2				<b>2</b>
	<b>BM-202</b> International Business for Decision Making	PC -XI	2				<b>2</b>
	<b>BM-203</b> Management Information System and Excel Modelling	PC -XII	2				<b>2</b>
	<b>BM-204</b> Consumer Behaviour	PC -XIII	2				<b>2</b>
	<b>BM-205</b> Research Methodology	PC -XIV	2				<b>2</b>
	<b>BM-206</b> Advance Business Communication	PC -XV	2		2		<b>3</b>
	<b>BM-207</b> Decision Modelling and Optimization	PC -XVI	2				<b>2</b>
	<b>BM-208</b> Leadership and Change Management	PC -XVII	2				<b>2</b>
	<b>BM-209</b> Developing Self for Corporate Readiness	GE – II	1		4		<b>3</b>
	<b>Elective – I</b>	<b>PE – I</b>	2	1			<b>3</b>
<b>Elective- II</b>	<b>PE – II</b>	2	1			<b>3</b>	
<b>Total Credit Semester - II</b>							<b>26</b>
<b>D</b>	<b>SEMESTER-III</b>						
PC - XXI	1	<b>BM-301</b> Ethics and Responsible Business	PC - XVIII	2	2		<b>2</b>
		<b>BM-302</b> Business Law & IPR Management	PC -XIX	2			<b>2</b>
		<b>BM-303</b> CAPSTONE Business Simulation	PC -XX	1		2	<b>2</b>
		<b>BM-304</b> Design Thinking & Entrepreneurship	GE – III	2	1		<b>3</b>
		<b>BM-305</b> Summer Internship Project					<b>6</b>

		<b>Elective – III</b>	<b>PE - III</b>	2	1		<b>3</b>	
		<b>Elective – IV</b>	<b>PE – IV</b>	2	1		<b>3</b>	
		<b>Elective – V</b>	<b>PE – V</b>	2	1		<b>3</b>	
		<b>Elective – VI</b>	<b>PE - VI</b>	2	1		<b>3</b>	
		<b>Elective- VII</b>	<b>PE - VII</b>	2	1		<b>3</b>	
		<b>Elective- VIII</b>	<b>PE - VIII</b>	2	1		<b>3</b>	
		<b>Total Credit Semester – III</b>					<b>33</b>	
<b>E</b>			<b>SEMESTER-IV</b>					
		<b>BM-401 Strategic Management</b>	<b>PC - XXI</b>	2			<b>2</b>	
		<b>Elective – IX</b>	<b>PE - IX</b>	2	1		<b>3</b>	
		<b>Elective – X</b>	<b>PE -X</b>	2	1		<b>3</b>	
		<b>BM-402 Academic Dissertation</b>					<b>4</b>	
		<b>Total Credit Semester -IV</b>					<b>12</b>	
		<b>Total Credits</b>					<b>93</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 specialization wise elective courses is mentioned below. An elective will be offered only when 10% of the total student strength in the batch or minimum 15 nos. of students.

## 7. LIST OF COURSES

### 7.1 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> Production and Operations Management
<b>BM-108</b> Financial Management
<b>BM-109</b> Human Resource Management
<b>BM-110</b> Social Immersion Project
<b>BM-201</b> Cost and Management Accounting
<b>BM-202</b> International Business for Decision Making
<b>BM-203</b> Management Information System and Advance Excel Modelling
<b>BM-204</b> Consumer Behaviour
<b>BM-205</b> Research Methodology
<b>BM-206</b> Advance Business Communication
<b>BM-207</b> Decision Modelling and Optimization
<b>BM-208</b> Leadership and Change Management
<b>BM-209</b> Developing Self for Corporate Readiness
<b>BM-301</b> Ethics and Responsible Business
<b>BM-302</b> Business Law & IPR Management
<b>BM-303</b> CAPSTONE Business Simulation

<b>BM-304</b> Design Thinking & Entrepreneurship
<b>BM-305</b> Summer Internship Project
<b>BM-401</b> Strategic Management
<b>BM-402</b> Academic Dissertation

## 7.2 Elective 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> Integrated Marketing Communication
<b>BM-M09</b> B2B Marketing
<b>BM-M10</b> International Marketing
<b>FINANCE</b>
<b>BM-F01</b> Financial Products, Services and Financial Markets
<b>BM-F02</b> Strategic Financial Management
<b>BM-F03</b> Investment Management
<b>BM-F04</b> Financial Report Analysis and Valuation
<b>BM-F05</b> Retail Banking & Insurance
<b>BM-F06</b> Financial Derivatives
<b>BM-F07</b> International Financial Management and Project Finance
<b>BM-F08</b> Fintech & Computational Finance Using R
<b>BM-F09</b> Corporate Taxation

<b>BM-F10</b> Management Control and 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>BUSINESS ANALYTICS</b>
<b>BM-BA01</b> Data Mining
<b>BM-BA02</b> Data Visualization
<b>BM-BA03</b> Data Analytics using R
<b>BM-BA04</b> Machine Learning
<b>BM-BA05</b> Big Data Analytics

<b>BM-BA06</b> Artificial Intelligence and Deep Learning
<b>BM-BA07</b> Internet of Things
<b>BM-BA08</b> Social Media Analytics
<b>BM-BA09</b> Machine Learning Lab
<b>BM-BA10</b> Mobile Analytics
<b>DIGITAL MARKETING</b>
<b>BM-DM 01</b> Strategic Digital Marketing
<b>BM-DM 02</b> Optimizing the website (SEO)
<b>BM-DM 03</b> Integrated Digital Media Campaign (SEM) and Mobile Marketing
<b>BM-DM 04</b> Context and Social Media Marketing (SMM)
<b>BM-DM 05</b> Content Writing
<b>BM-DM 06</b> Copy Writing
<b>BM-DM 07</b> Email Marketing
<b>BM-DM08</b> Online and Web Analytics
<b>BM-DM09</b> Pre-Processing And Data Visualization
<b>BM-DM 10</b> Affiliate Marketing

## 8. SYLLABI OF CORE COURSES

<b>8.1 SEMESTER-I</b>	
<b>BM-101</b> Accounting for Decision Making	2
<b>BM-102</b> Managerial Economics	2
<b>BM-103</b> Marketing Management	2
<b>BM-104</b> Organizational Behaviour	2
<b>BM-105</b> Statistics for Management	2
<b>BM-106</b> Business Communication	3
<b>BM-107</b> Production and Operations Management	2
<b>BM-108</b> Financial Management	2
<b>BM-109</b> Human Resource Management	2
<b>BM-110</b> Social Immersion Project	3
<b>Total Credit Semester-I</b>	<b>22</b>

<b>Course Name</b>	<b>Accounting for Decision Making</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-101</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>I</b>
<b>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 Outcomes</b>	<p>At the end of this course students will be able to</p> <p>CO 1: Understand fundamental Accounting concepts and principles for Individual and Corporates.</p> <p>CO 2: Analyse the applications of Accounting Standards and IFRS for preparation of Financial Statements.</p> <p>CO 3: Apply Financial Statement Analysis for lending by banks and to find out the MPBF (Maximum Permissible Bank Finance)</p> <p>CO 4: Evaluate impact of BRSR in controlling Accounting Frauds.</p>

<b>Pre-Requisite</b>		Immersion Programme
<b>Course Outline</b>		<p><b>Module I</b>  <b>Introduction to Financial Accounts</b>  Overview of Accounting; Cash accounting &amp; Accrual accounting Systems  Accounting Equation; Accounting Process; Trial Balance, Preparation of  Financial Statements; Inventory Valuation, Depreciation, Intangible Assets,  Deferred Taxes, Off-balance sheet Items, Ethical Issues, Corporate  Accounts Specially Share capital &amp; Debentures</p> <p><b>Module II</b>  <b>Funds Flow and Cash Flow</b>  Statement of Changes in Working Capital, Cash Flow Statement Analysis,  CMA (Credit Monitoring Arrangement) Data Analysis , CDR(Corporate  Debt Restructuring)</p> <p><b>Module III</b>  <b>Compliances in National and International Context</b>  Introduction to Indian Accounting Standard. IFRS overview, Creative  accounting, Major accounting frauds and Forensic Audit, Business  Responsibility and Sustainability Reporting (BRSR) (SEBI)</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation,  Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books:</b></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><b>Reference Books:</b></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>, Vikas Publications</li> </ul>



### Facilitating the achievement of Course Outcomes

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

Bloom's Taxonomy

Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

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

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	3					1	2	
CO 3	2	3				3	3		
CO 4	3	3	3			3	3		2

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyse		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Total	60

<b>Course Name</b>	<b>Managerial Economics</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-102</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>I</b>
<b>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; and</li> <li>• To equip students with the ability to critically analyse production and market strategies of firms in various industry.</li> </ul>
<b>Course Outcome</b>	<p>Upon successful completion of the course a student will be able to:</p> <p>CO1: Explain the roles of managers in firms and what and how the internal and external decisions to be made.</p> <p>CO2: Analyse the demand and supply conditions and assess the position of businesses.</p> <p>CO3: Apply the concepts of cost, nature of production and its relationship to costs.</p>
<b>Prerequisite</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.  Production and Cost structure of firms: Fixed and variable inputs; production function; total, average and marginal products; Long run and short run costs of production; Economies of scale and the shape of the long run average cost.</p> <p><b>Module II</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 III</b>  <b>Business Innovation</b>  Theory of Profit, Economies of Scale, Use of Calculus in Price and Output Decision, Business Ethics and Profits, Global Start Ups, ESG framework and Business expansion</p>
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short

	Term Project): 40 marks <b>End-Term Evaluation</b> : 60 marks
<b>Suggested Readings:</b>	<b>Text Books:</b> <ul style="list-style-type: none"> <li>Salvatore, D. and Rastogi, S., (2022), <i>Managerial Economics: Principles and Worldwide Applications</i>, 11<sup>th</sup> edition, Oxford Higher Education</li> </ul> <b>Reference Books:</b> Mankiw, G. (2019), <i>Principles of Microeconomics</i> , 6 <sup>th</sup> Edition, Cengage

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3

Bloom's Taxonomy:

Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Create

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

Programme Outcomes (POs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3		1			2			3
CO 2		1	3			1	2	3	
CO 3		1		2	3	1	1	1	1

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution****Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Presentation (15)</b>	<b>Writing Assignments (10)</b>	<b>Quiz (15)</b>
Remember			
Understand	5		5
Apply	5	5	5
Analyze	5	5	5
Evaluate			
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	

<b>Course Name</b>	<b>Marketing Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-103</b>
<b>Course Credit</b>	<b>2</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 introduce the concepts, strategies, challenges and opportunity 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; and</li> <li>• To appreciate the emerging marketing trends and consumer Behaviour.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To understand the concepts and philosophies of marketing.</p> <p>CO 2: To explain the product mix and pricing strategies.</p> <p>CO 3: To choose channel alternatives for designing Omni-channel strategies.</p> <p>CO 4: To identify and analyse the effectiveness of the tools of promotion for formulation of Channel Marketing</p> <p>CO 5: To evaluate strategies to enter global market.</p>
<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, Omni-Channel Marketing, Deciding which markets to enter, Modes of entry, Global marketing.</p>

<b>Evaluation</b>		<b>Continuous Evaluation</b> (Written Examination, Assignments, Case Study, Presentation): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>Suggested Readings:</b>		<b>Text Books:</b> <ul style="list-style-type: none"> <li>• Naim, A. (2022). New trends in marketing management: conceptual framework. American Journal of Business Management, Economics and Banking, 4, 14-26.</li> <li>• Kotler, Keller (2016): Marketing Management (14th ed.) Pearson Education</li> <li>• Kotler, P., Keller, K. L., Koshy, A., &amp; Jha, M. (2013). Marketing Management: A South Asian Perspective (14th ed.) Pearson Education.</li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>• Ramaswamy, V.S., &amp; Namakumari, S., (2013), Marketing Management India, (5th Edition) Macmillan Publication.</li> <li>• Saxena, R. (2009). Marketing Management (4th edition.). New Delhi: Tata McGraw Hill.</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO 2, CO 3	Case Discussion	Internal Evaluation 1 (Written Exam)	2, 3
3.	CO 4, CO 5	Discussion, Video, Role-play Presentation, Multimedia Classroom Teaching	Presentations	4, 5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3								
CO 2	3								
CO 3		3		3	2		1		
CO 4				3					
CO 5						2			3

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	10		
Apply	5	5	
Analyze		5	5
Evaluate		5	5
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	



**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Organizational Behaviour</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-104</b>
<b>Course Credit</b>	<b>2</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; and</li> <li>• To appraise the organization system in totality so as to understand the complex human behaviour in organizations.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able:</p> <p>CO 1: To apply the issues related to personality, perception and attitude of human beings in organizations.</p> <p>CO 2: To apply the factors contributing to motivation, emotion and stress</p> <p>CO 3: To demonstrate the dynamics of individual and group behaviour in organizations.</p> <p>CO 4: To analyse the dynamics of power and politics for less destructive conflicts in the organizational set-up.</p> <p>CO 5: To appraise the interaction of individuals and the organization in group behaviour.</p>
<b>Pre-Requisite</b>	Foundation Course in Principles and Practices of Management

<p><b>Course Outline</b></p>	<p><b>Module I</b>  <b>The Individual:</b>  Introduction to OB: Meaning, significance, functions, roles and skills related to 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>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 II</b>  <b>The Team Management:</b>  The concept of team and team management. Features and characteristics of team. Types of the teams and characteristics of effective teamwork.  Groups and teams. Differences between working groups and teams. Factors that stimulate the emergence of teams. The main features and basic principles of team building. Management, organizational and individual factors of team formation. Advantages and disadvantages of team work</p> <p><b>Module III</b>  <b>The Organization:</b>  Power and Politics, Bases of power, power tactics, organizational politics; Conflict and Process of conflict, functional and dysfunctional conflict, managing conflict, Negotiation, bargaining strategies, issues in negotiation.</p> <p>Organization Structure: Elements of structure, common organizational designs, new design options, why structures differ, Organizational Culture, Meaning, surface manifestations, functions, creating and sustaining culture, Changing organizational structure in the age Industry 4.0 – The influence of AI, IoT; Emergence of new workplace norms.</p>
<p><b>Pedagogy</b></p>	<ul style="list-style-type: none"> <li>• Classroom presentation</li> <li>• Short caselets and example- based discussion</li> <li>• Case study analysis</li> <li>• Video and audio presentation form online platforms</li> <li>• Intra-group activities</li> <li>• Projects</li> </ul>

	<ul style="list-style-type: none"> <li>• Question and answer</li> <li>• Delivery on specific topics by students</li> <li>• Research based article discussion</li> </ul>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 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 Behaviour</i>. Pearson.</li> <li>• Nelson, D., Quick, J., &amp; Khandelwal, P. (2012). <i>ORGB. A South-Asian Perspective</i>.</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>• Khanna, S. &amp; Pareek, Udai (2016). <i>Understanding Organizational Behaviour</i>. New Delhi: Oxford University Press.</li> <li>• McShane, S. L., Von Glinow, M. A., &amp; Radha, S. R. (2019). <i>Organizational Behavior</i> New Delhi: Oxford University Press.</li> <li>• Harvard Business Review</li> <li>• People Matters</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1, CO 2	Lecture, discussion through case lets and cases	Small group exercises, Question and answer	2
2.	CO 3	Classroom discussion and group presentation, situation based problem solving.	Case analysis and Group Presentation	3
3.	CO 4, CO 5	Lecture, Case analysis and role play activity	Case analysis and Video making	3

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

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

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	1			2			1	
CO 2	3	1			2		1	1	
CO 3	3	1			2	1	1	1	
CO 4	3	1			2	1	1	1	1
CO 5	3	1			2	1			1

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Presentation (10)	Assignments & Project (10)	Case Analysis (10)
Remember				
Understand	05	05		
Apply	05	03	03	03
Analyze		02	05	03
Evaluate			02	04
Create				

### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

<b>Course Name</b>	<b>Statistics for Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM105</b>
<b>Course Credit</b>	<b>2</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 make the students understand some basic to advanced concepts in the areas of Statistics, related to business decision making;</li> <li>• To familiarize the students with uses of advanced analytical methods in Statistics to improve managerial decisions; and</li> <li>• To equip the students independently to solve data-driven business problems using Statistical Techniques.</li> </ul>
<b>Course Outcomes</b>	<p>After the completion of the course, students will be able to</p> <p>CO 1: Learn the model building approach of Statistics for Formulation of unstructured problems.</p> <p>CO 2: Solve large and complex business problems using Statistical tools and Techniques</p> <p>CO 3: Develop customized solutions for data-driven decision making</p> <p>CO 4: Develop skills with advanced Statistical tools using relevant software packages like Excel,</p>

<b>Pre-requisite</b>	Basic knowledge of Mathematics and Statistics
<b>Course Outline</b>	<p><b>Module I</b>  <b>Theory of Probability and Theory Sampling</b>  Basic definitions and rules for probability, conditional probability, Baye’s theorem, Random Variables, Expectation, Probability Mass Function and Probability Density Function, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.</p> <p>Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques.</p> <p><b>Module II</b>  <b>Inferential Statistics</b>  Estimation: Point and Interval estimates for population parameters of large sample and small samples, Parametric and Non-Parametric Test: Test of Mean and proportion (large samples &amp; small samples), K-S Test</p> <p><b>Module III</b>  <b>Correlation, Regression and Time Series Analysis</b>  Simple Correlation and Regression Analysis: Concept, Models and Applications, Components of time series. Trend Analysis: linear, parabolic and exponential trend, Exponential Smoothing.</p>
<b>Evaluation</b>	<p><b>Internal Evaluation</b>  (Quiz, Assignments, S/w Competency Test) : 40 marks</p> <p><b>End Semester Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2021.</li> <li>• Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2018.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2020.</li> <li>• Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2020.</li> </ul>

## Facilitating the achievement of Course Outcomes

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

### Bloom's Taxonomy:

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs) :

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	3	2	2	2		1	2	
CO 2	1	2	2	3	1		1	1	
CO 3	1	2	2	3	1		2	1	
CO 4		2	2	2	1		1		

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Software Competency Test (10)</b>
Remember			
Understand	5		
Apply	5	5	5
Analyse	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	



### Programme Outcomes (POs):

At the end of the programme, the students will be able to:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Business Communication</b>
<b>Course type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-106</b>
<b>Course Credit</b>	<b>3 (2 Theory+1 Lab)</b>
<b>Semester</b>	<b>I</b>
<b>Objectives</b>	<ul style="list-style-type: none"><li>• To enable the students to develop an understanding of theory &amp; practice of business communication strategies to be able to interact in various business/social contexts</li><li>• To enable the students to develop an effective 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>

<p><b>Course Outcome(CO)</b></p>	<p><b>At the end of the course, the students will be able to:</b>  CO 1: Understand &amp; explain the role of communication in the Organizational and Global Contexts  CO 2: Apply the principles &amp; skills of interpersonal &amp; intercultural communication success in the professional contexts  CO 3: Analyze the role of effective oral and face-to-face communication to be able to present ideas with clarity, coherence &amp; confidence  CO 4: Analyze the principles &amp; process of effective writing to be able to write coherent paragraphs &amp; business correspondence with appropriate language, style, tone and format  CO 5: Evaluate the process, planning requisite for the preparation of business reports &amp; proposals</p>
<p><b>Pre-Requisite</b></p>	<p>Knowledge of Reading Comprehension, Speaking and Writing of English language at graduate level</p>
<p><b>Course Outline</b></p>	<p><b>Module I: Introduction to Business Communication</b>  Principles &amp; Theories of Communication, Barriers to Effective Communication; Listening as Effective Communication Skills; Organizational Communication; Communication Strategies for Managers</p> <p><b>Module II: Interpersonal &amp; Intercultural Communication</b>  Interpersonal Communication, Skill Sets to Enhance Interpersonal &amp; Intercultural Communication, Non-verbal Communication, High Context &amp; Low Context Culture, Five Dimensions of Culture; Non-verbal Skills- A Cultural Lens, Intercultural Sensitivity- Meetings &amp; Social Visits</p> <p><b>Module III: Oral Communication Skills</b>  Describing &amp; Narrating; Effective Presentation Skills, Planning &amp; Preparation, Creating Impressive Visuals, Body Language, Capturing Audience through Story-telling</p> <p><b>Module IV: Written Communication &amp; Analysis-I</b>  Principles of Effective Writing, Three Steps of Writing process, Constructing Coherent and Unified Paragraphs &amp; Longer Pieces of Writing &amp; Writing Precisely with Correct Grammar &amp; Vocabulary (6 Hours)</p> <p><b>Module V: Writing for Business</b>  Writing Effective Email &amp; Effective Business Correspondence,</p>

	<p>Agenda &amp; Minutes of Meeting, Resume for Professionals, Writing a Cover Letter, Planning, Composing Reports &amp; Proposals</p> <p><b>Communication Lab Outline- 1 Credit</b></p> <p>At the end of the lab, the students will be able to:</p> <p>Demonstrate the skills of language for effective communication skills through the following <b>lab activities &amp; experiments</b></p> <ol style="list-style-type: none"> <li>a. Listening to Comprehend &amp; Infer-3 Labs</li> <li>b. Reading &amp; Comprehending-1 Lab</li> <li>c. Reading Critically- 2 Lab</li> <li>d. Writing clear &amp; coherent paragraphs-2 labs</li> <li>e. Writing a composition-2 Labs</li> <li>f. Writing business correspondence-2 Labs</li> <li>g. Writing an Email- 2 Labs</li> </ol>
<p><b>Pedagogy</b></p>	<ul style="list-style-type: none"> <li>• Group Discussion &amp; Presentation</li> <li>• Workshop for Writing</li> <li>• Lab-based Activities</li> <li>• Case Study</li> <li>• Flipped Classroom</li> </ul>
<p><b>Evaluation</b></p>	<ul style="list-style-type: none"> <li>✓ Continuous Internal Evaluation-35 marks (Writing Assignments, Quiz, Presentation, Case Study)</li> <li>✓ Lab –15 marks</li> <li>✓ Attendance/Class participation-5 marks</li> <li>✓ End Semester-50 marks of minimum 2hrs 30 minutes duration</li> </ul>
<p><b>Suggested Reading:</b></p>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Bovee, C., &amp; Thill, J.V.,&amp; Raina, R.L. (2021). <i>Business Communication Today</i> (15th ed.). Pearson, New Delhi</li> <li>• Chaturvedi, P.D. and Mukesh Chaturvedi (2018). <i>Business Communication: Skills, Concepts and Applications</i>, (3rd Edition), Pearson Education, New 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.).</li> </ul>

	<p>New Delhi: Cengage Learning.</p> <ul style="list-style-type: none"> <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>○ Lesiker,V. Raymond <i>et al</i>(2015).<i>Business Communication</i>.(13<sup>th</sup> ed). McGrawHill Education</li> <li>○ Raman &amp; Singh (2016). <i>Business Communication</i>. (2<sup>nd</sup> Edn). OUP, Delhi</li> <li>● Lewis, Norman. (2015). <i>Word Power Made Easy</i>.Bloomsbury, New Delhi</li> </ul>
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**Facilitating the Achievement of Course Outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Classroom discussion through case studies & simulation	Quiz/Role play	2
2.	CO 2	Classroom Presentation & discussion in small groups	Small group Presentation/ conversation in a small group	3
3.	CO 3	Discussion, Video, Role-play & Presentation	Individual Presentation	3
4.	CO 4	Writing Workshops (Lecture + Lab)	Writing Assignments	4
5.	CO 5	Writing,Peer Evaluation, Document Makeover (Lecture + Lab)	Writing Assignments	5

**Bloom's Taxonomy:**

Level 1: Remembering: Level 2: Understanding: Level 3: Applying; Level 4: Analyzing:  
 Level 5: Evaluating: Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)														
	PO 1	PO 2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PS O1	PSO 2	PSO 3	PSO 4	PSO 5	
CO 1	2					2	3			3	2	1	1		
CO 2	2					2	3			3	2	1	1		
CO 3	2						3			3	2	1	1		
CO 4	2						3			2	1	1			
CO 5	2						3			2	1				

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Assignments & Presentation (15)	Lab (15)
Remember			
Understand	5		
Apply		5	5

Analyze		5	5
Evaluate		10	5
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	10
Apply	15
Analyze	20
Evaluate	15
Create	

**Programme Outcome Details:**

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

1. Understand the management concepts and practices in different domains of business operations
2. Analyze and devise solutions for multi-functional business problems and issues
3. Analyze relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Production and Operations Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-107</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>I</b>
<b>Objective</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To help students understand the role of Operations Management in organizational success in collaboration with other key functions in the dynamic global business practices that has evolved from craftsmanship to automation.</li> <li>• To conceptualize 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 Outcome</b>	<p>After studying the course, the student should be able to:</p> <p>CO 1. Understand production and the development of operations from mid-seventeenth century to date. And understand the different aspects of Operation Management: Manufacturing, Service and Project Management in the value addition process.</p> <p>CO 2. Meet the short term demand through Capacity Planning Techniques, Production Planning, and Shop Floor scheduling.</p> <p>CO 3. Analyse the Quality Systems for proactive system development to prevent defects and control process defects.</p> <p>CO 4. Develop strategic plan for Supply Chain by appropriate application of manufacturing and information technology.</p>
<b>Pre-requisite</b>	Basic Mathematics & Statistics, Communication.
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Introduction</b></p> <p>Introduction to Production, History &amp; Evolution of Operations Management, Operation &amp; Service Management. Forecasting &amp; Design: Product &amp; Process, Layout, Location.</p>

		<p><b>Module II</b></p> <p><b>Planning</b></p> <p>Capacity, Capacity Decisions, Aggregate Planning, Master Requirement Planning, Capacity Requirement Planning, Production Planning &amp; Scheduling. Supply Chain Management, Logistic &amp; Warehousing</p> <p><b>Module III</b></p> <p><b>Quality Management</b></p> <p>Introduction, dimensions of quality, Quality Concepts, Quality Management System- Progress, Deming's fourteen Points, JIT, TQM, ISO 9000. Process Quality Control: 7 techniques, analysis &amp; report. Awards &amp; Recognition.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Presentation, Live project, Assignments, Case Study &amp; Reports): 40 marks</p> <p><b>End-Semester Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Russell, R.S. &amp; Taylor, B.W. (2019). <i>Operations and Supply Chain Management</i> (10th edition). John Wiley.</li> <li>• Gaither, N. &amp; Frazier, G. (2015). <i>Operations Management</i> (9th edition). Thomson Press.</li> <li>• Collier, D.A., Evans, J.R. &amp; Ganguly, K. (2016). <i>Operation Management</i> (1st edition). Cengage.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Chary, S. N. (2017). <i>Production and operations management</i> (6th edition). McGraw Hill Education.</li> <li>• Besterfield, Dale H. (2015). <i>Total Quality Management</i> (4<sup>th</sup> Edition). Pearson Education India.</li> <li>• Fitzsimmons, James A. &amp; Fitzsimmons Mona J (2018), <i>Service Management</i> (8<sup>th</sup>. Edition), McGraw Hill.</li> </ul>



### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture, Industry Visit	Presentation, Quiz	1, 2 & 3
2	CO 2 & CO 3	Lecture & Discussion.	Midterm Test, Analytical Presentation	3 & 4
3	CO 3 & CO 4	Classroom discussion, Presentation	Quiz, Case Presentations	4 & 5

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcome s(COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3					2	1		1
CO 2	2	3	2					3	1
CO 3	3	3	2	1	1	2	1	2	1
CO 4	2	3	2		2	1	1	2	1

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz (5)	Assignments & Presentation (25)	Case Analysis (10)
Remember			
Understand		5	
Apply	5	5	
Analyze		5	5
Evaluate		10	5

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	15
Apply	10
Analyze	10
Evaluate	15

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Financial Management</b>
<b>Course Type</b>	<b>Core</b>
<b>Course Code</b>	<b>BM-108</b>
<b>Course Credit</b>	<b>2</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 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) affect firms' Financial Performance.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students should be able to:</p> <p><b>CO 1</b> Understand the concept of Financial Management and its applicability in Managerial Decisions and Corporate Capital Structure</p>

	<p><b>CO 2</b> Apply the Concept of Time Value of Money in Financial Decision- Making Process.</p> <p><b>CO 3</b> Analyze financing options available to firms, Tradeoffs between debt and equity, and Criteria for deciding the optimal financing mix to significantly impact Investment Decisions.</p> <p><b>CO 4</b> Evaluate factors important to take appropriate Dividend and Liquidity Decisions of firms.</p> <p><b>CO 5</b> Create strategies related to four finance decisions for effective utilization of firm financial resources including the implication of Fintech and Enterprise Resource Planning</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.</p> <p><b>Module II- Financing and Investment Decision</b> Time Value of Money, Financing Decisions-Capital Structure, Cost of Capital, Leverage, EBIT-EPS Analysis, Investment Decision- Capital Budgeting- Discounting and Non-Discounting Techniques</p> <p><b>Module III- Dividend Decision, Liquidity Decision, and Financial Technology</b> Dividend theory, Dividend Policy, Determinants of Dividend Policy Dividend Theories of Relevance (Walter and Gordon), and irrelevance. Working Capital Planning and Management &amp; Estimations, Management of Cash, Management of Receivables, Inventory Management. Application of Fintech in ERP in Financial Decisions</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End Semester Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>	<p>Text Books:</p> <ul style="list-style-type: none"> <li>• Pandey IM (2018), <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>• Chandra Prasanna, (2019), “<i>Financial Management</i>”, 10<sup>th</sup> Edition</li> <li>• Ross, Westerfield, Jaffe, Kakani (2017) <i>Corporate Finance</i>: 11<sup>th</sup> Edition, Tata Mcgraw-Hill.</li> </ul>

**Facilitating the achievement of Course Outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO 2	Lecture, presentation, and activity. Case analysis Understanding the theories of capital structure, Designing the capital structure for companies, EBIT/EPS understanding, and Types of Leverage.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz. Real-life understanding of the capital structure of companies, annual report of companies	3
3.	CO 3, CO 4, CO 5	Lecture, discussion, case studies, presentation Factors determining dividend decisions of companies, Theories, and forms of dividends. Liquidity Decisions of Firms. Cases on Fintech.	Getting information on Dividend and Liquidity Policies of companies across sectors, how companies decide the trade-off on dividend policy, Critical thinking exercises, Small group activities, and Project work related to Fintech	4 & 5

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

## Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3			
CO 5	2	3	3	4	5	3	4	4	2

### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	15

<b>Course Name</b>	<b>Human Resource Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-109</b>
<b>Course Credit</b>	<b>2</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 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; and</li> <li>● To provide basic concepts, techniques, and practices of human resource management in diverse contexts.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO 1: Apply the dynamics of managing people from real-world examples.</p> <p>CO 2: Develop appropriate recruitment, selection and training strategies for an organization.</p> <p>CO 3: Design strategies that play a role in compensation decisions, better employee relations and other issues related to HR.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Human Resource Management</b>  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, Development and Maintenance of HR</b>  Recruitment; Selection; Orientation and Placement, Training</p>

		<p>and Developing Human Resources; Performance and Potential Appraisal; Succession Planning, The Influence of AI, IoT in Recruitment, Training and Development, Employee Engagement;</p> <p><b>Module III</b></p> <p><b>Maintenance and Emerging Issues in HRM</b></p> <p>Compensation Management, Industrial Relations, 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): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 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> (8thed). Essex: Pearson.</li> <li>• Ivancevich, J.M. (2017). <i>Human Resource Management</i> (11thed.). New York: McGraw Hill.</li> <li>• Venkat Ratnam, C.S., &amp; Dhal, M. (2017). <i>Industrial Relations</i> (2nded.). New Delhi: Oxford University Press.</li> </ul>



### Facilitating the achievement of Course Outcomes

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

Bloom's Taxonomy:

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

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO 2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2		1					
CO 2			2	3	3				
CO 3				3				1	

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
<b>Remember</b>			
<b>Understand</b>	<b>5</b>		<b>5</b>
<b>Apply</b>	<b>5</b>		<b>5</b>
<b>Analyze</b>		<b>5</b>	<b>10</b>
<b>Evaluate</b>		<b>5</b>	
<b>Create</b>			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

**Programme Outcome Details:**

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

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for Multi functional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business

4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

<b>SEMESTER-II</b>	
<b>BM-201</b> Cost and Management Accounting	2
<b>BM-202</b> International Business for Decision Making	2
<b>BM 203</b> Management Information System and Advanced Excel Modelling	2
<b>BM-204</b> Consumer Behaviour	2
<b>BM-205</b> Research Methodology	2
<b>BM-206</b> Advance Business Communication	2
<b>BM-207</b> Decision Modelling and Optimization	2
<b>BM-208</b> Leadership and Change Management	2
<b>BM-209</b> Developing Self for Corporate Readiness	3
<b>Elective – I</b>	3
<b>Elective- II</b>	3
<b>Total Credit Semester - II</b>	<b>25</b>

<b>Course Name</b>	<b>Cost and Management Accounting</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Course Code</b>	<b>BM-201</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<p>This course seeks</p> <ul style="list-style-type: none"> <li>• To give an understanding of how management accountants can provide relevant information for various decisions to be made in managing any organization.</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> <li>• To give an understanding of the role of responsibility accounting and performance measurement.</li> </ul>
<b>Course Outcome</b>	<p>At the completion of this course, a student will be able to</p> <p>CO 1: Understand basic cost terminology and how it can be used in managing business organization.</p> <p>CO 2: Apply traditional and contemporary approaches to Cost Allocation and Apportionment.</p> <p>CO 3: Apply the different techniques in decision making process.</p> <p>CO 4: Analyse the financial ratios and their interpretation</p> <p>CO 5: Evaluate the efficiency of Life Cycle Costing, Target Costing, Zero Base budgeting and Material Resource Planning.</p>
<b>Pre-</b>	Introduction to Management Accounting

<b>Requisite</b>	
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Cost Accounts</b>  Managerial Accounting in a Dynamic Business Environment, Financial Ratio Analysis and their Interpretations, Basic Cost Concepts, Cost Sheet, Job Order Costing</p> <p><b>Module II</b>  <b>Tools for Decision Making</b>  Allocation and Absorption of Overheads (Traditional), Activity-Based Costing (ABC), Cost-Volume-Profit Analysis, Managerial decision making</p> <p><b>Module III</b>  <b>Cost Control and Cost Reduction</b>  Standard Costs and Variance Analysis, Budgeting and Budgetary Planning &amp; Control, ZBB (Zero Base Budgeting), Concepts of Target Costing &amp; Life Cycle Costing &amp; Material Resource Planning</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 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>, Taxman 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>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1, CO 4	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	1, 2, 3
2.	CO 2 CO 3	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3, 4
3.	CO 5	Lecture and Case analysis,	Case analysis, Exercise and Presentation	3. 5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2							
CO 2	3	3							
CO 3	2	3	3						
CO 4	3	3	3	2		2			
CO 5	3	3	3	2				2	

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignments (10)
Remember			
Understand	15		
Apply		5	
Analyse		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10

<b>Course Name</b>	<b>International Business for Decision Making</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM – 202</b>
<b>Course Credit</b>	<b>2</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 understand the Macro concept and business;</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 apply macroeconomic models and trade models for business decision; and</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO1: Appreciate and understand the basic functioning of an economy particularly its business and commerce sectors, imports and exports and trade.  CO2: Understand the specified discipline in the economic context with reference to national and global business environment.  CO3: Understand the impact of changes in Private Consumption, Investment, and Government expenditure.</p>
<b>Prerequisite</b>	Not required
<b>Course Outline</b>	<p><b>Module I</b>  <b>Circular Flow of Income</b>  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, Measuring the Unemployment Rate, Measuring Inflation, Using Price Indexes to Adjust for the Effects of Inflation, Real versus Nominal Interest Rates, Economic Growth and its Importance. Short run and Long run Phillips curve</p> <p><b>Module II</b>  <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> <p><b>Module III</b>  <b>International Economic Problems</b>  India/United States and in the rest of the world today, Comparative Advantage:</p>



	<p>The Ricardian Model, Specific Factors and Income Distribution, Resources and Trade: The Hecksher-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, 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>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Mankiw, N. Gregory, (2021): 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> <p>Reference Books and Documents</p> <ul style="list-style-type: none"> <li>• Salvatore, Dominick(2016), 12th Edition, International Economics, Wiley.</li> <li>• D'Souza, Errol (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) Macroeconomics, 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>• Pugel, Thomas (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 Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion	Active learning and application with the help of small group exercises, quiz	2

2.	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Learning, Exercise, problem solving and Presentation	3, 5
3.	CO3	Lecture, analysis, and problem solving	Problem analysis and analysing recent macroeconomic/trade scenarios	3, 1

Bloom's Taxonomy:

Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing;

Level 5: Evaluating; Level 6: Creating

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

Programme Outcomes (POs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	1	2			1			
CO 2	3	1	3	1	1	2	1	2	1
CO 3	2	2	3	2	1	2	1	2	1

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Presentation (10)	Writing Assignments (10)	Quiz (20)
Remember			5
Understand	5		5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			

### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	

<b>Course Name</b>	<b>Management Information System and Excel Modelling</b>
<b>Course Type</b>	<b>Programme core</b>
<b>Course Code</b>	<b>BM-203</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 explain the basics of Information system in Organizations, IT-enabled Business, Information flow, Decision making.</li> <li>• to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.</li> <li>• to develop the skill of data analysis using Software Tools.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO 1: Understand the basic concepts and technologies used in the field of management information systems</p> <p>CO 2: Describe knowledge of IT-enabled Business with the role of the ethical, social, and security issues of information system</p> <p>CO 3: Apply Enterprise Resource Planning in to business process</p> <p>CO 4: Illustrate data analysis concepts and use Excel for data analysis.</p> <p>CO 5: Evaluate data processing using Excel for different business Functions</p>
<b>Pre-Requisite</b>	Basic knowledge of computer / IT
<b>Course Outline</b>	<b>Module I</b> <b>Introduction</b>

		<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>Decision making with MIS; Tactical Decisions; Operational Decisions; Strategic Decisions; IT Security &amp; Cyber Crime.</p> <p><b>Module II</b>  <b>Business Process Integration with IT</b>  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> <p><b>Module III</b>  <b>Data Management using Excel</b>  Creation of Spreadsheet; Formatting; Data Manipulation; Data Management and Analysis; Understanding of Data and Data Processing; Logical; Mathematical; Statistical; String Functions; Sorting; Filtering; Data Validation; Data Visualization; Macro and Pivot table in Excel; V-lookup; H-lookup; Name Range; Conditional Formatting; Macros; Dash Board; Excel Modelling in Finance; HR; Marketing and Supply Chain Decision Making; Excel in Communication of Quantitative Information using Graphics.</p>
<p><b>Evaluation</b></p>		<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, , Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<p><b>Suggested Readings:</b></p>		<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> <li>• Manohar, H. L .(2016).Data Analysis and Business Modelling Using Microsoft Excel, PHI.</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>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3, CO 4, CO 5	Problem discussion, case discussion	Quiz, Assignments, Written-test	2, 3, 4

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

### Assessment Pattern and Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Presentation (5)	Assignment (15)	Lab Test (10)
Remember			
Understand			5
Apply		5	5
Analyze	5	5	
Evaluate		5	
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

**Programme Outcome Details:**

At the end of the programme, the students will be able to:

- PO1** Acquire knowledge in business management concepts and current practices
- PO2** Analyse and devise solutions for multifunctional business problems and issues
- PO3** Analyse relevant global factors that influence decision-making in international business
- PO4** Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5** Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6** Examine ethical and societal concerns relating to multiple stakeholders
- PO7** Communicate effectively with various stakeholders in the context of business
- PO8** Demonstrate intrapreneurial skills in dealing with business problems
- PO9** Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Consumer Behaviour</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-204</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<p>The objective of the course is:</p> <ul style="list-style-type: none"> <li>• To explain the fundamentals of the Consumer Behaviour</li> <li>• To conduct consumer oriented marketing research for better marketing decisions.</li> </ul>
<b>Course Outcomes</b>	<p>Upon successful completion of the course the learner will be able to:</p> <p>CO 1: Describe consumer decision model and individual determinants of Consumer Behaviour</p> <p>CO 2: Discuss Consumers' social and cultural settings and their influence on consumer behaviour</p> <p>CO 3: Identify marketing research problem and develop research</p>

		design CO 4: Apply Data analysis tools and techniques. CO 5: Evaluate decision making levels and online consumer behaviour
<b>Pre-Requisite</b>		Basic understanding of marketing concepts
<b>Course Outline</b>		<p><b>Module I</b> <b>Introduction to Consumer Behaviour:</b> Relevance of Consumer behaviour studies, Consumer value framework, consumer decision making process and its variations, Impact of technology, neuro marketing</p> <p><b>Module II</b> <b>Individual Level Determinant of Consumer Behaviour:</b> Consumer motivation, personality, perception, learning and consumer attitude, ethics and consumer behaviour, Influence of culture, subculture, social class, changing role of reference group and family on consumer behaviour</p> <p><b>Module III</b> <b>Consumer Behaviour and Market Research in India:</b> Types of Market research; research approaches; Market research process, problems encountered by marketing research in India, Blockchain, AI, Data based</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Written Examination, Assignments, Case Study, Presentation): 40 marks <b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Szmigin, I., &amp; Piacentini, M. (2018). Consumer Behaviour, Oxford University Press.</li> <li>• Schiffman (2015) Consumer Behaviour: Concepts and Applications, Pearson education</li> <li>• Malhotra and Das (2013) Marketing Research: An Applied Orientation, Pearson Education</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO 2, CO 3	Case Discussion	Internal Evaluation 1 (Written Exam)	3, 4

3.	CO 4, CO 4	Discussion, Video, Role-play Presentation, Multimedia Classroom Teaching	Discussion, Video, Role-play Presentation	4, 5
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**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1						3			
CO 2		3					3		
CO 3		3		3					3
CO 4					3				2
CO 5						2			2

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	10		
Apply	5	5	5
Analyze		10	
Evaluate			5
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20



Analyze	25
Evaluate	5
Create	

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Research Methodology</b>
<b>Course Type</b>	<b>Core</b>
<b>Course Code</b>	<b>BM-205</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To familiarize students with the basic concepts of research methodology.</li> <li>• To give a detailed overview of all the steps involved in the research process.</li> <li>• To give students a basic knowledge of statistical tools for the analysis of data.</li> <li>• To make students able to interpret result of statistical analysis.</li> </ul>
<b>Course Outcome</b>	<p><b>At the end of the course, the students will be able to:</b></p> <p><b>CO 1:</b> understand various kinds of research, objectives of doing research, research process, research designs and sampling</p> <p><b>CO 2:</b> develop adequate knowledge on measurement &amp; scaling techniques</p> <p><b>CO 3:</b> demonstrate statistical tools &amp; techniques in business applications</p> <p><b>CO 4:</b> apply appropriate methodology and data develop models to facilitate business decision.</p>

<b>Pre-Requisite</b>	Basic Statistics & Probability
<b>Course Outline</b>	<p><b>Module I</b>  <b>Foundations of Research &amp; Research Design</b>  Introduction to research: Meaning, Objectives, Utility. Concept of theory, Understanding the language of research - Concept, Construct, Research Process, Problem definition &amp; the research proposal, Ethical Issues in Research. Types of research design, Survey research &amp; Secondary data, Qualitative research, Observational methods, Experimental research</p> <p><b>Module II</b>  <b>Measurement Techniques &amp; Sample Design</b>  Scaling and measurement, Attitude measurement, Questionnaire Design, Sample Designs &amp; sampling Procedures, Determination of Sample Size. Probability and non-probability sampling. Introduction to sampling distributions, sampling distribution of mean and proportion.</p> <p><b>Module III</b>  <b>Data Preparation and Analysis</b>  Data Preparations for Analysis: Editing &amp; Coding Introduction to excel &amp; SPSS, Basic data analysis, Introduction to hypothesis testing : Parametric &amp; Non Parametric test, z, t &amp; chi square tests: one sample and two sample, ANOVA (One Way and Two Way) &amp; Non-Parametric tests, Bivariate analysis: Correlation &amp; Regression, Multivariate Analysis: Multiple Regression, Factor Analysis, Cluster Analysis, Discriminant Analysis, Report Preparation and Presentation</p>
<b>Pedagogy</b>	<ul style="list-style-type: none"> <li>• Assignments</li> <li>• Group Projects</li> <li>• Presentation</li> <li>• Case Study</li> <li>• Data Analysis using Excel &amp; SPSS</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Continuous Internal Evaluation - 40 Marks (Assignments, Quiz, Group Projects &amp; Case Study)</li> <li>• End Semester-60 marks</li> </ul>
<b>Suggested Readings</b>	<p><b>Text Books:</b>  Zikmund W.G. (2017) Business research Methods, Thompsons, Akash Press New Delhi.</p> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Malhotra N.K. (2019) <i>Marketing Research, An Applied Orientation</i>, Pearson Education, Inc</li> <li>• Cooper &amp; Schindler (2017) <i>Business Research Methods</i>, Mcgraw-Hill</li> <li>• Kothari C.R. (2014) <i>Research Methodology Methods &amp; Techniques</i>, New</li> </ul>

Age International Publisher

- Chawla, D., & Sodhi, N. (2016). *Research Methodology: Concepts and cases*. Vikas Publishing House.

### Facilitating the achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion through small cases	Quiz	2
2.	CO 2	Lecture and discussion through small cases. Topics for projects to be given.	Group exercises	3
3.	CO 3	Lecture, Problem discussion & case studies	Assignment	4
4.	CO 4	Lecture	Project Presentation	5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

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

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2								
CO 2	2								
CO 3		3		3					
CO 4		3		3					

### Programme Outcomes (POs)

**At the end of the programme, the students will be able to:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

- PO6: Examine ethical and societal concerns relating to multiple stakeholders  
 PO7: Communicate effectively with various stakeholders in the context of business  
 PO8: Demonstrate intrapreneurial skills in dealing with business problems  
 PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 50 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Assignments &amp; Case study (10)</b>	<b>Group Projects (20)</b>
Remember			
Understand	10		5
Apply		5	5
Analyze		5	5
Evaluate			5
Create			

**End Semester Examination (ESE)- 50 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	10

<b>Course Name</b>	<b>Advance Business Communication</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-206</b>
<b>Course Credit</b>	<b>3 (2 T-1-L)</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To expose the students to the various forms and practices of Business Communication in the contemporary world, focussing on the needs of communication skills of the management students</li> <li>• To develop proficiency in writing &amp; speaking in the contexts of business</li> </ul>
<b>Course Outcome</b>	<p>At the end of the course, the students will be able to:</p> <p>CO 1: Understand the value of clear and effective communication in business &amp; applying the same in communicating on professional contexts</p> <p>CO 2: Apply the principles of persuasive communication in written communication</p> <p>CO 3: Demonstrate the communication strategies in one-to-one and group discussion</p> <p>CO 4: Apply the principles of presentation skills &amp; public speaking to be able convey ideas convincingly &amp; clearly</p> <p>CO 5: Analysing types of business reports in structure, format, language &amp; applying the same in planning &amp; preparation of writing a business report</p>
<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: Communication Strategies in the Digital Era</b> Recent Changes in Business Communication; Business communication: A Global Perspective; The Age of Internet &amp; Communication Tools, Leveraging Technology for Social &amp; Professional Presence</p> <p><b>Module II: Persuasive Communication</b> Attributes to Enhance Persuasion, Language of Persuasion, Persuasion Process, Use of Inductive Approach, AIDA Strategy, Writing Persuasive Messages; Writing a Winning Business Proposal</p> <p><b>Module III: Effective Oral Communication</b> One to One Communication &amp; Group Communication Skills &amp; Techniques: Narrowing &amp; Structuring a Topic, Purpose and Central Idea, Initiating, Summarizing, Effective Participation for reaching a group consensus</p>

	<p><b>Module IV: Public Speaking Skills</b></p> <p>Public Speaking Skills, Aristotle Model for Effective Public Speaking, Style of Delivery, Employ Vocal Variety, Linguistic &amp; Visual Variety, Body Movement and Non-verbal Elements</p> <p><b>Module V: Written Communication &amp; Analysis-II</b></p> <p>Structure and Types of Business Reports, Analytical &amp; Informational Reports, Planning &amp; Compositing; Writing Business Reports- Small Report in Letter Format &amp; Memo Format</p> <p><b>Lab Outline- 1 Credit</b></p> <ol style="list-style-type: none"> <li>Writing Business Correspondence-2 Labs</li> <li>Writing Essays &amp; Compositions-2 lab</li> <li>Writing small reports &amp; proposals-2 Labs</li> <li>Writing Executive Summary-1 lab</li> <li>Writing Framework &amp; structure of a long report- 1 Lab</li> <li>Writing Agenda &amp; MOM- 1 lab</li> <li>Revising &amp; Proof Reading- 2 Labs</li> <li>Group Discussions- 2 labs</li> <li>Lab Tests- 2 labs</li> </ol>
<b>Pedagogy</b>	Discussion, Simulation, Demonstration, Role Play
<b>Evaluation</b>	<p><b>Continuous Internal Evaluation</b>-40 marks (Writing Assignments, Presentation, Group Discussion, Case-Study, Lab Tests)</p> <p><b>End Semester Evaluation</b>-60 marks</p>

#### Facilitating the Achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Discussion and simulation	Quiz/ Role-play	2,3
2.	CO 2	Discussion & demonstration	Role-play & Case study	3
3.	CO 3	Discussion & role play	Simulation/Role-play	3
4.	CO 4	Lecture & Demonstration	Individual Presentation	4
5.	CO 5	Lecture & Writing Sessions	Writing Assignments	5

#### Bloom's Taxonomy:

Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing;  
Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes(COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	1				1	3		
CO 2	2	1			2	1	3		
CO 3	2	1			2		3		
CO 4	2	1					3		
CO 5	2	1		2			3		

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution

##### Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Assignments & Presentation (15)	Lab (15)
Remember			
Understand	10		
Apply		5	5
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

<b>Course Name</b>	<b>Decision Modelling and Optimization</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-207</b>
<b>Course Credit</b>	<b>2</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; and</li> <li>• To equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.</li> </ul>
<b>Course Outcomes</b>	<p>After the completion of the course, students will be able to:</p> <p>CO 1: Learn the model building approach of OR/management science in improving managerial decision making</p> <p>CO 2: Identify decision problems amenable for management science approach and find a solution of data-driven decision making.</p> <p>CO 3: Interpret and make decision under various decision making environments.</p> <p>CO 4: Develop skills for spread-sheet model building and use of relevant software packages like SOLVER and LINGO.</p>
<b>Prerequisite</b>	Basic knowledge of probability and statistics
<b>Course Outlines</b>	<b>Module I</b> <b>Linear Programming Problem (LPP)</b>



	<p>Concept of LP, Application of LP in Business, Formulation of LP models, Types of solution, Graphical method for solving LP problems, Simplex method, Applications of LP in Product Mix Problem. Transportation Problem, Assignment Problem</p> <p><b>Module II</b></p> <p><b>Game Theory and Network Analysis with Project Management</b></p> <p>Concept of Game, Pay-off Matrix of a Decision Environment Two-person zero-sum Game, maximin - minimax principle, Pure Strategy Game, Mixed Strategy Game, Probability approach, Principle of Dominance, Graphical Method of Solving Game Problem</p> <p>Network Analysis, Network Diagram, scheduling with known activity times, Float/Slack of an activity, Critical Path Method, PERT: Scheduling with uncertain activity times.</p> <p><b>Module III</b></p> <p><b>Decision Analysis and Queueing Theory</b></p> <p>Decision analysis: Elements of Decision Making Problem, Pay-off Table, Opportunity Loss Table, Types of decision making environments, decision-making under uncertainty, decision-making under risk, decision tree analysis.</p> <p>Concept of Queueing System, Operating Characteristics of a Queueing System, Queue Discipline, M/M/1 Queueing model.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> :40 marks (Quiz, Assignments, Presentation, Mini Project, Laboratory work)</p> <p><b>End Semester Evaluation</b> :60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Taha, Hamdy A. (2017). <i>Operations Research</i>, Pearson (10th 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>

## Facilitating the achievement of Course Outcomes

Mod ule No.	Course Outcom es (COs)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
1	CO 1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test	2
2	CO 1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test	3
3	CO 2,3,4	Problem solving, Case study, laboratory sessions	Quiz, Assignments, Minor project, Hands-On test, Written-test	3, 5

Bloom's Taxonomy:

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs):

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	2	2	2	1	1	-	1	-
CO 2	2	2	2	3	1	-	1	2	-
CO 3	2	2	2	3	1	-	2	1	-
CO 4	1	2	1	2	1	-	1	1	-

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Software Competency Test (10)</b>
<b>Remember</b>			
<b>Understand</b>	5		
<b>Apply</b>	5	5	5
<b>Analyse</b>	5	10	5
<b>Evaluate</b>			
<b>Create</b>			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	
<b>Total</b>	<b>60</b>

**Programme Outcomes (POs):**

At the end of the programme, the students will be able to:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Leadership and Change Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-208</b>
<b>Course Credit</b>	<b>2</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 facilitate understanding of leadership concepts, principles, essential leadership qualities, competencies and values; to enhance the awareness about the;</li> <li>● to analyse the tactical use of various styles of leadership in different contexts and situations;</li> <li>● to develop the art and skills for future leadership and managing change in organizations.</li> </ul>
<b>Course Outcomes</b>	<p>After studying this course, the students should be able to:</p> <p>CO 1: Understand and illustrate leadership concepts, principles and relevance of different leadership approaches;</p> <p>CO 2: Cultivate leadership qualities, competencies and values;</p> <p>CO 3: Explain different style of leadership, assess their own styles and apply them effectively at work;</p> <p>CO 4: Analyse the realities, challenges and critical success factors for leadership in the VUCA or BANI world and developing leaders for future workplace; and</p> <p>CO 5: Evaluate and implement the change management process in organizations.</p>

<b>Pre-requisite</b>	Principles of Management, Organization Behaviour and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Leadership Concepts, Approaches, Principles and Qualities</b>  Meaning of Leadership, Leadership and Followership; Management and Leadership; Difference between a Manager and a Leader and their roles.  Leadership Approaches: Trait, Skills, Behavioural and Situational Approaches; Path-goal Theory; Leader-member Exchange Theory; Cognitive Traits of Leadership.  Leadership Principles: The Basis of Successful Leadership; Contexts of Leadership, and Heart of Leadership.  Leadership Qualities, Competencies and Values: Essential Leadership Qualities and Competencies; Qualities of Strategic Leaders of World’s Most Admired and Innovative companies; Values and Virtues of a Corporate Leaders; Effective Leadership Communication.</p> <p><b>Module II</b>  <b>Leadership Styles and Their Use</b>  Assessment of Students’ Leadership Styles; Characteristics of Coercive or Autocratic, Authoritative, Democratic, Pace- setting, Affiliative, Coaching, Transactional, and Transformational Leadership, ‘Level 5 Leadership’, Boundary Spanning or Team Leadership, Authentic Leadership, Servant Leadership, Compassionate Leadership, Holistic Leadership, Virtuous Leadership, and Toxic Leadership; Tactical Use of Leadership Styles to Influence Others.</p> <p><b>Module III</b>  <b>Building Leaders for Future and Managing Change</b>  Leadership Pipeline- Ram Charan’s Model; Succession Planning; Developing Leadership for the Next Orbit; Developing High Performance Culture; Managing Stretch; and Managing Diversity. Leadership for Managing Change at Workplace: Life Cycle of an Organization; Need for Change Management; Change Management Models; Phases and Methodology; Cases of Successful Transformational Leadership and Change Management in Organizations.</p>
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study Presentations, and Short Term Project): 40 marks

	<b>End-Semester Evaluation : 60 marks</b>
<b>Suggested Readings:</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Northouse, P. G. (2018). <i>Leadership: Theory and Practice</i>. Sage Publications.</li> <li>• Yukl, Gary A., William L Garner (2020) <i>Leadership in Organizations</i>, 9th Edition, New York, Pearson</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 Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture, role play, small group exercises, and discussion through cases	Quiz, Assignments and End term-Exam	2
1	CO 2	Case analysis, role play, and activity	Case analysis, Quiz, assignment-short term project and End-Term Exam	3
2	CO 3	Leadership Style Assessment-What Kind of Leaders are You?, classroom discussion and group activities	Case analysis, Assignment, Presentation and End-Term Exam	3
3	CO 4	Case analysis, role play, and presentation	Case analysis, Quiz and End-Term Exam	4
3	CO 5	Case studies, Presentation, and discussion	Case analysis, presentations and and End-Term Exam	5

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

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	3		4	4	4	3		
CO 3	2	3	3		3	3		2	
CO 4	3	3	3	3	3		3		2
CO 5	2	3		4			4		

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (10)	Group Assignment & Presentations (10)	Individual Assignment (20)
Remember			
Understand	5		5
Apply	5		5
Analyse		5	10
Evaluate		5	
Create			

### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

#### Programme Outcome Details:

At the end of the programme, the students will be able to:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Developing Self for Corporate Readiness</b>
<b>Course type</b>	<b>General Elective</b>
<b>Course Code</b>	<b>BM-209</b>
<b>Course Credit</b>	<b>3 (1-T, 4-P)</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	The main objectives of this course are to: <ul style="list-style-type: none"> <li>● Help the students improve their communication skills (after assessing on</li> </ul>



	<p>their present proficiency level in English &amp; bridging the gap through communication activities)</p> <ul style="list-style-type: none"> <li>● Enable them recognize their personality types for job compatibility</li> <li>● Develop an ability to be aware of self to mould and manage industry's expectations.</li> <li>● Help them prepare the documents required to apply for internships &amp; jobs</li> <li>● Help them search for internship opportunities and apply for it</li> <li>● Help students participate in GDs and PIs and gather hands-on experiences</li> <li>● Develop aptitude skills</li> </ul>
<b>Course Outcomes</b>	<p>After attending this course, the students will be able to achieve the following:</p> <p>CO 1 Understand industry, its expectations &amp; themselves</p> <p>CO 2 Demonstrate effective communication skills &amp; positive attributes in various situations like Personal Interview</p> <p>CO 3 Present their ideas on a given topic during Group Discussions</p> <p>CO 4. Write their Resume &amp; Prepare own Video Resume</p> <p>CO 5 Analyse &amp; Solve Aptitude Questions</p>
<b>Prerequisite</b>	<ul style="list-style-type: none"> <li>● Willingness to take the tests honestly.</li> <li>● Basic (at least A3) level proficiency in English.</li> </ul>
<b>Course Outline</b>	<p>Before the course, students will be engaged in activities like Language Profiling to know the present level of proficiency to enhance their Speaking Proficiency through activities like one Minute Introduction, Elocutions, Presentations (Case Analysis and Topical), News Analysis &amp; Role Plays</p> <p><b>Module I</b></p> <p><b>Understanding Self &amp; Industry</b></p> <p>Knowing Self: Identifying interests, setting goals and aspirations, knowing their short-term and long-term goals, Understanding the Recruitment Processes and Industry Expectations, Job Search Skills, Applying for Internships &amp; Jobs, Preparation of Resume &amp; Video Resume</p> <p><b>Module-II</b></p> <p><b>Group Discussions</b></p> <p>Group Discussions on Latest Business/Social Issues, Case-based GDs, Performing Leadership Roles, Verbal &amp; Non-verbal Communication in GD, Initiating, Summarizing, Functional Roles</p>

	<p><b>Module-III</b></p> <p><b>Success for Interview</b></p> <p>Self-Introduction, FAQs, How to Respond SIP-related Questions, Stress &amp; Behavioural Interview, Body Language, Grooming &amp; Etiquette for Interview &amp; Professional Success</p> <p><b>Module IV</b></p> <p><b>Aptitude-I</b></p> <p>Linear Equations, Permutation Combination, Probability, Logical Reasoning and Syllogism, Inequalities, Data Interpretation, Clock and Calendar, Mensuration, Venn Diagram and Set Theory, Quadratic Equations</p> <p><b>Module-V</b></p> <p><b>Quantitative Aptitude</b></p> <p>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, Average, Mixture and Allegation, Ratio, Proportion and Variation, Sequence and Series, Numerical Logic</p> <p><i>The students will opt for the additional training as per their profiling &amp; training needs. They are advised to take up activities as follows as per their requirements:</i></p> <ol style="list-style-type: none"> <li>1. Versant Training</li> <li>2. GD (How to communicate effectively in GD)</li> <li>3. PI (How to Crack Interview)</li> <li>4. Improving Proficiency in Speaking</li> <li>5. Improving Writing Skills</li> <li>6. Improving Aptitude Skills</li> <li>7. Improving Grooming &amp; General Etiquette (To all)</li> </ol>
<b>Pedagogy</b>	Diagnosis tests, Need-based input, Interactive and participative learning.
<b>Evaluation</b>	<p><b>100 marks:</b> Continuous Assessments involving</p> <p>Language Proficiency-20 Marks</p> <p>Resume &amp; Video Resume-10 Marks</p> <p>Project on ‘Understanding Industry’s Expectations’- 10 Marks</p> <p>Aptitude-20 marks</p>

		<p align="center"><b>End Semester Assessment</b></p> <p align="center">Group Discussion- 20 Marks</p> <p align="center">Interview- 20 Marks</p>
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**Facilitating the achievement of Course Outcomes**

Module No.	CO	Teaching & Learning Activities	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Presentation on a topic- What Industry Expects	Observation & analysis	3
2	CO 2	MOCK PI	Analysis	
3	CO 3	Mock Group Discussions	Observation & analysis	6
4	CO 4	Aptitude	Assignments	6
5	CO 5	Aptitude	Assignments	2 & 3

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

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

Course Outcomes (CO)	Programme Outcomes (PO)						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1					2		
CO 2	2				2		
CO 3				2			7
CO 4				1			
CO 5	2			3			

**Programme Outcome Details:**

At the end of the programme, the students will be able to:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>SEMESTER-III</b>	
<b>BM-301</b> Ethics and Responsible Business	2
<b>BM-302</b> Business Law & Intellectual Property Right (IPR) Management	2
<b>BM-303</b> CAPSTONE Business Simulation	2
<b>BM-304</b> Design Thinking & Entrepreneurship	3
<b>BM-305 Summer Internship Project</b>	6
<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>Elective- VIII</b>	3
<b>Total Credit Semester - III</b>	<b>33</b>

<b>Course Name</b>		<b>Ethics and Responsible Business</b>
<b>Course Type</b>		<b>Programme Core</b>
<b>Course Code</b>		<b>BM-301</b>
<b>Course Credit</b>		<b>2</b>
<b>Semester</b>		<b>III</b>
<b>Objectives</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> <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; and</li> <li>• To inculcate values of professionalism, ethical leadership and social responsiveness in the students.</li> </ul>

<b>Course Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CO1: To explain the concepts, theories and models relating to social responsibility of business viz. ethics, sustainability, corporate governance and corporate social responsibility.</p> <p>CO2: To apply ethical perspectives in different functional department of the organisation such as marketing, finance, strategy and ethical issues at workplace.</p> <p>CO3: To analyse the issues of responsible business along the entire value chain of business.</p> <p>CO4 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></p> <p><b>Conceptual Framework:</b>  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></p> <p><b>Ethical Issues at Workplace:</b>  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, 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)</p> <p><b>Module III</b></p> <p><b>Corporate Governance and CSR:</b>  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, Meaning of Sustainability in Relation to Business Organizations; Issues Related to Saving the Environment, Conserving Resources, Pollution and Carbon Emission and Safeguarding Communities and Biodiversity When Engaged In Commercial Activities; United Nations Agenda For Sustainable Development for 2030.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p>

		<b>End-Term Evaluation: 60 marks</b>
<b>Suggested Readings:</b>		<p><b>Textbooks:</b></p> <ul style="list-style-type: none"> <li>• Crane, Andrew, 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> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Mondal, S.K. (2010). <i>Ethics in Business &amp; Corporate Governance</i>: Tata Mcgraw Hill, Edition</li> <li>• Swamy, Partha Sarathi (2010), <i>Corporate Governance Principles, Mechanisms &amp; Practice</i>, Biztantra, Indian Text Edition</li> <li>• Fernando, A.C. (2009), <i>Business Ethics &amp; Corporate Governance</i>, An Indian Perspective Pearson Education</li> </ul>

#### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Self-Appraisal, Experience sharing and quiz	2, 4
2.	CO2	Lecture, presentation, and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3, 1
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and Presentation	3

Bloom's Taxonomy:

Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

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

Programme Outcomes (POs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	1	1			3	2		3
CO 2	1		1		1	3	1	1	2
CO 3	1	3	2	2	1	3	1	1	2
CO 4	3	2	1	2		3	1		2

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Presentation (10)	Writing Assignments (10)	Quiz (20)
Remember			5
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			
Create			



### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	

<b>Course Name</b>		<b>Business Law &amp; IPR Management</b>
<b>Course Type</b>		<b>Programme Core</b>
<b>Course Code</b>		<b>BM-302</b>
<b>Course Credit</b>		<b>2</b>
<b>Semester</b>		<b>III</b>
<b>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; and</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 Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CO1: to understand and recognize when one has a legal issue in various business settings and transactions.</p> <p>CO2: to apply sound legal reasoning and critical thinking to legal positions.</p> <p>CO3: to analyse and review legal factual situations.</p> <p>CO4: to evaluate legal conditions and reach to a conclusion regarding legal &amp; IPR issues.</p>
<b>Pre-Requisite</b>		Principles of Management
<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, 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, 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): 40 marks  <b>End-Term Evaluation:</b> 60 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> <li>•</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</li> </ul>

		Publishing. <ul style="list-style-type: none"> <li>Pathak, A. (2017). Legal Aspects of Business. Tata McGraw Hill</li> </ul> Tulsian, P.C., &Tulsian, B. (2017). Business Law. Tata McGraw Hill
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### Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Conduct discussions and set up a mock court	Quiz	2
2.	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Project Reports	3
3.	CO3	Case laws, discussions	Group Case Presentation,	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Create

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

Programme Outcomes (POs)									
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	1	1	1	1				
CO 2	3	2		2	1		1	2	2
CO 3	2	3	2	3	2	2	1	2	3
CO 4	3	3	3	3	3	2	2	2	3

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in

diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Presentation (10)	Writing Assignments (10)	Quiz (20)
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			

#### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	10

### BM-303 Capstone® Business Simulation (2 Credits)

All the students of MBA are required to undergo the Capstone Business Simulation conducted by the certified resource person. 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>Design Thinking &amp; Entrepreneurship</b>
<b>Course Type</b>	<b>Generic Elective</b>
<b>Course Code</b>	<b>BM-304</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Objectives</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; and</li> <li>• To inspire students and help them imbibe an entrepreneurial mind-set.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To understand basic theories and concepts of Entrepreneurship.</p> <p>CO 2: To apply tools and techniques to develop fundamental capabilities in the methods used for practicing Design Thinking.</p> <p>CO 3: To analyse the business environment and identify problems worth solving and the pain relievers and gain creators associated with them.</p> <p>CO 4: To create business models and test their validity.</p> <p>CO 5: 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, 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></p>

	<p><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): 40 marks <b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text 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>• Roy, Rajeev. (2012). <i>Entrepreneurship</i>: Oxford Higher Education</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>• Nagarajan, K (2015), <i>Project Management: New Age International (P) Limited</i>, 7th edition.</li> <li>• Desai, Vasant (2012). <i>Dynamics of Entrepreneurship Development</i>: Himalaya Publishing House.</li> <li>• <a href="https://lms.learnwise.wfglobal.org">https://lms.learnwise.wfglobal.org</a> (resource material supplied by Wadhvani Foundation)</li> </ul>

### Facilitating the achievement of Course Outcomes

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

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

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

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2								
CO 2	3						1		
CO 3	1		3						
CO 4	2	2	1	2	1		3		
CO 5	1	2	2		2		2		3

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment



<b>SEMESTER-IV</b>	
<b>BM-401 Strategic Management</b>	2
<b>Elective – IX</b>	3
<b>Elective – X</b>	3
<b>BM-402 Academic Dissertation</b>	4
<b>Total Credit Semester -IV</b>	<b>12</b>

<b>Course Name</b>	<b>Strategic Management</b>
<b>Course Type</b>	<b>Programme Core</b>
<b>Course Code</b>	<b>BM-401</b>
<b>Course Credit</b>	<b>2</b>
<b>Semester</b>	<b>IV</b>
<b>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; and</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 Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO1: To understand a range of strategic management theories.</p> <p>CO2: To apply appropriate theories, tools, models and heuristics for studying an organisation's strategically relevant internal and external environment.</p> <p>CO3: 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>CO4: 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></p> <p><b>Overview of Strategic Management:</b></p> <p>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, Strategic Management and Competitiveness; Vision;</p>

		<p>Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies and Competitive Advantage.</p> <p><b>Module II</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, 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 III</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): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Hitt, Ireland, Hoskisson, Manikutty. (2011). <i>Strategic Management A South-Asian Perspective</i> (9<sup>th</sup> ed.). Cengage Learning India Private Limited.</li> <li>• Hill, Jones. (2018). <i>Strategic Management: An Integrated Approach</i>. (9<sup>th</sup> ed.). Cengage Learning India Private Limited.</li> <li>• Barney Hesterly (2019). <i>Strategic Management and Competitive Advantage: Concepts and Cases</i>. (6<sup>th</sup> ed.). Pearson.</li> <li>• Gordon Walker, Madsen.T.(2016). <i>Modern Competitive Strategy</i>. (4<sup>th</sup> ed.) Macgrow Hill.</li> <li>• HBR 10 Must Reads on Strategy (e book provided)</li> </ul>

### Facilitating the achievement of Course Learning Outcomes

Module No.	CO	Teaching & Learning Activities	Assessment Method	Blooms Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Quiz	1, 2
2.	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Application to	2, 3

			specific industries	
3.	CO3	Lecture, Case analysis, Use of audio-visual material,	Group Case Presentation, Comparison Reports	4, 5
4.	CO4	Case study, Strategy Formulation workshops	Group Assignment, Recommendation Reports.	6

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

Programme Outcomes (POs)									
Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	1	1	1	1				
CO 2	3	2		2	1		1	2	2
CO 3	2	3	2	3	2	2	1	2	3
CO 4	3	3	3	3	3	2	2	2	3

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

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PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Presentation (15)</b>	<b>Writing Assignments (10)</b>	<b>Quiz (15)</b>
Remember			
Understand	5		5
Apply	5	5	5
Analyze	5	5	5
Evaluate			
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	10

## 9. SYLLABI OF ELECTIVE COURSES (SPECIALIZATION AREA WISE)

### 9.1 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> Integrated Marketing Communication
<b>BM-M09</b> B2B Marketing
<b>BM-M10:</b> International Marketing

<b>Course Name</b>	<b>Services Marketing</b>
<b>Course Type</b>	<b>Program Elective</b>
<b>Course Code</b>	<b>BM-M01</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	The objective of the course is to build a conceptual understanding of services marketing along with the ability to develop strategies for effective service marketing
<b>Course Outcome</b>	Upon successful completion of the course the learner will be able to: CO 1: Understand the marketing implications of services CO 2: Apply and Analyze the concepts in measuring service quality gaps in organizations CO 3: Evaluate service marketing strategies for increasing customer satisfaction CO 4: Design a service model CO 5: Develop a service model
<b>Pre-Requisite</b>	Basic understanding of marketing environment
<b>Course</b>	<b>Module I</b>

<p><b>Outline</b></p>	<p>Introduction to Services industry a review, Why services Marketing Marketing Implications of Services. Service marketing management Process</p> <p><b>Module II</b> Customer Expectation &amp; Service Quality Gaps Model of Service Quality: Customer gap, Provider gap, Closing the gaps; technology for service quality, Customer expectations of services, types of customer expectation Factors influencing customer expectation, issues involving customer expectation</p> <p><b>Module III</b> Customer Perception of Services &amp; Building Customer Relationships Customer perception, Defining and measuring Service Quality and Customer satisfaction, SERVQUAL, service encounters as building block for customer perception, Customer Profitability segments, Customer retention strategies, service recovery strategic perspective, service guarantees</p> <p><b>Module IV</b> Aligning Service Designs, Standards and Delivery Designing a Service blue print. Customer defined service standards, Strategic role of Physical evidence &amp; Servicescape</p> <p><b>Module V</b> Managing Demand and Capacity and applications in select industries Strategies for matching capacity and demand Strategies to match service promises with delivery, Waiting line strategies Service at the bottom of pyramid, Marketing applications in select industries</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Written Examination, Assignments, Case Study, Presentation): 40 marks <b>End-Term Evaluation:</b> 60 marks</p>
<p><b>References</b></p>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>• Zeithaml et al. (2019), Services Marketing, (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., et al. (2015), Services Marketing-An Asia pacific and Australian perspective (6th ed.), Pearson Education Australia, Sydney.</li> </ul>

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**Facilitating the achievement of Course Outcomes**

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion	Active learning and application with the help of small group exercises, Quiz, Group activity	2
2.	CO 2	Presentation and Discussion	Quiz and role play	3, 4
3.	CO 3	Lecture, Case analysis	Assignment & Presentation	5
4 &5	CO 4 & 5	Student project, case and article discussion	Case analysis, Role Plays	6

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1		3							
CO 2		3						2	
CO 3					3				2
CO 4				3	3		3		
CO 5	3			3		3	3		

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	5		
Apply	10	5	5
Analyze		10	
Evaluate			5
Create			



### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

#### Programme Outcome Details:

- PO1: Acquire knowledge in business management concepts and current practices  
 PO2: Analyse and devise solutions for multifunctional business problems and issues  
 PO3: Analyse relevant global factors that influence decision-making in international business  
 PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems  
 PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams  
 PO6: Examine ethical and societal concerns relating to multiple stakeholders  
 PO7: Communicate effectively with various stakeholders in the context of business  
 PO8: Demonstrate intrapreneurial skills in dealing with business problems  
 PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Sales and Distribution Management</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M02</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	The objectives of the course are: <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 sale organization and their importance for sales success;</li> <li>• To measure the impact of different activities of sales and distribution in an organization; and</li> <li>• To develop a distribution strategy keeping the recent technological development and innovation in the channel Management in mind.</li> </ul>
<b>Course</b>	After undergoing the course, a student will be able:

<p><b>Outcome</b></p>	<p>CO 1: To define different sales concepts and theories  CO 2: To identify the factors that affect sales and distribution Functions  CO 3: To illustrate the sales and distribution linkage in an organization  CO 4: To compare the sales strategy of competitors and different organizations  CO 5: To formulate a channel strategy for an organization keeping global, ethical, social, and sustainable issues in mind</p>
<p><b>Pre-Requisite</b></p>	<p>Basic Knowledge of Marketing Concepts</p>
<p><b>Course Outline</b></p>	<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, Salesforce training, Developing the training program, Evaluating sales training, The motivation of salesforce, 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, SAP and ERP overview</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study,</p>

	Presentation, Short Term Project): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>Suggested Readings</b>	<b>Text Books:</b> <ul style="list-style-type: none"> <li>William Cron and Thomas E. Decarlo, (2015) Sales Management Concepts and Cases (10th ed, 2015.)Wiley</li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I. El-Ansary and R.C. Natarajan, (2016), Marketing Channels, (7th ed.) Pearson</li> <li>Jobber, D., Lancaster, G. (2015). Selling and Sales Management (10th ed.) Pearson Education.</li> <li>Johnston, M. W., Marshal, G. W. (2013). Sales Force Management (11th ed.). New Delhi: Tata McGraw-Hill Education.</li> <li>Spiro, R., Rich, G., &amp; Stanton, W. (2015). Management of a Sales Force (12th ed.). New Delhi: Tata McGraw-Hill Education.</li> <li>Still, R.R., Cundiff, E. W., &amp; Govoni, N. A. P. (2011). Sales Management: Decision, Strategy and cases (5th ed.). Pearson Education.</li> <li>Rackham, N. (2020). SPIN®-selling. Routledge.</li> </ul>

#### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy
1.	CO 1, CO 2	Lecture and Discussion Assignments will be allocated.	Quiz	2,3
2.	CO 1, CO 2	Lecture	Quiz	2,3
3.	CO 3	Lecture, Case Analysis, Role play	Case Analysis and submission	4
4.	CO 4	Lecture, discussion, case studies, presentation	Assignment Presentation	5
5.	CO 5	Case studies and discussion	Short-term Project, Project Presentation or Viva voce	6

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3							
CO 2	3	3		3	3				
CO 3				3					
CO 4				3	3	1		3	
CO 5			3						3

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	5	5	
Apply	10		5
Analyze		10	5
Evaluate			
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	25
Analyze	15
Evaluate	10
Create	

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Customer Relationship Management</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M03</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</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 appraise the technology associated with CRM managed by different functional areas for marketing success</li> </ul>
<b>Course Outcome</b>	<p>After attending the classes student will be able to:</p> <p>CO 1: Understand the basic concepts of customer relationship management</p> <p>CO 2: Explain marketing aspects of customer relationship management</p> <p>CO 3: Apply the basics of operational Customer relationship management</p> <p>CO 4: Analyse the role of customer relationship management in an organisation</p> <p>CO 5: Evaluate the effectiveness of CRM on performance indicators</p>
<b>Pre-Requisite</b>	Basics of Marketing Management and/or Relationship Marketing.
<b>Course Outline</b>	<p><b>Module I</b></p> <p>Introduction to CRM, Types of CRM, Relationship Marketing and Concept of Customer Value, Managing Customer Journey – Customer Acquisition, Retention, and Development; Ethics</p>

		<p>in CRM</p> <p><b>Module II</b> Customer Portfolio Management, Managing Customer Experience, and Experienced Value.</p> <p><b>Module III</b> Marketing Automation, Sales Force Automation, Service Automation; Loyalty Programmes, Calls Centre: Concept and Evolution.</p> <p><b>Module IV</b> Role of CRM technology, Web based customer support, Use of CRM in service and Manufacturing sectors; Calls Centre functionality.</p> <p><b>Module V</b> IT in CRM, CRM Implementation Roadmap, Measuring CRM Performance, CRM Metrics.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Buttle, F., &amp; Maklan, S. (2019). <i>Customer Relationship Management: Concepts and Technologies</i>, Routledge.</li> <li>• Kumar, V., &amp; Reinartz, W. (2018). <i>Customer relationship management</i>. Springer-Verlag GmbH Germany, part of Springer Nature.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Shainesh, G., &amp; Sheth, J. N. (2005). <i>Customer relationship management: A strategic perspective</i>. Macmillan.</li> <li>• Chaturvedi, Mukesh &amp; Abhinav Chaurvedi (2019), <i>Customer Relationship Management: an Indian Perspective</i>, Excel Books, 7th edition</li> <li>• Bhat, K. Govinda. (2018) <i>Customer Relationship Management</i>, Himalaya Publishing House</li> <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-Perard, 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 Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1, CO 2	Lecture and discussion	Quiz	2,3
2.	CO 1, CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2,3
3.	CO 3	Lecture, Case analysis, role play and activity	Case analysis and submission	4
4.	CO 4	case studies, presentation	Assignment and activity	5
5.	CO 5	Case studies and discussion	Project Presentation	6

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2					2			
CO 2	3								
CO 3		3	3						
CO 4				3			2		
CO 5					3			2	

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Internal Assessment 1 (15)</b>	<b>Internal Assessment 2 (15)</b>	<b>Assignments &amp; Presentation (10)</b>
Remember			
Understand	5	5	
Apply	5	5	
Analyze	5	5	10
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	10
Apply	25
Analyze	25
Evaluate	
Create	

**Programme Outcome Details:**

- PO1: Acquire knowledge in business management concepts and current practices
- PO2: Analyse and devise solutions for multifunctional business problems and issues
- PO3: Analyse relevant global factors that influence decision-making in international business
- PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6: Examine ethical and societal concerns relating to multiple stakeholders
- PO7: Communicate effectively with various stakeholders in the context of business
- PO8: Demonstrate intrapreneurial skills in dealing with business problems
- PO9: Recognize and appreciate eco-sensitivity for a sustainable environment



<b>Course Name</b>	<b>Digital Marketing</b>
<b>Course Type</b>	<b>PE</b>
<b>Course Code</b>	<b>BM-M04</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>The objective of the course are:</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; and</li> <li>• To provide basic concepts, techniques, and practices of digital marketing in diverse contexts.</li> </ul>
<b>Course Outcome</b>	<p>Upon completion of the course, a student will be able:</p> <p>CO 1: To define the concepts associated with integrated marketing communication</p> <p>CO 2: To understand the importance of digital marketing in the current era.</p> <p>CO 3: To analyze issues and opportunities of digital marketing and its management for marketing success.</p> <p>CO 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 textbook.
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Marketing Communication:</b>  Introduction to Marketing, The role of IMC in the Marketing Process, Relationship between PLC and marketing communication, Media Planning, and evaluation. The 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 personalization.</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,</p>

		<p>Concept of Display Advertising, working with Google ads.</p> <p><b>Module IV</b>  <b>Social Media Marketing, Email Marketing &amp; Affiliate Marketing:</b>  Fundamentals of Social media marketing, Content strategy for social media marketing, Working with Facebook for business, LinkedIn ads, Instagram business, and marketing over Twitter, Basics of Social media analytics. Email Marketing Concepts, Email Marketing Tools, Mobile Commerce, Affiliate Marketing</p> <p><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</p>
<b>Evaluation Criteria</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>Gupta, S. (2020). Digital Marketing (Second Edition). McGraw-Hill Education.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>Strauss, J and Frost, R (2012), E-Marketing, 6<sup>th</sup> Edition, PHI, New Delhi</li> <li>Barker, M; Barker, D, Bormann, N and Neher, K (2013) Social Media Marketing: A strategic approach, Cengage learning, New Delhi</li> <li>Gay, Richard; Charlesworth, Alan and Esen, Rita (2007), Online Marketing a customer-led approach, Oxford University Press, New York</li> <li>Roberts, M. L. and Zahay, D. (2016). Internet Marketing: Integrating online and offline strategies, Cengage Learning. (IM)</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1, CO 2	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2

2.	CO 3	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3,4 &5	CO 4	Lecture, Case analysis, role play and activity	Case analysis and designing some games, Presentations	3,4&5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1		3							
CO 2					3		3		
CO 3	3				3		3		
CO 4					3		3		

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	5		
Apply	10	5	
Analyze		10	5
Evaluate			5
Create			

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	25
Analyze	10
Evaluate	15
Create	

**Programme Outcomes:**

- PO1: Acquire knowledge in business management concepts and current practices
- PO2: Analyse and devise solutions for multifunctional business problems and issues
- PO3: Analyse relevant global factors that influence decision-making in international business
- PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6: Examine ethical and societal concerns relating to multiple stakeholders
- PO7: Communicate effectively with various stakeholders in the context of business
- PO8: Demonstrate intrapreneurial skills in dealing with business problems
- PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>		<b>Brand Management</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-M05</b>
<b>Course credit</b>		<b>3</b>
<b>Semester</b>		
<b>Objectives</b>		<p>This course deals with brands—why they are important, what they represent to consumers, and what firms should do to manage them properly. As many business executives now recognize, perhaps one of the most valuable assets a firm has are the brands it has invested in and developed over time. Although brands may represent invaluable intangible assets, creating and nurturing a strong brand poses considerable challenges.</p> <p>Aim of the course</p> <p>The main purpose of this course is to provide a comprehensive and up-to-date treatment of the subjects of brands, brand equity, and strategic brand management—the design and implementation of marketing programs and activities to build, measure, and manage brand equity.</p>

	Product Management and new product dimensions.
<b>Course Outcome</b>	<p>After completion of the course, participants will be able:</p> <p>CO 1: Understand basic branding principles</p> <p>CO 2: Identify challenges and opportunities in managing a brand</p> <p>CO 3: Apply to classic and contemporary skills on branding applications</p> <p>CO 4: Analyze marketing decisions on brand performance</p> <p>CO 5: Develop strategies to improve and leverage brand equity</p>
<b>Pre requisite</b>	Basic concepts of Marketing and Consumer behaviour
<b>Course Outline</b>	<p><b>Module I</b>  <b>Understanding Brand Fundamentals:</b>  Value proposition; Identity based view of the brand; Brand elements; Strategic brand management process</p> <p><b>Module II</b>  <b>Developing Brand Strategy:</b>  Customer based brand equity, Brand audit; Brand positioning; Brand resonance and brand value chain.</p> <p><b>Module III</b>  <b>Designing and Implementing Brand Marketing Programme:</b>  Integrated Marketing Communication; Brand storytelling; Customer brand experience and brand attachment; Engaging influencers and brand communities</p> <p><b>Module IV</b>  <b>Measuring and Interpreting Brand Performance:</b>  Measuring sources of brand equity – Capturing customer mind-set; Measuring outcomes of brand equity – Capturing market performance.</p> <p><b>Module V</b>  <b>Growth and Sustaining Brand Equity:</b>  Brand portfolio strategy and Brand architecture; Managing Global Brands; Socially Responsible Brand Management</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested</b>	<b>Text Books:</b>

<b>Readings</b>	<ul style="list-style-type: none"> <li>• Keller, K.L. and Swaminathan, V. (2020), <i>Strategic Brand Management: Building, Measuring, and Managing Brand Equity</i>, 5<sup>th</sup> Edition, Pearson Education, NJ, USA.</li> <li>• Keller, K. L. (2013). <i>Strategic brand management: Building, measuring, and managing brand equity</i>, 4<sup>th</sup> Edition, Pearson Education, NJ, USA.</li> </ul> <p><b>Other Readings:</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> </ul>
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### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion	Active learning and application with the help of small group exercises, Quiz Group activity and role play	2
2.	CO 2	Lecture and discussion	Presentation and Discussion	1
3.	CO 3	Lecture, Case analysis	Case analysis	3
4 &5	CO 4 & 5	Student project, case and article discussion	Project report and presentation	4,5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2							
CO 2		3				3			
CO 3			3				3		
CO 4							1		3
CO 5			3				1		

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Internal Assessment 1 (15)</b>	<b>Internal Assessment 2 (15)</b>	<b>Assignments &amp; Presentation (10)</b>
Remember			
Understand	5		
Apply	10	10	
Analyze		5	5
Evaluate			5
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	05
Apply	25
Analyze	15
Evaluate	15
Create	

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Retail Management</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M06</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</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; and</li> <li>• To provide basic concepts, and practices of retail technology in managing modern retail functions</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To define different retail concepts and theories  CO 2: To identify the factors that affect retailing environment  CO 3: To Illustrate the retail formats, visual merchandising and retail store operations  CO 4: To Compare retail promotion strategies of competitors and different online and offline retailers  CO 5: 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></p>



	<p><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): 40 marks <b>End-Term Evaluation</b> : 60 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> <li>• Pradhan, S. (2017). <i>Retailing Management: Text and Cases</i>. New Delhi: Mc Graw Hill.</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>

## Facilitating the achievement of Course Outcomes

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

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

## Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3							
CO 2				3	3				
CO 3				3					
CO 4				3	3				
CO 5			3		3		3	1	1

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Internal Assessment 1 (15)</b>	<b>Internal Assessment 2 (15)</b>	<b>Assignments &amp; Presentation (10)</b>
Remember			
Understand	5		
Apply	10	10	
Analyze		5	5
Evaluate			5
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	05
Apply	25
Analyze	15
Evaluate	15
Create	

**Programme Outcome Details:**

- PO1: Acquire knowledge in business management concepts and current practices
- PO2: Analyse and devise solutions for multifunctional business problems and issues
- PO3: Analyse relevant global factors that influence decision-making in international business
- PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6: Examine ethical and societal concerns relating to multiple stakeholders
- PO7: Communicate effectively with various stakeholders in the context of business
- PO8: Demonstrate intrapreneurial skills in dealing with business problems
- PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Bottom of the Pyramid (BOP) Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M07</b>
<b>Course credit</b>	<b>03</b>
<b>Semester</b>	
<b>Objectives</b>	<p>This course aims at enabling students:</p> <ul style="list-style-type: none"> <li>• To directly engage in these markets, business organizations so that they can integrate profit with purpose.</li> <li>• To pursue goals of economic and social value creation.</li> <li>• To advocate market-based solutions for reducing poverty and improving the quality of life of the poor population.</li> <li>• To emerge with cutting-edge knowledge and skill to create and handle the BOP Market.</li> </ul>
<b>Course Outcome</b>	<p>After completion of the course, participants will be able:</p> <p>CO 1: To develop a deeper level of understanding of BOP markets among the course participants</p> <p>CO 2: To identify challenges and opportunities in the BOP market</p> <p>CO 3: To analyze the market potential at BOP</p> <p>CO 4: To design an eco-system of profit-with purpose</p>
<b>Pre requisite</b>	Basic concepts of Marketing and Consumer behaviour
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Market and marketing at BOP:</b></p> <p>Where we are and what we know, Evolving and expanding marketing to address challenges and opportunities in BOP markets; Serving the world's poor profitably; Perils and problems of the Bottom of the Pyramid: The fortune at the BOP; Ethical concerns at the BOP.</p> <p><b>Module II</b></p> <p><b>Marketing models at Bottom of the Pyramid:</b></p> <p>Markets and marketing at the BOP; Social vs commercial marketing; creating shared value; Profitable business models and market creation at Bottom of the Pyramid.</p> <p><b>Module III</b></p> <p><b>Consumer behaviour at the bottom of the Pyramid Market:</b></p> <p>The economic lives at the Bottom of the Pyramid; consumer culture and the culture of poverty; The psychology of consumption in poverty marketing factors influencing the Bottom of the Pyramid</p>

	<p><b>Module IV</b>  <b>Innovation at the BOP market:</b>  Strategic innovation at the BOP; Driving innovation from the BOP; Reverse innovation, emerging markets, and global strategy.</p> <p><b>Module V</b>  <b>Marketing strategy at the Bottom of the Pyramid Market:</b>  Lesson from marketers  Competition at BOP; Marketing process in BOP markets;  Reinventing strategies at BOP</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<p><b>Suggested Readings</b></p>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Prahalad, C. K. (2005). <i>Fortune at The Bottom of The Pyramid-Eradicating Poverty Through Profits</i>. Pearson Education, Inc.</li> <li>• Singh, R. (2018). <i>Bottom of the pyramid marketing : making, shaping and developing BOP markets</i>. Emerald Publishing.  <a href="https://books.emeraldinsight.com/page/detail/Bottom-of-the-Pyramid-Marketing/?k=9781787145566">https://books.emeraldinsight.com/page/detail/Bottom-of-the-Pyramid-Marketing/?k=9781787145566</a></li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Prahalad, C. K., &amp; Hammond, A. (2002). Serving the world’s poor, profitably. <i>Harvard Business Review</i>, 80(9), 48. <a href="https://doi.org/10.1108/02756660710732611">https://doi.org/10.1108/02756660710732611</a></li> <li>• Baker, S. M., Gentry, J. W., &amp; Rittenburg, T. L. (2005). Building Understanding of the Domain of Consumer Vulnerability. <i>Journal of Macromarketing</i>, 25(2), 128–139. <a href="https://doi.org/10.1177/0276146705280622">https://doi.org/10.1177/0276146705280622</a></li> <li>• Malodia, S., Gupta, S., &amp; Jaiswal, A. K. (2019). Reverse innovation: a conceptual framework. <i>Journal of the Academy of Marketing Science</i>, 48, 1009–1029. <a href="https://doi.org/10.1007/s11747-019-00703-4">https://doi.org/10.1007/s11747-019-00703-4</a></li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion	Active learning and application with the help of small group exercises, Quiz Group activity and role play	2
2.	CO 2	Presentation and Discussion		1
3.	CO 3	Lecture, Case analysis	Case analysis	3
4 &5	CO 4	Student project, case and article discussion	Project report and presentation	4,5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1		3							
CO 2		3				3		1	
CO 3			3			3			
CO 4				3	3		3		3
CO 5	3			3		3	3		

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	10		

Apply	5	5	
Analyze		10	
Evaluate			10
Create			

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	05
Apply	25
Analyze	15
Evaluate	15
Create	

### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>		<b>Integrated Marketing Communication (IMC)</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM M08</b>
<b>Course credit</b>		<b>03</b>
<b>Semester</b>		
<b>Objectives</b>		<p>The course aims to help students:</p> <ul style="list-style-type: none"> <li>To learn more about the dynamic nature of communication from a marketing perspective.</li> <li>To enable two sects of students: i) those who would be</li> </ul>

		<p>more interested in the managerial aspects of communication - become effective managers in marketing communication or brand managers; ii) those who would be more interested in mastering the creative aspects – become creative campaign designer.</p>
<b>Course Outcomes</b>		<p>On completion of this course, the students will be able to achieve the following:</p> <p>CO 1: Familiarize with the essential elements of Integrated Marketing Communication (IMC).</p> <p>CO 2: Identify and understand the core marketing communication principles and theories.</p> <p>CO 3: Apply concepts, principles, and theories to solve realistic marketing communications problems and make sound IMC decisions.</p> <p>CO 4: Analyse an industry along with a company in it, drawing out the critical success factors related to a marketing plan and applying them to creating a fully integrated marketing communications strategy and execution.</p> <p>CO 5: Evaluate some of the baseline strategic elements required in developing an IMC plan.</p>
<b>Prerequisite</b>		Basic concepts of Marketing and Consumer behaviour
<b>Course Outline</b>		<p><b>Module I</b>  <b>Marketing Communication and Consumer Psychology</b>  Introduction to IMC, Relationship with Marketing and IMC  Current trends and design thinking outlook in IMC, Consumer behaviour and IMC</p> <p><b>Module II</b>  <b>Analysing and Planning the IMC Programme</b>  Establishing objectives, budgeting, and IMC as a strategic tool  Research methods and IMC planning</p> <p><b>Module III</b>  <b>Developing the IMC Programme</b>  Creativity strategy: Planning and development  Creativity strategy: Implementation and evaluation, Media planning and strategy</p> <p><b>Module IV</b>  IMC Perspectives, Sales promotion &amp; personal selling  Direct marketing, public relations, and publicity</p> <p><b>Module V</b></p>



		IMC in the New Age, Mobile media and social media communication Ethical and social perspective of IMC, Corporate communication
<b>Evaluation</b>		<b>Continuous evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>Suggested Readings</b>		<b>Text Book:</b> <ul style="list-style-type: none"> <li>• Belch, G. E., &amp; Belch, M. A. (2021). <i>Advertising and promotion : an integrated marketing communications perspective</i> (12th ed.). McGraw Hill Publication.</li> <li>• Saha, K. (2017). <i>Advertising &amp; Promotions: An IMC Perspective</i> (2<sup>nd</sup> ed.) McGraw Hill Publication.</li> </ul> <b>Reference Books:</b> <ul style="list-style-type: none"> <li>• Shimp, T. A. (2013), <i>Integrated Marketing Communication in Advertising and Promotion</i> (8<sup>th</sup> ed.) Cengage Learning, New Delhi, India</li> <li>• Batra, R., Myers, J. G. and Aaker, D. A. (2016). <i>Advertising Management, 5e</i> (2016), Pearson, Chennai, India</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion	Active learning and application with the help of small group exercises, Quiz Group activities and role play	1
2.	CO 2	Lecture and discussion	Case analysis/ Research paper discussion	2
3.	CO 3	Group presentation and discussion	Group Projects/ Case analysis	3
4 &5	CO 4	Student project, case and article discussion	Project report and presentation	4,5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1		3							
CO 2	3		3						
CO 3	3			3	3	3	3		3
CO 4				3	3		3		
CO 5						3			

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	5		
Apply	10	10	
Analyze		5	5
Evaluate			5
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	05
Apply	25
Analyze	15
Evaluate	15
Create	

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>B2B Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M09</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</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; and</li> <li>• To help students in problem solving and decision making ability regarding B2B setting.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To define different concepts and theories in B2B marketing</p> <p>CO 2: Identify the factors that affect B2B marketing environment</p> <p>CO 3: Illustrate the B2B marketing frame works</p> <p>CO 4: Compare B2B marketing with traditional marketing</p> <p>CO 5: 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): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<p><b>Suggested Readings</b></p>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Reeder, Robert R., 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>• Havaladar, 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</li> </ul>

		ed.). New Delhi: Pearson Education.
		<ul style="list-style-type: none"> <li>• Phadtare, Milind T. (2014) <i>Industrial marketing</i>. PHI Learning Pvt. Ltd., 2014.</li> <li>• Ellis, Nick. (2010) <i>Business to business marketing: Relationships, networks and strategies</i>. OUP</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1, CO 2	Lecture and discussion through small cases	Quiz	2,3
2.	CO 1, CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2.3
3.	CO1, CO 2,CO 3	Lecture, Case analysis, role play and activity	Quiz, Case Analysis and submission	1,2, 3
4.	CO 4	Lecture, discussion, case studies, presentation	Assignment Presentation	4
5.	CO 5	Case studies and discussion	Short-term Project, Project Presentation or Viva voce	5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3							
CO 2				3	3				
CO 3							3		3
CO 4				3	3			1	
CO 5			3				3		3

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Internal Assessment 1 (15)</b>	<b>Internal Assessment 2 (15)</b>	<b>Assignments &amp; Presentation (10)</b>
Remember			
Understand	5		
Apply	10	10	
Analyze		5	5
Evaluate			5
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	10
Apply	25
Analyze	15
Evaluate	10
Create	

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>International Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-M10</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>Objectives of this course are:</p> <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; and</li> <li>• To enable the students with skills in researching and analyzing trends in global markets.</li> </ul>
<b>Course Outcome</b>	<p>Upon completion of the course, a student will be able:</p> <p>CO 1: To understand the concept and process of international marketing.</p> <p>CO 2: To analyse the potential doing business in emerging economies.</p> <p>CO 3: To analyse the different mode of entry to international markets.</p> <p>CO 4: To apply the concept of marketing mix in International context.</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 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> <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): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., &amp; Graham, J. L. (2020). <i>International Marketing</i>. McGraw-Hill Education.</li> </ul> <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Lee, K., &amp; Carter, S. (2011). <i>Global Marketing Management</i>. Strategic Direction.</li> <li>• Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., &amp; Rose, E. L. (2014). <i>International Business</i>. Pearson Australia.</li> </ul>

### Facilitating the achievement of Course Outcomes

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

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating



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

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3							
CO 2				3	3				
CO 3							3		2
CO 4					3			1	

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	5		
Apply	5	5	
Analyze		5	
Evaluate		5	10
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	05
Apply	25
Analyze	15
Evaluate	15
Create	

### **Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

## 9.2 FINANCE

<b>FINANCE</b>
<b>BM-F01</b> Financial Products, Services and Financial Markets
<b>BM-F02</b> Strategic Financial Management
<b>BM-F03</b> Investment Management
<b>BM-F04</b> Financial Report Analysis and Valuation
<b>BM-F05</b> Retail Banking & Insurance
<b>BM-F06</b> Financial Derivatives
<b>BM-F07</b> International Financial Management and Project Finance
<b>BM-F08</b> Fintech & Computational Finance Using R
<b>BM-F09</b> Corporate Taxation
<b>BM-F10</b> Management Control and System

<b>Course Name</b>	<b>Financial Product, Services &amp; Financial Markets</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F06</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 Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO-1 Understand the concepts related to the financial product, services, and financial market.</p> <p>CO-2 Apply relevant concepts to financial products and services that the company can use to raise the capital</p> <p>CO-3 Analyse financial products and services to meet the fundraising requirements of the business.</p> <p>CO-4 Interpret the different sources of finance and financial</p>

	services best suited to the business needs.
<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. 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): 40 marks</p> <p><b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings:</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> Ed, Pearson Education</li> <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> </ul>

### Facilitating the achievement of Course Outcomes

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

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3	3	3	3

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10

<b>Course Name</b>	<b>Strategic Financial Management</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F08</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>4</b>
<b>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) affect firms' Financial Performance.</li> </ul>
<b>Course Outcome (CO)</b>	<p><b>After undergoing the course, a student will be able:</b></p> <p><b>CO 1:</b> Understand the Advanced concepts of Financial Management and its applicability in Managerial Decisions</p> <p><b>CO 2:</b> Apply the importance of the Time Value of Money in the Advanced Financial Decision Making Process.</p> <p><b>CO 3:</b> Analyze Cash flows for Investment Analysis.</p> <p><b>CO 4:</b> Evaluate Risk in Complex Investment Decisions.</p> <p><b>CO 5:</b> Create strategies related to Complex Investment Decisions.</p>
<b>Pre-Requisite</b>	Financial Management- I
<b>Course Outline</b>	<p><b>Module I- Cash Flows for Investment Analysis</b> Cash flows vs. Profit, Incremental Cash Flows, Component of Cash Flows, and Calculation of Depreciation for Tax Purposes. Additional Aspects of Incremental Cash Flow Analysis, Investment Decisions under Inflation and Financing Effects in Investment Evaluation. Investment Analysis under Inflation using Excel.</p> <p><b>Module II- Complex Investment Decisions</b> Investment Decisions: Projects with Different Lives, Investment Timing and Duration, Replacement of an Existing Asset, Investment Decisions under Capital Rationing, Capital Rationing using Solver</p> <p><b>Module III- Risk Analysis in Investment Decisions</b> Nature of Risk, Statistical Techniques for Risk Analysis, Conventional Techniques for Risk Analysis, Sensitivity Analysis, DCF Break Even using Goal Seek in Excel, Scenario Analysis and Simulation Analysis using Risk Analysis software, Decision Trees for Sequential Investment Decisions, Utility Theory and Capital Budgeting</p> <p><b>Module IV Real; Options, Investment Strategy and Process</b> Capital Investment Planning and Control, Qualitative Factors and</p>

		Judgement in Capital Budgeting, Investment Decisions and Corporate Strategy, Managerial Flexibility and Commitment, Strategic Real Options and Capital Budgeting Decision Making Levels. <b>Module V Asset-Based and Venture Capital Financing</b> Lease Financing and Infrastructure Project Financing, Depreciation Tax Shield and Salvage Value, Notion of Venture Capital Process and Methods of Venture Financing and Disinvestment Mechanisms.
<b>Evaluation</b>		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
<b>Suggested Readings</b>		Text Books: <ul style="list-style-type: none"> <li>• Pandey IM (2018) ,<i>Financial Management</i>, 11<sup>th</sup> Edition, Vikash Publishing</li> </ul> <b>Reference Books</b> <ul style="list-style-type: none"> <li>• Chandra Prasanna, (2019), “<i>Financial Management</i>”,10<sup>th</sup> Edition</li> <li>• Ross, Westerfield, Jaffe, Kakani (2017) <i>Corporate Finance</i>: 11<sup>th</sup> Edition, Tata Mcgraw-Hill.</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO 2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CO 3	Lecture, Case analysis Understanding the theories of capital structure, Designing the capital structure for companies, EBIT/EPS understanding, Types of Leverage.	Real life understanding of capital structure of companies, Practical exercises, Student presentations, Class discussions to encourage students to	4



			participate and think, annual report of companies, selected web sites.	
4.	CO 4	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.	CO 5	Lecture, Case studies and discussion	Presentation	5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3	3	3	3

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Investment Management</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F01</b>
<b>Course Credit</b>	3
<b>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 student's 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>Course Outcomes</b>	<p>At the end of this course, participants would be able to:</p> <p>CO 1: Understand the investment environment for Indian investors for various avenues of investment</p> <p>CO 2: Apply appropriate investment strategies related to Equity Investment.</p> <p>CO 3: Analyze modern portfolio theories in constructing efficient portfolios.</p> <p>CO 4: Evaluate the asset pricing model to maximize returns and minimize risk.</p> <p>CO 5: Create strategies related to evaluating the 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- and Portfolio Evaluation</b>  Portfolio Performance Evaluation, Portfolio Management Strategies &amp; Analysis</p>

<b>Evaluation</b>	Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>Reilly Frank &amp; Brown Keith(2012) <i>Investment Analysis and Portfolio Management</i>-, 10<sup>th</sup> Edition Cengage, New Delhi</li> </ul> <p><b>Reference Book</b></p> <ul style="list-style-type: none"> <li>Bodie Zvi, Kane Alex, Marcus Alan and Mohanty Pitabas (2019),<i>Investments</i>, 11<sup>th</sup> Edition, TMH, New Delhi, 8<sup>th</sup> edition</li> </ul>

### Facilitating the achievement of Course Outcomes

Mod ule No.	Course Outco mes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion	Short quiz and in-class problem solving.	2
2.	CO 2	Lecture, presentation and activity.	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models and Simulations.	3
3.	CO 3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO 4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO 5	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 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3			
CO 5	2	3	3	4	5	3	4	4	2

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	

Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Financial Report Analysis &amp; Valuation</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	BM-F03
<b>Course Credit</b>	3
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To give a fundamental understanding of valuation and analysis of financial statements of Corporates.</li> <li>• To gain ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting.</li> <li>• To gain the ability to solve financial reporting and valuation cases.</li> </ul>
<b>Course Outcome</b>	<p>At the end of this course, participants would be able to:</p> <p>CO 1: Understand the Financial Statements of Companies.</p> <p>CO 2: Apply the skill to Analyse and Interpret financial statements so as to make accurate financial forecasting.</p> <p>CO 3:- Analyze valuation models to calculate the value of firms and equity</p> <p>CO 4: Evaluate risk associated with valuations</p> <p>CO 5: Create strategies related to 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></p> <p>Using financial statements for valuation, Analyzing P&amp;L, BS &amp;</p>

	<p>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 the firm, free cash flow to equity, the 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, Mid Term): 40 marks End-Term Evaluation: 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Damodaran, A (2006) <i>“Damodaran on Valuation”</i>, 2<sup>nd</sup> Edition, Wiley India, New Delhi</li> <li>• Pandey IM (2018), <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>• Penman, S (2007): <i>“Financial Statement Analysis &amp; Security Valuation”</i>, 3rd edition Tata McGraw-Hill,</li> <li>• Palepu, et al (2007): <i>“Financial Statement Analysis and Business Valuation”</i>, 3rd edition Cengage Publications, New Delhi,</li> <li>• Wild, et al (2007) <i>“Financial Statement Analysis”</i>, 9th edition Tata McGraw-Hill, New Delhi,</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom’s Taxonomy Level
1.	CO 1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2

2.	CO 2	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.	CO 3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO 4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO 5	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 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analyzing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				



CO 4	3	3	3	4	3	3			
CO 5	2	3	3	4	5	3	4	4	2

### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/ Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10

Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Retail Banking &amp; Insurance</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F05</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 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 Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO 1: Understand the concepts related to retail banking and insurance.</p> <p>CO 2: Apply relevant concepts to evaluate customer requirements, credit scoring and grievance redressal in insurance</p> <p>CO 3: Analyse products and services related to retail banking and insurance to meet customer relationship management and claim settlements, respectively.</p> <p>CO 4: Evaluate the bank's performance including its financial statement for the product development process in bank.</p>
<b>Pre-Requisite</b>	
<b>Course Outline</b>	<p><b>Module I</b></p> <p>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): 40 marks <b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</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, Himalaya 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>, Himalaya 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 Outcomes

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

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analyzing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				

CO 4	3	3	3	4	3	3	3	3	3
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**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/ Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10

<b>Course Name</b>	<b>Financial Derivatives and Risk Management</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	BM-F02
<b>Course Credit</b>	3
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• 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>• To be able to use these instruments to address a wide range of trading and investment objectives.</li> <li>• To understand and be able to control the risks of financial derivatives and derivatives portfolios</li> </ul>
<b>Course Outcomes</b>	<p>At the end of this course, participants would be able to:</p> <p>CO 1: Understand the functioning of Derivatives and Derivatives Markets</p> <p>CO 2: Apply the skill to make an analysis of risks associated with the equity market and hedge the risk through the futures market.</p> <p>CO 3: Analyse the Options Contract to reduce the risk related to equity trading.</p> <p>CO 4: Evaluate Options Hedging Strategies.</p> <p>CO 5: Create strategies related to Derivatives Contracts 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>Evaluation</b>	Internal Evaluation (Quiz, Assignments, Case Study,

		Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
<b>Suggested Readings</b>		Text Book <ul style="list-style-type: none"> <li>Hull John C (2018) , “<i>Options, Futures and Other Derivatives</i>”, 10<sup>th</sup> Edition, Pearson Education, New Delhi</li> </ul> Reference Books <ul style="list-style-type: none"> <li>Kumar SSS (2007), “<i>Financial Derivatives</i>” 2<sup>nd</sup> Edition, PHI</li> </ul>

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

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3			
CO 5	2	3	3	4	5	3	4	4	2

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment



**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyse		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	5

Course Name	<b>International Financial Management &amp; Project Finance</b>	
Course Type		Elective
Course Code		BM-F09
Course Credit		3
Semester		4
<b>Objectives</b>		<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</li> </ul>

	<p>process of preparation, appraisal, monitoring and control of a project.</p> <ul style="list-style-type: none"> <li>To understand management techniques and how to mobilize finance for domestic and international projects shall be highlighted</li> </ul>
<b>Course Outcome</b>	<p>After completing this course, students should be able to:</p> <p>CO 1: Understand Globalization and its importance for the Multinational Financial Manager</p> <p>CO 2: Apply the skills to make analysis of foreign exchange market.</p> <p>CO 3: Analyse Currency derivatives in hedging risk associated with multinational transactions.</p> <p>CO 4: Evaluate approaches to Project Planning, Project Preparation and Project Management.</p> <p>CO 5: Create strategies for evaluating Multi National Firms</p>
<b>Pre-Requisite</b>	Corporate Finance
<b>Course Outline</b>	<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>
<b>Evaluation Criteria</b>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks</p> <p>End-Term Evaluation: 60 marks</p>
<b>Suggested Reading</b>	<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>Shapiro Alan C (2008), “<i>Multinational Financial Management</i>“, 8th Edition, Wiley</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Chandra P (2009), “<i>Projects</i>” 7<sup>th</sup> Editions, TMH, New Delhi,</li> <li>Fabozzi Frank, Davis Henry A (2012) “ <i>Project Financing</i>”, 8<sup>th</sup> Edition, Euromoney,</li> </ul>

Bloom's Taxonomy:  
 Level 1: Remembering  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating  
 Level 6: Creating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CO 2	.Lectures, discussion, Case Studies, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
3.	CO 3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO 4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO 5	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 Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3	3	3	3

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyse		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Financial Technology and Computational Finance Using R</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F10</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>II</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <p>To develop an in-depth understanding of the major areas in FinTech, including money, payment, digital finance and alternative finance.</p> <p>To understand the major technological trend in financial applications in the real world including crypto currencies, block chain, artificial intelligence and big data .</p> <p>To evaluate the fundamental role of data and security in data driven finance.</p> <p>To evaluate business and regulatory implications of technology for the financial industry.</p> <p>To analyze the driving technology innovation in finance.</p>
<b>Course Outcome</b>	<p><b>After undergoing the course, a student will be able:</b></p> <p>CO 1: Understand the Knowledge in FinTech, Digital finance and RegTech.</p> <p>CO 2:Apply global FinTech landscape and describe the role of banks and financial service providers in shaping and responding to innovation and disruption.</p> <p>CO 3: Analyze banking and finance ecosystem and the role of consumers in shaping up current environment. Link behavioural finance theories to technological advances in banking.</p> <p>CO 4: Evaluate holistically and generate finTech ideas. Understand</p>

	<p>the forces behind technological changes in the industry and apply disruption methodologies to practical case studies. Disruption is opportunity not a threat.</p> <p>CO 5: Evaluate FinTech proposals. Recognize what type of innovation and disruption is value added with a potential to reshape legacy environment. Appreciate various challenges and complexities in the process of FinTech innovation.</p> <p>CO6: Create Pitch FinTech proposal. Gain practical exposure to FinTech style of presentation to open audience. Possess the ability to critically discuss and present realistic proposal from idea generation to implementation. Gain introductory programming skills in the context of finance theory and application using Python platform. Appreciate the possibilities and boundaries of technology.</p>
<b>Pre-Requisite</b>	Basics of Finance and Programming
<b>Course Outline</b>	<p><b>Module I- Introduction Fintech and its applications</b> Introduction to Fintech foundations and overview, Fintech for entrepreneurs/ start-ups, investors, consumers, personal finance, lending, business transactions, retail transactions, equity trading, unicorns, business models, Banking, Financial Services and Insurance (BFSI). Introduction to Bank Tech and Insure Tech.</p> <p><b>Module II- Machine Learning and Artificial Intelligence</b> Introduction to Machine Learning (ML) and Artificial Intelligence (AI) in Finance, ML algorithms- logistic regression and neural network, deep neural network, K means algorithm, K nearest neighbourhood, support vector machine; decision tree, random forest. Application of AI in finance, AI/ML in changing business landscape, Block Chain Technology, Crypto Currency, Crowd Funding, and Fintech Regulations</p> <p><b>Module III- Asset Pricing Models</b> Introduction to Capital Asset Pricing Model, Arbitrage Pricing Theory, Beta estimation, Model Testing, Forecasting- ARIMA, ARCH, Modelling the SCL, Testing the explanatory power of the individual variance. Back testing, volatility forecasting; event study in finance; portfolio optimization, asset pricing models- capital asset pricing &amp; arbitrage pricing models; risk management- Value at risk, parametric VaR, historical VaR., Data Exploration using Fundamentals. Technical analysis. Gauging the market sentiment. Simulating Trading Strategies. Pairs Trading. Markowitz Mean-variance optimization.</p> <p><b>Module IV- Fixed Income Securities</b> Measuring market risk of FIS, Immunization of fixed income portfolios, Pricing a convertible bond, The term structure of interest rate, the estimation problem, Estimation of the term structure by linear regression, Cubic spline regression.</p> <p><b>Module V Derivatives Pricing and Credit Risk Management</b></p>

		The Black-Scholes model, The Cox-Ross-Rubinstein model, Connection between the two models, Greeks, Implied volatility. Credit default models, Correlated defaults, migration matrices
<b>Evaluation</b>		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
<b>Suggested Readings</b>		<p><b>Text Books:</b> Chakraborty, S. (2018). <b>Fintech: Evolution or Revolution</b>. Business analytics research lab India. George Daroczi , Michael Puhle , Marton Michaletzsky ,Zsolt Tulassay, Kata Varadi and Agnes VidovicsDancs, <b>Introduction to R for Quantitative Finance</b>, Packt Publishing 2013. Mark J. Bennett, Dirk L <b>Financial Analytics with R</b>, Cambridge University Press Basic econometrics by Gujarati</p> <p><b>Reference Books</b> Nicoletti, B., Nicoletti, W., &amp; Weis. (2017). <b>Future of FinTech</b>. Basingstoke, UK: Palgrave Macmillan. Chishti, S., &amp; Barberis, J. (2016). <b>The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries</b>. John Wiley &amp; Sons. <b>Introductory econometrics for Finance</b> by Chris Brooks 2nd Ed. <b>Statistical analysis for Financial data in R</b> by Dr. Marcel Dettling – Springer Publications</p>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO 2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CO 3	Lecture, Case analysis Understanding the theories of capital structure, Designing the capital structure	Real life understanding of capital structure of companies, Practical exercises, Student presentations, Class discussions to encourage	4

		for companies, EBIT/EPS understanding, Types of Leverage.	students to participate and think, annual report of companies, selected web sites.	
4.	CO 4	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.	CO 5	Lecture, Case studies and discussion	Presentation	5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analyzing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3	3	3	3



**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		
Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Corporate Taxation</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	BM-F04
<b>Course Credit</b>	3
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To familiarize the student with the latest provisions of the Indian Corporate tax laws.</li> <li>• To acquire knowledge useful in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.</li> </ul>
<b>Course Outcome</b>	<p>After completing this course, students should be able to:</p> <p>CO 1: Understand the basics related to Indian Income Tax Act 1961</p> <p>CO 2: Apply skills to calculate Income from different heads under Income Tax.</p> <p>CO 3: Analyze different Rebate and deductions available under Income Tax Act to reduce tax liability</p> <p>CO 4: Evaluate tax provisions for Corporates in India.</p> <p>CO 5: Create frameworks available under Goods and Services Tax (GST)</p>
<b>Pre-Requisite</b>	Basics of the Indian Income Act
<b>Course Outline</b>	<p><b>Module - I</b> Introduction to Taxation, Basic Understanding on Assesse, Person, Residential Status and Exempted Incomes</p> <p><b>Module- II</b> Computation of Income on Individual Heads, Income under head Salary, Income Under Head House Property, Income under head Business and profession, Income under head Capital Gains. Income from Other Sources</p> <p><b>Module -III</b> Deductions, Deduction under Chapter- VIA, Tax Deducted at Source</p> <p><b>Module- IV</b> Corporate Taxation, Computation of Corporate Taxation under Normal Option and MAT</p> <p><b>Module -V</b> Introduction to Indirect Taxes, Basics on VAT, CST, GST and Central Excise</p>
<b>Evaluation Criteria</b>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 60 marks</p> <p>End-Term Evaluation: 40 marks</p>

<b>Suggested Readings</b>		<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>Singhania Vinod K(2023)” <i>Students’ Guide to Income Tax</i> ,64<sup>th</sup> Edition, Taxmann, New Delhi</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Singhania Vinod K(2021)” <i>Direct Taxes- Laws and Practice</i> ,latest Edition, Taxmann, New Delhi</li> </ul>
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Bloom’s Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analyzing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

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

		&Discussion, Problem Solving and Spreadsheet modelling	numerical problems. In-class problem solving. Preparation of Spreadsheet models	
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### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3			
CO 5	2	3	3	4	5	3	4	4	2

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		

Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

<b>Course Name</b>	<b>Management Control System</b>
<b>Course Type</b>	<b>Elective Course</b>
<b>Course Code</b>	<b>BM-F07</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• to allow the student to gain knowledge, insights and analytical skills related to how the finance managers go about designing,</li> <li>• to implement and using planning and control systems to implement corporate strategies.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: Understand the foundations of the analytical approach to a Management Control System</p> <p>CO 2: Apply the conceptual framework of management control</p> <p>CO 3: Analyse the techniques of management control process and Variation in the managerial control system</p> <p>CO 4: Evaluate Strategic related to Cost Control.</p> <p>CO 5: Create the inter-firm strategies and behaviour</p>
<b>Pre-Requisite</b>	Financial and Cost Accounting

<p><b>Course Outline</b></p>	<p><b>Module I:</b> Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed</p> <p><b>Module II:</b> Techniques of management control process: Strategic Planning, Steps in management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting, Analyzing Financial Performance Reports, Performance Measurement, Management Compensation, Behavioural aspects of management control such as motivation and morale, Goal Congruency, Participative and Responsive Management.</p> <p><b>Module III:</b> Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects</p> <p><b>Module IV:</b> Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench</p> <p><b>Module V:</b> Marking, Theory of Constraint, Uniform Costing and Inter-firm comparison, Profitability analysis – Product-wise / segment-wise / customer-wise.</p>
<p><b>Evaluation</b></p>	<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks</p>
<p><b>Suggested Readings</b></p>	<p>Text Book</p> <ul style="list-style-type: none"> <li>• Allen, B.R., Brownlee, E.R., Haskins, M.E. &amp; Lynch, L.J. <i>Cases in management accounting and control system</i> (4<sup>th</sup> ed.). Pearson.</li> </ul> <p>Reference Book</p> <ul style="list-style-type: none"> <li>• V. <i>Management control systems</i> (12<sup>th</sup> ed.). New Delhi: Tata McGraw-Hill.</li> </ul>

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CO 2	. Lectures, discussion, Case Studies, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
3.	CO 3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO 4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO 5	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 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analyzing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2				2				
CO 2	2	3			3				
CO 3	2	3	3	4	4				
CO 4	3	3	3	4	3	3	3	3	3

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignment/Mid Term (10)
Remember			
Understand	15		



Apply		5	
Analyze		5	5
Evaluate		5	5
Create			

**End Semester Examination (ESE)- 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	5

### 9.3 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 Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-H01</b>
<b>Course Credit</b>		<b>3</b>
<b>Objective</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 Outcome</b>		<p>After studying this course, the students will be able:</p> <p>CO 1: Explain various concepts, objectives, importance, processes and functions of employee training &amp; executive development in achieving organizational goals;</p> <p>CO 2: Illustrate the role of learning cycle in effectiveness of training programme;</p> <p>CO 3: Analyse the training needs of employees in business organizations and have understanding of models for designing and developing suitable training programmes;</p> <p>CO 4: Examine the methods of training &amp; developmental activities in ethical and effective manner by using suitable</p>

		<p>methods, competent trainers, and other resources; and</p> <p>CO 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,</p>

		<p>Management 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></p> <p><b>Evaluation and Future Trends of Learning and Development:</b></p> <p>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): 40 marks</p> <p><b>End-Sem Evaluation:</b> 60 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>● Knowles M S (2011). <i>The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development</i>, Taylor &amp; Francis, United Kingdom.</li> <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>● 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>

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

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

#### **Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

<b>Course Outcomes (COs)</b>	<b>Programme Outcomes (POs)</b>								
	<b>PO 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
CO 1	2				3				

CO 2	2	3	3		3	3		2	
CO 3	2	3		2	2	2	3		
CO 4	3	3	3	3	3		3		2
CO 5	2	3		3			2		

### Programme Outcomes Details:

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Group Assignment & Presentations (10)	Individual Assignment (20)
Remember			
Understand	5		5
Apply	5		5
Analyze		5	10

<b>Evaluate</b>		5	
<b>Create</b>			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
<b>Remember</b>	10
<b>Understand</b>	15
<b>Apply</b>	10
<b>Analyze</b>	15
<b>Evaluate</b>	10
<b>Create</b>	

<b>Course Name</b>	<b>Industrial Relations and Labour Laws</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H02</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>Objectives</b>	<p>The objectives of the course are:</p> <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 explain students with the provisions of Labour Legislations in India which will help them to perform effectively as managers;</li> <li>● to develop skills necessary for managing Industrial Relations function; and</li> <li>● to discuss live and practical situations of Industrial Relations and orient students to such situations in industry.</li> </ul>
<b>Course Outcomes</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Compare the best practices for handling Industrial relations effectively and maintaining industrial harmony and peace.</p>

	<p>CO 2: Apply legal provisions expediently for achieving overall industrial growth and development.</p> <p>CO 3: Categorize social security acts for effective use in organizations.</p> <p>CO 4: Appraise the legal environment in the global context.</p> <p>CO 5: 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</b></p> <p>Industrial Relations: Introduction and Overview, Related Theories, IR Scenario in India; Trade Unions and Employers' Association; Workers Participation in Management; Collective Bargaining; Grievance Handling Procedure.</p> <p><b>Module II</b></p> <p><b>Indian Industrial Legislation</b></p> <p>Introduction to Indian Labour Legislation; Protective Labour Legislation: The Factories Act 1948 (Salient Features and Case Studies), The Contract Labour (R&amp;A) Act, 1970; Regulative Labour Legislation: The Trade Union Act 1926, The Industrial employment (Standing Orders) Act 1946, The Industrial Disputes Act 1947; The BOCW Act, 1996; The Bonded Labour System (Abolition) Act, 1976.</p> <p><b>Module III</b></p> <p><b>Social Security Legislations</b></p> <p>Introduction and Overview of Social Security Legislation in India; The Employees Compensation Act, 1923; The E.S.I.C. Act, 1948; The Maternity Benefit Act 1961, Social Security of Unorganized and Migrant Labourers, Amendments.</p> <p><b>Module IV</b></p> <p><b>International Industrial Relations</b></p> <p>Major Labour and Employment Policies in Asian, European, American and African Countries; ILO and India: International Labour Organization, Conventions and Recommendations; International Labour Standards</p> <p><b>Module V</b></p>



		<p><b>Industrial Discipline</b></p> <p>Need, Prerequisites, Perceptions and Objectives of Discipline, Code of Discipline, Code of Conduct, Conduct Discipline and Appeal Rules (CDA): Misconduct, Principles of Natural Justice; Departmental Enquiry Procedures, Charge-sheet and Imposition of Major and Minor Penalties; Workplace Regulations in the “New Normal” Times.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>● Sharma, R. C. (2020). <i>Industrial Relations and Labour Legislation</i>, PHI Publication</li> <li>● Venkata Ratnam, C.S., M. Dhal(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., C.B Mamoria, 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>

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom’s Taxonomy Level</b>
1.	CO 1	Lecture, small group exercises, games and discussion through cases	Quiz and Assignment End term-Exam	2, 3, 4
2.	CO 2	Classroom discussion, Case discussion and group activities	Case analysis, Assignment, Presentation and End-Term Exam	2, 3

3.	CO 3	Case analysis, discussion and activity	Case analysis, Quiz, assignment-short term project and End-Term Exam	2, 3
4.	CO 4	Case analysis, discussion and presentation	Case analysis, Quiz and End-Term Exam	2, 3, 4
5.	CO 5	Case lectures, Presentation and discussion	Case analysis & presentations	3, 4, 5

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Create

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2	2	-	1	-	2	-	1
CO 2	2	3	1	-	3	1	2	-	-
CO 3	2	2	1	-	1	1	-	2	1
CO 4	3	3	3	2	3	2	3	3	2
CO 5	3	2	1	-	3	3	3	2	1

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

Bloom's Category	Quiz (20)	Group Assignment & Presentations (10)	Individual Assignment (10)
Remember	5		
Understand	5	5	5

Apply	5		5
Analyze	5	5	
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>		<b>Managing People and Performance in Organizations</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-H03</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 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 Outcome</b>	<p>After studying this course, the students should be able achieve the following to:</p> <p>CO 1: Illustrate the meaning and importance of Performance Management, Performance Evaluation and other important concepts related to performance assessment of employees in organizations;</p> <p>CO 2: Compare the Performance Management Systems and</p>	

		<p>Processes</p> <p>CO 3: Analyse the usefulness of various methods, especially the modern methods and techniques of performance management</p> <p>CO 4: Apply the strategies of PMS for effective functioning in organization.</p> <p>CO 5: Examine about role of HR Department in ensuring an ethically sound performance management practices in organizations.</p>
<p><b>Pre- Requisite</b></p>		<p>Organizational Behaviour and Human Resource Management</p>
<p><b>Course Outline</b></p>		<p><b>Module I</b></p> <p><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></p> <p><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></p> <p><b>Performance Standards, Methods &amp; Techniques of Evaluation:</b> Traditional &amp; Modern Methods of Performance Appraisal/management- Behaviourally 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></p> <p><b>Implementing PMS:</b></p>

		<p>Preparation, Communication Plan, Appeals Process, Rater Training Programs, Rating Errors, Reducing Rater Bias, POT 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></p> <p><b>Role of the HRD Department:</b></p> <p>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): 40 marks</p> <p><b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Book:</b></p> <ul style="list-style-type: none"> <li>● Rao T. V. (2014). <i>Performance Management and Appraisal Systems: HR Tools For Global Competitiveness</i>, Sage Publication</li> <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>

#### Facilitating the achievement of Course Outcomes

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group	2

			exercises, quiz	
2.	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3.	CO 3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CO 4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CO 5	Case studies and 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 Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	2	2		3	3	1	2	
CO 3	2	3		2	2	2	2		
CO 4	3	3		3	2	1	1		2
CO 5	2	3		1			2		

### Programme Outcomes Details:

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE)- 40 Marks

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
<b>Remember</b>			
<b>Understand</b>	5		5
<b>Apply</b>	5		5
<b>Analyse</b>		5	10
<b>Evaluate</b>		5	
<b>Create</b>			

#### End Semester Examination (ESE)- 60 Marks

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
<b>Remember</b>	10

<b>Understand</b>	15
<b>Apply</b>	10
<b>Analyse</b>	15
<b>Evaluate</b>	10

<b>Course Name</b>	<b>Employee Health and Wellbeing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H04</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>IV</b>
<b>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; and</li> <li>● To plan better workplace health and wellbeing promotion programs</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Define and describe employee health and wellness;</p> <p>CO 2: Apply the knowledge of management issues for better health promotion programs;</p> <p>CO 3: Discover the plans for better implementation of health and wellbeing plans</p> <p>CO 4: Appraise different employee health and wellbeing promotion plans and</p> <p>CO 5: 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 and importance of employee health and wellbeing.</p> <p>Dimensions of employee health and well-being, evolution of lifestyle and health promotion concepts.</p>



		<p><b>Module II</b>  <b>Management Issues</b>          Designing and promoting workplace health 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>  <b>Implementing Employee Health and Well-being plans</b>          Perusing 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>  <b>Employee Health and Well-being practices</b>          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>  <b>Emerging Trends in Employee Health and Well-being practices</b>          Transforming 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.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Book:</b></p> <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> <p><b>Reference Books:</b></p>

		<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>
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### Facilitating the achievement of Course Outcomes

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

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	1	1		1				

CO 2	2	3	3		3	3		2	
CO 3	2	3		2	1	2	3		
CO 4		3	1	2	2		3		2
CO 5	2		3	2	1	2			3

**Programme Outcomes Details:**

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
<b>Remember</b>			
<b>Understand</b>	5		5
<b>Apply</b>	5		5

<b>Analyze</b>		5	10
<b>Evaluate</b>		5	
<b>Create</b>			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Acquisition, Retention &amp; Engagement</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H05</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 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; and</li> <li>● To enable students to apply the acquisition, retention and engagement related concepts to their work.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, a student will be able to:</p> <p>CO 1: Illustrate the meaning and importance of recruitment, selection, appointment, orientation, retention, development and engagement of human capital in organizations.</p>

	<p>CO 2: Analyse various methods of Recruitment and selections, especially the modern methods and techniques in a global context.</p> <p>CO 3: Apply the Post- Selection Processes at work.</p> <p>CO 4: Develop a retention plan based on industry type.</p> <p>CO 5: Infer the challenges and measures for engaging people effectively in organizations in changing the global labour market scenario.</p>
<b>Prerequisite</b>	Organisational Behaviour and Human Resource Management
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Introduction and Concepts:</b></p> <p>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></p> <p><b>Recruitment and Selection:</b></p> <p>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></p> <p><b>Post-Selection Actions:</b></p> <p>Notifying the applicants about Selection Results, Job Offers, on-boarding &amp; Placement, Promotion, Transfer, Development and Redeployment in uncertain times.</p> <p><b>Module IV</b></p> <p><b>Retention Management:</b></p> <p>Absenteeism, Employee Turnover/Attrition and talent retention, Importance of Retention, Retention Determinants, Retention Management Process, Retention Interventions.</p> <p><b>Module V</b></p>

		<p><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>Pedagogy</b>		<ul style="list-style-type: none"> <li>● Classroom presentation</li> <li>● Short case lets and example based discussion</li> <li>● Case study analysis</li> <li>● Video and audio presentation form online platforms</li> <li>● Intra-group activities</li> <li>● Projects</li> <li>● Question and answer</li> <li>● Delivery on specific topics by students</li> <li>● Research based article discussion</li> </ul>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation</b> : 60 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 Outcomes

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

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

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

ourse Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	1			2			1	
CO 2	3	1			2		1	1	
CO 3	3	1			2	1	1	1	
CO 4	3	1			2	1	1	1	1

CO 5	3	1			2	1			1
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**Programme Outcomes Details:**

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution  
Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Presentation (10)</b>	<b>Assignments &amp; Project (10)</b>	<b>Case Analysis (10)</b>
Remember				
Understand	05	05		
Apply	05	03	03	03
Analyze		02	05	03
Evaluate			02	04
Create				

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	



Understand	10
Apply	15
Analyze	20
Evaluate	10
Create	05

<b>Course Name</b>	<b>Strategic HRM</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H06</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>The objectives of the course are to:</p> <ul style="list-style-type: none"> <li>● Understand how the strategic approach to human resources is different from the traditional functional approach;</li> <li>● Understand the relationship of HR strategy with overall corporate strategy;</li> <li>● Understand the strategic role of specific HR systems; and</li> <li>● Appreciate strategic human resource management in the context of changing forms of organization.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Explain various concepts, objectives, importance, processes and functions of business in achieving organizational goals;</p> <p>CO 2: Illustrate the role of strategies in effectiveness of HRM;</p> <p>CO 3: To analyse the approaches to Strategic HR in business organizations and have understanding of models for developing and executing strategies;</p> <p>CO 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>CO 5: Develop appropriate skills and competencies for handling the emerging issues in SHRM.</p>
<b>Pre-Requisite</b>	Principles of Management and Organizational Behaviour

<p><b>Course Outline</b></p>	<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>  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>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<p><b>Suggested Readings</b></p>	<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>
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**Facilitating the achievement of Course Outcomes**

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

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

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

CO 1	2							2	
CO 2	2	3	3		3	3		2	
CO 3	2	3		1	2	2	3		
CO 4	3	2	3	3	3		3		2
CO 5	2	3		2			1		

**Programme Outcomes Details:**

1. Understand the management concepts and practices in different domains of business operations
2. Analyze and devise solutions for multifunctional business problems and issues
3. Analyze relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
Remember			

Understand	5		5
Apply	5		5
Analyze		5	10
Evaluate		5	
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

<b>Course Name</b>		<b>Compensation Management and HR Metrics</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-H07</b>
<b>Course Credit</b>		<b>3</b>
<b>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</b>	After completion of the course, a student will be able to:	

<b>Outcome</b>	<p>CO 1: Explain concepts and factors influencing compensation.  CO 2: Develop compensation package based on job evaluation.  CO 3: Apply legal aspects governing compensation packages in organizations.  CO 4: Evaluate reward system for enhancing efficiency in organizations.  CO 5: Formulate strategies for measurement of efficacy and proper utilization of human capital in organizations.</p>
<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 Analysing 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>  <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></p>

	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,
<b>Evaluation</b>	<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>Suggested Readings</b>	<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>● Martocchio, J. J. (2020). <i>Strategic Compensation: A Human Resource Management Approach</i>, Pearson Publication</li> <li>● Armstrong, M. (2015). <i>Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward</i> (5th Ed.). London: Kogan Page</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> <li>● Milkovich, G. T., Newman, J. M., &amp; Milkovich, C. (2010). <i>Compensation</i>. Chicago: Irwin.</li> </ul>

<b>Mod ule No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxono my Level</b>
1.	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CO 2	Lecture, presentation and activity. Topics for short term	Case analysis, Exercise and Presentation	3

		projects to be given.		
3.	CO 3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CO 4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CO 5	Case studies and discussion	Project Presentation	6

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	3	3		3	3		2	
CO 3	1	3		1	2	2	3		
CO 4	2	3	3	3	3		3		2
CO 5	2	3		3			3		

#### Programme Outcomes Details:

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues



3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
Remember			
Understand	5		5
Apply	5		5
Analyse		5	10
Evaluate		5	
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10

Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

<b>Course Name</b>	<b>HR Analytics, Tools and Techniques</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H08</b>
<b>Course Credit</b>	<b>3</b>
<b>Objectives</b>	The objective of the course is to help the students understand the concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.
<b>Course Outcome</b>	<p>After completion of the course, a student will be able to:</p> <p>CO 1: Illustrate the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance</p> <p>CO 2: Apply measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards</p> <p>CO 3: Apply predictive modelling techniques and how to create meaningful HR reports</p> <p>CO 4: Analyse HR data from a practical perspective and determine what analytic techniques to apply based on the business context</p> <p>CO 5: Create awareness about different types of psychological tests and provide a theoretical background for supplementing the understanding of psychological assessment.</p>
<b>Pre-Requisite</b>	Organizational Behaviour, Human Resource Management
<b>Course</b>	<b>Module I</b>

<p><b>Outline</b></p>	<p><b>Making HR Measurement Strategic:</b>  HR Planning Introduction, types, HRP at macro and micro level, HRP 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></p> <p><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></p> <p><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></p> <p><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></p> <p><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>
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<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books</b></p> <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>

### Facilitating the achievement of Course Outcomes

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

3.	CO 3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CO 4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CO 5	Case studies and discussion	Project Presentation	6

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	3	3		3	3		2	
CO 3		3		2	1	2	3		
CO 4	3	3	3		3		3		2
CO 5	2	3		2			2		

### Programme Outcomes Details:

1. Understand the management concepts and practices in different domains of business operations

2. Analyze and devise solutions for multifunctional business problems and issues
3. Analyze relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

### **Assessment Pattern & Marks Distribution**

#### **Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
Remember			
Understand	5		5
Apply	5		5
Analyse		5	10
Evaluate		5	
Create			

#### **End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15

Apply	10
Analyse	15
Evaluate	10
Create	

<b>Course Name</b>	<b>International HRM</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H09</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>The objectives of the course are:</p> <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; and</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 Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Interpret the meaning and importance of International HRM</p> <p>CO 2: Identify the skills of a global manager.</p> <p>CO 3: Examine recruitment and selection issues in cross cultural workplace</p> <p>CO 4: Explain performance management issues in global context.</p> <p>CO 5: Discuss the role of HR in mergers and acquisitions in the international context.</p>
<b>Pre-</b>	<b>Organisational Behaviour and Human Resource Management</b>

<b>Requisite</b>		
<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 Ventures; HR Role in Managing change;</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Sem Evaluation</b> : 60 marks</p>
<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> (7<sup>th</sup> ed.). 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> (10<sup>th</sup>ed.). New York: Routledge.</li> <li>● Adler, N. J., &amp; Gundersen, A. (2008). <i>International Dimensions of Organisational Behaviour</i> (5<sup>th</sup> ed.). USA: Thomson Learning.</li> <li>● Hofstede, G., Hofstede, G.J. &amp; Minkov, M. (2010). <i>Cultures and Organizations: Software of the Mind</i>. (3<sup>rd</sup> Ed.). New York: McGraw Hill.</li> </ul>



### Facilitating the achievement of Course Outcomes

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

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	

CO 2	2	3	3		3	3		2	
CO 3	2	3		2	3	1	3		
CO 4	3	3	3	3	3		3		2
CO 5	2	3		1			2		

**Programme Outcomes Details:**

1. Understand the management concepts and practices in different domains of business operations
2. Analyse and devise solutions for multifunctional business problems and issues
3. Analyse relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution  
Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Taxonomy Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations(10)</b>	<b>Individual Assignment (20)</b>
Remember			
Understand	5		5
Apply	5		5

Analyze		5	10
Evaluate		5	
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Human Resource Development: Strategies and Systems</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-H10</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>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; and</li> <li>● To promote an understanding of how HRD concepts and theories can be put into practice in different organizations.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Elaborate essentials of HRD and developing insights into</p>

	<p>principles of system design.</p> <p>CO 2: Apply the concepts of coaching and mentoring systems in organizations.</p> <p>CO 3: Examine situations of counselling in organizational set up.</p> <p>CO 4: 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></p> <p><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></p> <p><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></p> <p><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></p> <p><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> <p><b>HRD and other issues:</b> HRD Audit; learning organizations; HRD for innovation and talent</p>

	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>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>Werner, J. M., R. L. DeSimone (2011). <i>Human Resource Development</i>. Cengage Learning.</li> </ul> <p><b>Reference Books:</b></p> <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</i> (4thed.). Cengage Learning.</li> </ul>

#### Facilitating the achievement of Course Outcomes

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

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							2	
CO 2	2	3	3		3	3		2	
CO 3	2	3		2	1	3	2		
CO 4	3	3	3	3	3		3		2
CO 5	2	3		3			3		

#### Programme Outcome Details:

1. Understand the management concepts and practices in different domains of business operations
2. Analyze and devise solutions for multifunctional business problems and issues
3. Analyze relevant global factors that influence decision-making in international business
4. Apply research-based knowledge and techniques to analyze and interpret data for obtaining solutions for organizational problems
5. Develop acumen to perform various roles effectively as a member and a leader in diverse teams
6. Examine ethical and societal concerns relating to multiple stakeholders
7. Communicate effectively with various stakeholders in the context of business
8. Demonstrate intrapreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Group Assignment &amp; Presentations (10)</b>	<b>Individual Assignment (20)</b>
Remember			
Understand	5		5
Apply	5		5
Analyse		5	10
Evaluate		5	
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

## 9.4 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 Type</b>	<b>Programme Elective</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> <li>• An understanding of the tools and techniques useful in implementing supply chain management; and</li> <li>• Knowledge about the professional opportunities in supply chain management.</li> </ul>
<b>Course</b>	After the completion of the course, students will be able to



<b>Outcomes</b>	<p>CO 1: Understand the supply chain and logistics functions of any business organization</p> <p>CO 2: Analyze the interconnectedness of the decision areas in a supply chain</p> <p>CO 3: Develop and use a variety of models most commonly used for decision- making in logistics and supply chain.</p>
<b>Prerequisite</b>	<p>Basic knowledge of Operations Management and Marketing Management</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Understanding of Supply Chain</b>  Objectives of Supply Chain, Importance, Decision Phase, Process View, Examples, Supply Chain Performance Drivers Evolution and Overview of Supply Chain Management, Traditional and Modern Approach of SCM, Elements in SCM</p> <p><b>Module II</b>  <b>Demand Management in Supply Chain</b>  Demand planning &amp; Forecasting, Types of Demand, Characteristics of forecasts, Components of a Forecast &amp; Forecasting Methods, Basic Approach to Demand Forecasting, The Role of inventory in Supply Chain , Planning and Managing Inventories in a SC, managing uncertainty in a SC: Safety Inventory</p> <p><b>Module III</b>  <b>Transportation Problem</b>  Role and Functionality in Supply Chain, Participants in transportation, Transportation formats, Modes, Decision and Other Formats and Transport Documentation , Private Fleet Management : Process Factors and Drivers</p> <p><b>Module IV</b>  <b>IT for SCM</b>  Concept of IT (need for IT, IT tools for business) IT Application in SCM, Evolution, benefits, role of internet, Issues with SCM system typical Data warehouse concepts, Data Mining, use of Data mining tools in SCM</p> <p><b>Module V</b>  <b>Logistics Management</b>  Inbound ,Outbound and Intra firm Logistics, Warehouse Management, Packaging , Material Handling ,3-PL,4-PL,Reverse Logistics , Logistics Management in disruptive situations., Benefits of Logistics Outsourcing</p>

	– Third Party Logistics – Fourth Party Logistics – Value Added Services, International Logistics
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Internal Examination, Short Term Project, Presentation) : 40 marks</p> <p><b>End Semester Evaluation</b> : 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books :</b></p> <ul style="list-style-type: none"> <li>● Ballou, H.B., and Srivastava, S.K. (2019). <i>Business Logistics/Supply Chain Management</i> (5th ed.), Pearson Education, Delhi.</li> <li>● Ailawadi, Satish C., Singh, P. Rakesh. (2020). <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 Outcomes

Module No.	Course Outcomes (COs)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
1	CO 1,2	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	CO 1,2	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	CO 2,3	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,	5,3
4	CO 2,3	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	5,3
5	CO 1,2,3	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	CO 1,2,3	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 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs):**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	2	1	2	1	1	1	-	-
CO 2	1	2	1	2	2	1	1	-	-
CO 3	1	3	1	2	2	1	-	1	-

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Assignments & Presentation (15)	Minor Project (10)
Remember			
Understand	5		
Apply	5	5	5
Analyse	5	10	5
Evaluate			
Create			

### End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

#### Programme Outcome Details (POs):

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>TQM for Business Excellence</b>
<b>Course Type</b>	<b>Specialization</b>
<b>Course Code</b>	<b>BM-O02</b>
<b>Course Credit</b>	<b>3</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 facilitate understanding of concepts of Total Quality (TQ) from design assurance to processes' assurance to service assurance; and</li> </ul>

	<ul style="list-style-type: none"> <li>to enhance the awareness on Quality Management Systems (QMS) like ISO-9001.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students should be able to:</p> <p>CO 1: understand the nature, need and scope of total quality management and its relationship with operational and then business excellence</p> <p>CO 2: understand the quality of design, off-line control, losses and costs of quality</p> <p>CO 3: build knowledge about statistical process control through process capability studies</p> <p>CO 4: develop total quality relationship with environment and safety systems</p>
<b>Pre-Requisite</b>	<p>Fundamentals of Operations Management</p>
<b>Course Outline</b>	<p><b>Module I</b>  <b>Introduction to Quality</b>  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 and Quality Gurus</b>  Quality Management Gurus and their contribution to Quality: 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 Vario 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>  Quality Models and Frameworks Such as SERVQUAL, MBNQA, EFQM;</p>

	Deming's Award; CII Award and ISO 9000.
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• <b>Continuous Internal Evaluation(CIE):</b> 40 Marks</li> <li>• <b>End Semester Evaluation(ESE):</b> 60 marks</li> </ul>
<b>Suggested Readings</b>	<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;Aurricchio, P. (2000). <i>ISO 14001 auditing manual</i>. New York: McGraw Hill.</li> </ul>

### Facilitating the achievement of Course Outcomes

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

**Bloom's Taxonomy:** Level 1: Remembering; Level 2: Understanding; Level 3: Applying;  
Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO 2	PO 3	PO 4	P O 5	PO 6	P O 7	PO 8	PO 9
CO 1	2								
CO 2	2								
CO 3		3							
CO 4				3					

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE) - 40 Marks**

Bloom's Category	Quiz (10)	Assignments & Case Study (10)	Projects (20)
Remember			
Understand	10		5
Apply		5	5
Analyze		5	5
Evaluate			5
Create			

**End Semester Evaluation (ESE) - 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	10
Analyze	10
Evaluate	20
Create	



**Programme Outcomes (POs)**

At the end of the programme, the students will be able to:

- PO1: Acquire knowledge in business management concepts and current practices
- PO2: Analyse and devise solutions for multifunctional business problems and issues
- PO3: Analyse relevant global factors that influence decision-making in international business
- PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6: Examine ethical and societal concerns relating to multiple stakeholders
- PO7: Communicate effectively with various stakeholders in the context of business
- PO8: Demonstrate entrepreneurial skills in dealing with business problems
- PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

<b>Course Name</b>	<b>Service Operations Management</b>
<b>Course Type</b>	<b>Elective</b>
<b>Course Code</b>	<b>BM-O03</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Objectives</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 conceptualize the different operational aspects of variety of services and the perceptual customer benefit packages;</li> <li>• To develop the ability to design service delivery system aligned to organizational 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>

<p><b>Course Outcome</b></p>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To understand the concept of service operation and its attributes in different intangible services.</p> <p>CO 2: To analyse and design the service encounter between service provider and customer &amp; reduce waiting time.</p> <p>CO 3: To analyse the customer need to develop a service delivery system including location, layout &amp; capacity for better quality.</p> <p>CO 4: To develop the ability to integrate technology, customer expectation, innovation, Supply Chain Management, service delivery with globalisation ensuring environment sustainability.</p>
<p><b>Pre-Requisite</b></p>	<p>Operation Management, Quality System Management, Quantitative Techniques, Advance Excel.</p>
<p><b>Course Outline</b></p>	<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: Process Quality Control: 7 techniques, analysis &amp; report.</p> <p><b>Module V</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>		<b>Continuous Evaluation</b> – (Presentation, Live project, Assignments, Case Study): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>Suggested Readings:</b>		<p><b>Books:</b></p> <ul style="list-style-type: none"> <li>Fitzsimmons, James A. &amp; Fitzsimmons Mona J (2018), <i>Service Management</i> (8<sup>th</sup>. Edition), McGraw Hill</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>Graham Clark, Michael Shulver, Robert Johnston (2017), <i>Service Operations Management – Improving Service Delivery</i>, Pearson Education.</li> <li>Russell, R.S. &amp; Taylor, B.W. (2019). <i>Operations and supply chain management</i> (10<sup>th</sup> Edition). John Wiley &amp; Sons.</li> <li>William J. Stevenson (2022). <i>Operations Management</i> (13<sup>th</sup>. Edition), McGraw Hill</li> </ul>

#### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Classroom discussion, presentation	Presentation	1 & 2
2	CO 2	Classroom discussion, presentation.	Test, quiz, Presentation	2 & 3
2	CO 3	Live project assignment, presentation and report discussion.	Assignment report evaluation & test	2, 3 & 4
4 & 5	CO 4	Case discussion	Discussion, Presentation & Report evaluation	3 & 4

**Bloom's Taxonomy:**

K1: Remembering

K2: Understanding

K3: Applying

K4: Analysing

K5: Evaluating

## Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3				2	1			
CO 2		3	1	3	1	1	1	1	1
CO 3		3	1	2	1	1	1	1	3
CO 4		2	1	3			2	3	3

### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (5)	Live Project Assignment & Presentation (20)	Case Analysis (15)
Remember			
Understand			
Apply	5	5	
Analyze		5	5
Evaluate		10	10

### End Semester Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	15
Analyze	15
Evaluate	20

<b>Course Name</b>	<b>Operations Strategy</b>
<b>Course Type</b>	<b>Elective Course (Operation specialisation)</b>
<b>Course Code</b>	<b>BM-O04</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To develop ability to understand long term business plans of a company in line with organizational mission &amp; vision</li> <li>• To forecast customer needs 5 to 7 years down the line, innovate products &amp; services in a globally competitive market.</li> <li>• To foresee the technological changes in manufacturing process, customer satisfaction, SCM and quality process.</li> <li>• To decide on optimal investment in future competitive environment with technological changes in a global business environment</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To analyse the strength &amp;, weakness of the organisation under a competitive business process.</p> <p>CO 2: To evaluate the external factors such as customers, suppliers, competitors &amp; government policies for formulating a business strategy.</p> <p>CO 3: To develop a bird's eye view of utilising organisational resources to achieve organisational growth.</p> <p>CO 4: To prepare a manufacturing strategy in terms of new product development, capacity, location, investment in process selection &amp; technology selection, Supply Chain Management and manpower planning to meet customer demand.</p>
<b>Pre-Requisite</b>	Operation Management, Quality System Management, Supply Chain Management, CRMS, Analytical techniques, Accounting & Finance
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Introduction to Operation Strategy</b></p> <p>Operational Excellence &amp; relation to Operation strategy.</p>

	<p>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>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, Test, Quiz): 40 marks  <b>End-Term Evaluation :</b> 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Steve Brown, John Bessant, Fu Jia (2018), <i>Strategic Operations Management</i> (4<sup>th</sup>. Edition) Pixel Page Publications</li> <li>• Hill, Charles W L &amp; Jones Gareth R. (2020). <i>Strategic Management: An Integrated Approach</i> (9<sup>th</sup> Edition) CENGAGE India</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Sharma, Mohita Gangwar, Slack Nigel, Lewis Michael (2018). <i>Operation Strategy</i> (1<sup>st</sup>. Edition) Pearson.</li> <li>• Michael Hitt, Duane Ireland, Robert Hoskinsson, Manikutty (2019). <i>Strategic Management</i> (9<sup>th</sup>. Edition), CENGAGE</li> </ul> <p><b>Study Material</b>  Journal articles, specific book chapters, consultant reports will be shared from time to time.</p>

### Facilitating the achievement of Course Outcomes

Module No	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture, Literature review and presentation	Presentation.	3
2.	CO 2	Lecture & Case presentation.	Presentation & Report	3 &4
3.	CO 3	Lecture, Case analysis.	Analytical Presentations	4
4 & 5.	CO 4	Lecture, discussion, case studies solution and report	Case Analysis & Evaluation	4 & 5

**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3				2	1			
CO 2		3	1	1	1	1	2	1	1
CO 3		3	2	2	1	1	2	2	3
CO 4		2	3	2			2	3	3

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Case Assignment &amp; Presentation (15)</b>	<b>Case Analysis (25)</b>
Remember		
Understand		
Apply		5
Analyze	5	5
Evaluate	10	15

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	10
Apply	10
Analyze	20
Evaluate	20

<b>Course Name</b>	<b>Sustainable Operations Management</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-O05</b>
<b>Course Credit</b>	<b>3</b>



<p><b>Objectives</b></p>	<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; and</li> <li>• To improve quality of life by creating corporate awareness by including the influence of the environment on mission, goals and profitability of organisation.</li> </ul>
<p><b>Course Outcome</b></p>	<p>After undergoing the course, a student will be able:</p> <p>CO 1: To introduce students to environmental, social &amp; economic sustainability</p> <p>CO 2: To design “socially responsive” products &amp; services addressing pollution concerns.</p> <p>CO 3: To outline the direction of the firm to protect global habitats and environment from pollution, climate change &amp; consumption.</p> <p>CO 4: To understand and apply statutory government rules, regulations, employee health and safety, Factories act, Accidents &amp; Audit.</p> <p>CO 5: To evaluate, monitor and control environmental and social policies of the firm.</p>
<p><b>Prerequisite</b></p>	<p>Operation Management, Quality System Management, Supply Chain Management. Factories Act</p>
<p><b>Course Outline</b></p>	<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</p>

	<p>electronic scraps and wastage</p> <p><b>Module III</b>  <b>Statutory Green Manufacturing</b>  Product &amp; process design, Supply Chain, Carbon footprint, greenhouse gas, Factories Act, Pollution Control, Safety rules, Factory hazards, 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>Green 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>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Presentation, Assignments, Case Study, Short Term Project): 40 marks  <b>End-Sem Evaluation:</b> 60 marks</p>
<p><b>Suggested Readings</b></p>	<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. <i>ISO 14001, Environment systems</i>, ELSEVIER (Ed. 2).</li> <li>● OHSAS Handbook, BS OHSAS 18001:2007 (Ed. 1).</li> </ul>

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO 1	Lecture, Literature review and presentation	Assignment Presentation.	2
2.	CO 2	Lecture & Case presentation.	Case discussion	3
3.	CO 3	Lecture, Case analysis.	Analytical Presentations	3
4.	CO 4	Lecture, discussion, case studies, presentation	Case presentation	4
5.	CO 5	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 Outcomes (COs) to the Programme Outcomes (POs) & Programme Specific Outcomes (PSOs):

Course Outcomes (COs)	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)				
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5

CO 1	1	2	2			3			3	1	1	3		
CO 2	1	2	2			3			3	1	1	3		
CO 3	1	2	2			3			3	1	1	3		

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Minor Project (10)</b>
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyze	15

Evaluate	10
Create	

<b>Course Name</b>	<b>Predictive Analytics and Big Data</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-O06</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; and</li> <li>• To develop skills in integrating the knowledge of analytics tools with organizational strategies and processes.</li> </ul>
<b>Course Outcomes</b>	<p>After the completion of the course, students will be able to</p> <p>CO 1: Understand what is big data analytics</p> <p>CO 2: Develop skills to use predictive analytics tools</p> <p>CO 3: To think critically and use big data analytics in improving decision making</p> <p>CO 4: To solve problems using analytics and communicate solutions to different audience</p> <p>CO 5: Understand opportunities and challenges in investments on analytics in organizations</p>
<b>Prerequisite</b>	Basic knowledge of probability and statistics
<b>Course Outline</b>	<p><b>Module I</b></p> <p>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></p> <p>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): 40 marks</p> <p><b>End-Sem Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>● Miller, T.W. (2018). <i>Modelling 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 outcomes

<b>Module No.</b>	<b>Course Outcomes (COs)</b>	<b>Teaching and Learning Activity</b>	<b>Blooms Taxonomy Level</b>
1	CO 1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	2,5,3
2	CO 1,2,4	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	2,5,3

3	CO 2,3,4	Problem solving, Case study, laboratory sessions	5,5,3
4	CO 2,3,4	Frameworks of Models through unstructured problem. Problem solving, laboratory sessions	5,5,3
5	CO 2,4,5	Problem solving, Case study, laboratory sessions	5,3

**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	1	1	3	2	-	-	1	2	-
CO 2	1	1	1	2	1	-	1	1	-
CO 3	1	2	3	2	1	-	1	1	-
CO 4	2	3	2	2	2	1	2	2	-
CO 5		2	2	2	1	1	1	2	-

**Programme Outcomes (POs)**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Minor Project (10)</b>
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	



<b>Course Name</b>		<b>Technology, Innovation and New Product Development</b>
<b>Course Type</b>		<b>Programme Elective</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 management of technological innovation and new product development;</li> <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; and</li> <li>• to analyse the marketing and production aspects of new products and services.</li> </ul>
<b>Course Outcome</b>		<p>After the completion of the course, students will be able to</p> <p>CO 1: Understand the diversity of types of innovation, innovators and innovation environment.</p> <p>CO 2: Understand a strategic perspective of the role of innovation and the major tools that are used increasingly to assist innovation management.</p> <p>CO 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>CO 4: Gain knowledge of management techniques of technological new product development.</p> <p>CO 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

<p><b>Course Outline</b></p>	<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>
<p><b>Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Continuous Evaluation (Quiz, Assignments, Short Term Project): 40 marks</li> <li>• End-Sem Evaluation: 60 marks</li> </ul>
<p><b>Suggested Readings</b></p>	<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 Outcomes

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Blooms Taxonomy Level</b>
1	CO 1,2,4	<p>Theory and concepts would be introduced through lectures</p> <p>Corporate Examples and exercises with data sets for learning Techniques.</p> <p>Case method to reinforce conceptual understanding</p>	Quiz, Assignments, Minor project	2,5,3
2	CO 1,2,4		Quiz, Assignments, Minor project	2,5,3
3	CO 2,3,4		Quiz, Assignments, Minor project, Written-test	5,5,3
4	CO 2,3,4		Quiz, Assignments, Minor project, Written-test	5,5,3
5	CO 2,4,5		Quiz, Assignments, Minor project	5,3
6	CO2,4,5		Quiz, Assignments, Minor project	5,3

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs) & Programme Specific Outcomes (PSOs):**

Course Outcomes (COs)	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)				
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2						2		2	2			3
CO 2	2	2						2		2	2			3
CO 3	2	2						2		2	2			3

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Assignments & Presentation (15)	Minor Project (10)
Remember			
Understand	5		
Apply	5	5	5

Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
<b>Create</b>	

<b>Course Name</b>		<b>System Optimization and Management Science</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM- 008</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		
<b>Course 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> </ul>

	<ul style="list-style-type: none"> <li>• To familiarize the students with uses of advanced analytical methods in OR/MS to improve managerial decisions; and</li> <li>• To equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.</li> </ul>
<b>Course Outcomes</b>	<p>After the completion of the course, students will be able to</p> <p>CO 1: Learn the model building approach of OR/ MS for formulation of unstructured problems.</p> <p>CO 2: Solve large and complex business problems using advanced OR/MS tools</p> <p>CO 3: Develop custom solutions for data-driven decision making</p> <p>CO 4: Develop skills with advanced OR/MS tools using relevant software packages like Excel Solver and LINGO.</p>
<b>Prerequisite</b>	Basic knowledge of calculus, probability and statistics
<b>Course Outline</b>	<p><b>Module I</b></p> <p><b>Nonlinear Programming:</b> Model building, convex and concave functions, unconstrained problems, Lagrange multiplier method, Kuhn-Tucker conditions, and Quadratic programming problems.</p> <p><b>Module II</b></p> <p><b>Dynamic Programming:</b> Basic concepts, formulating dynamic programming recursion, business applications.</p> <p><b>Module III</b></p> <p><b>Stochastic Programming:</b> Model formulation, models with recourse, business applications.</p> <p><b>Module IV</b></p> <p><b>Multi-criteria Decision Making:</b> Analytical hierarchy process, Introduction of goal programming, modelling and solution.</p> <p><b>Module V</b></p> <p><b>Theory of Games:</b> Modelling competitive decision problems using theory of games, cooperative and non-cooperative games, Nash Equilibrium, games with information asymmetry, stochastic games.</p>
<b>Evaluation</b>	<b>Continuous Evaluation (Quiz, Assignments, Software Competency Test): 40 marks</b>

	<b>End-Term Evaluation: 60 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>• 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 outcomes

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

5	CO 1,2	2,3	Frameworks of Models through unstructured problem, Problem solving, Case study	Quiz, Assignments, Written-test
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**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	2	1	1	3	2	-	-	1	-
CO 2	2	3	1	3	2	-	-	1	-
CO 3	2	3	2	3	2	-	-	1	-
CO 4	1	3	2	3	1	-	-	1	-



**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Software Competency Test (10)</b>
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>		<b>Project Management</b>
<b>Course Type</b>		<b>Programme Elective</b>

<b>Course Code</b>	<b>BM-O09</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 provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project and</li> <li>• To know the role of project management techniques and how to mobilize finance for domestic and international projects.</li> </ul>
<b>Course Outcome</b>	<p>After undergoing the course, a student will be able to:</p> <p>CO 1: Understand the foundations of project management, characteristics, processes, planning, risk factors in project management, and project organization.</p> <p>CO 2: Summarize the stages of project planning and to apply Gantt chart, Network scheduling techniques and Critical Chain Project Management in time and cost management in projects.</p> <p>CO 3: Interpret and execute the project identification selection process, and able to assess the project accordingly.</p> <p>CO 4 :Understand the project financing and implementation</p>
<b>Pre-Requisite</b>	Operations Management, Excel, Quality Management
<b>Course Outline</b>	<p><b>Module I</b>  <b>Project Preparation</b>  Introduction, Need for Project Management, The Project Life Cycle, The Project Manager (PM), Characteristics of Project and key terms, Project Management Processes and their classification, Project proposal, Project Charter.</p> <p><b>Module II</b>  <b>Project Planning</b>  Project Planning, The Planning Process-Overview, Communication, Scope planning, Work Breakdown Structure</p>

	<p>(WBS) &amp; Decomposition, validate scope, Traditional approaches of project scheduling: Gantt Chart, Network scheduling – PERT &amp; CPM. Critical Chain Project Management, Project Crashing.</p> <p><b>Module III</b></p> <p><b>Project Appraisal</b></p> <p>Liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion, Project evaluation. Financial criteria: payback analysis, net present value (NPV) and Return on investment (ROI). Non-financial criteria. Multi-Weighted Scoring Models (Weighted Decision Matrix), Project Risk Identification, Risk assessment/evaluation, Plan response, Control.</p> <p><b>Module IV</b></p> <p><b>Project Cost Management, Financing and Implementation</b></p> <p>Cost estimates, budget, Resource allocation. Control &amp; Variation analysis, Judgmental, Behavioural, Strategic and organizational Considerations; Financing of Project; Infrastructure financing; Tax planning while financing for projects; Implementation, Project Review and Administrative aspects.</p> <p><b>Module V</b></p> <p><b>Project organisation &amp; conflict management</b></p> <p>Formal organization structure, organization design, types of project organizations, Conflict: origin &amp; consequences, managing conflict, team methods for resolving conflict</p>
<p><b>Evaluation</b></p>	<p>Continuous Evaluation (Quiz, Assignment, Presentation): 40 marks</p> <p>End-Semester Evaluation : 60 marks</p>

<b>Suggested Readings:</b>	<p><b>Text Books :</b></p> <ul style="list-style-type: none"> <li>● Larson, E.W. &amp; Gray, C.F. (2021). Project Management: The Managerial Process (8th ed.), McGraw-Hill.</li> <li>● Mantel, S., Meredith, J., Shafer, S. &amp; Gopalan, M.R. (2014). Project Management Core Textbook, 2nd Indian ed., Wiley, India.</li> </ul> <p><b>Reference Books :</b></p> <ul style="list-style-type: none"> <li>● Chandra, P. (2017). Projects: Planning Analysis, Selection, Financing, Implementation and Review, McGraw Hill.</li> <li>● Nicholas, J. M. (2012). Project Management for Business and Technology - Principles and Practice, Pearson Education.</li> </ul>
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**Facilitating the achievement of Course Outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1.	CO 1	Lecture and discussion through small cases	Quiz	2
2.	CO 2	Lecture and discussion	Assignment	2
3.	CO 3	Lecture & Problem discussion	Presentation	4
4.	CO 4	Lecture, & case studies	Assignment & Presentation	2, 4

**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs) & Programme Specific Outcomes (PSOs):**

Course Outcomes (COs)	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)				
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	3							3	3			
CO 2	2	2	3							3	3			
CO 3	2	2	3							3	3			

**Assessment Pattern & Marks Distribution**

**Continuous Internal Evaluation (CIE)- 40 Marks**

Bloom's Category	Quiz (15)	Assignments (15)	Minor Project Presentation (10)
Remember			
Understand	5		
Apply	5	5	5

Analyse	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	

<b>Course Name</b>	<b>World Class Manufacturing</b>
<b>Course Type</b>	<b>Elective</b>
<b>Course Code</b>	<b>BM-O10</b>
<b>Course Credit</b>	<b>3</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 gain an insight into international manufacturing practices.</li> <li>• To conceptualize the multidimensional aspects of operations &amp; services in the global platform.</li> <li>• To analyse the global operation tools &amp; techniques and equip</li> </ul>

		<p>Indian companies with Quality and Performance parameters.</p> <ul style="list-style-type: none"> <li>To familiarize with Global Supply Chain Management practices and understand the international transportation processes and regulations.</li> </ul>
<b>Course Outcome</b>		<p>After undergoing the course, a student will be able:</p> <p>CO 1: To analyse and benchmark global companies for manufacturing excellence.</p> <p>CO 2: 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>CO 3: To develop strategies for global benchmarking for market competitiveness with global quality standards &amp; products to meet international customer needs.</p> <p>CO 4: 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; Io. T 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></p>

		<p><b>Global Supply Chain Management</b></p> <p>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>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Presentation,, Assignments, Quiz, Case Study): 40 marks</p> <p><b>End-Term Evaluation</b> : 60 marks</p>
<b>Suggested Readings:</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Alexander Tsipoulanidis, Dmitry Ivanov &amp; Joem Schoenberger (2021). <i>Global Supply Chain and Operations Management: A Decision-Oriented Introduction to the Creation of Value</i>. (3<sup>rd</sup>. Edition) Springer Texts.</li> <li>• Jorge Posada &amp; Luis Norberto Lopez. (2020) <i>New Industry 4.0 Advances in Industrial Io. T for Manufacturing</i>. (4<sup>th</sup>. Edition) MDPI.</li> </ul> <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Mikell P Groover, (2016), <i>Production Systems, and Computer-integrated Manufacturing</i>. (3<sup>rd</sup>. Edition). Pearson.</li> <li>• Valentina Solanki, Vijender Mishra, Raghavendra Kumar (2020). <i>An Industrial Io. T Approach for Pharmaceutical Industry</i>. (2<sup>nd</sup>. Edition). Academic Press.</li> <li>• Joseph Defeo (2016). <i>Juran's Quality Handbook: The Complete Guide to Performance Excellence</i>. (7<sup>th</sup>. Edition) McGraw Hill.</li> </ul>

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture, discussion & presentation	Individual Presentation	3
2	CO 2	Case discussion & Class Room Presentation.	Live Project Presentation & Report	4
3	CO 3	Lecture, Case	Case	4



		analysis.	Analytical Presentations & Report	
4 & 5	CO 4	Case Discussion, Presentation & Report	Project report	4 & 5

**Bloom's Taxonomy:**

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3				1	1	1	1	
CO 2	2	3	3	2	1	2	1	2	2
CO 3		3	2	1	1	1	1	2	3
CO 4		2	3	2	2	1	2	3	3

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE)- 40 Marks**

<b>Bloom's Category</b>	<b>Quiz (10)</b>	<b>Live Project Assignment &amp; Presentation (15)</b>	<b>Case Analysis (15)</b>
Remember			
Understand			
Apply	5	5	
Analyze		5	5
Evaluate		10	10

**End Semester Examination (ESE)- 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	
Understand	5
Apply	15
Analyze	20
Evaluate	20

**Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)**

<b>Course Outcomes (COs)</b>	<b>Programme Outcomes (POs)</b>								
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

**Programme Outcome Details:**

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply		5	5
Analyze	10	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

## 9.5 Specialization Area: Business Analytics

<b>BUSINESS ANALYTICS</b>
BM-BA01 Data Mining
BM-BA02 Data Visualization
BM-BA03 Data Analytics using R
BM-BA04 Machine Learning
BM-BA05 Big Data Analytics
BM-BA06 Artificial Intelligence and Deep Learning
BM-BA07 Internet of Things
BM-BA08 Social Media Analytics
BM-BA09 Machine Learning Lab
BM-BA10 Mobile Analytics

<b>Course Name</b>		<b>Data Mining</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-BA01</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>II</b>
<b>Objective</b>		The objective of the course is to give students a good overview of the ideas and techniques which are behind recent development in the data warehousing and online analytical processing (OLAP) fields, in terms of data models, query language, conceptual design methodologies and storage techniques.
<b>Course Outcome</b>		After undergoing the course, a student will be able to: CO 1: Understand the functionality of the various data mining component CO 2: Apply different data preprocessing techniques CO 3: Analyse data using data mining techniques and prediction CO 4: Apply classification and clustering technique for business decision CO 5: Understand and apply the functionality of the various data warehousing component
<b>Pre-Requisite</b>		Data base Management System

<p><b>Course Outline</b></p>		<p><b>Module I</b>  <b>Introduction</b>  Data Mining tasks – Data Mining versus Knowledge Discovery in Data bases – Relational databases – Data warehouses – Transactional databases – Object oriented databases – Spatial databases – Temporal databases – Text and Multimedia Databases – Heterogeneous databases - Mining Issues – Metrics – Social implications of Data mining</p> <p><b>Module II</b>  <b>Data Pre-processing</b>  Why Pre-process the data , Data cleaning ,Data Integration, Data Transformation , Data Reduction , Data Discretization</p> <p><b>Module III</b>  <b>Data Mining Techniques, Classification and Prediction</b>  Association Rule Mining, The Apriori Algorithm, Multilevel Association Rules, Multidimensional Association Rules, Constraint Based Association Mining</p> <p>Issues regarding Classification and Prediction, Decision Tree induction, Bayesian Classification, Back Propagation, Classification Methods, Prediction, Classifiers accuracy</p> <p><b>Module IV</b>  <b>Clustering Techniques</b>  Cluster Analysis, Clustering Methods, Hierarchical Methods, Density Based Methods, Outlier Analysis, Introduction to Advanced Topics: Web Mining, Spatial Mining and Temporal Mining</p> <p><b>Module V</b>  <b>Data Warehousing</b>  Need for data warehousing, The building blocks of a Data warehouse, Architecture and Infrastructure: Data Warehouse Architecture, Infrastructure and Metadata Management</p> <p>Principles Of Dimension Modelling, Introduction to Dimensional Modelling, Extract Transform Load (ETL) Cycle, Implementation and Maintenance: Physical design process, Aggregates and Indexing. Data Warehouse Deployment</p>
<p><b>Evaluation</b></p>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>

<b>Suggested Readings:</b>		<b>Text Books</b> <ol style="list-style-type: none"> <li>1. J. Han and M. Kamber , 2001, Data Mining: Concepts and Techniques, Morgan Kaufmann, New Delhi.</li> <li>2. Popover Pang, Michael Steinbach, Vipin Kumar (2016). Introduction to Data Mining . Pearson</li> <li>3. M. H. Dunham, 2003, Data Mining : Introductory and Advanced Topics , Pearson Education, Delhi.</li> <li>4. S.N. Sivananda and S. Sumathi, 2006, Data Mining, Thomson Learning, Chennai.</li> </ol>
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**Facilitating the achievement of Course outcomes**

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

**Bloom's Taxonomy:**

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

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	Presentation (5)	Assignment (15)	Lab Test (10)
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate			5
Create			
End Semester Examination (ESE) - 60 Marks			
Bloom's Taxonomy Level	Test Mark		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>	<b>Data Visualization</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-BA02</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course objective</b>	<p>Objective of this course are:</p> <p>Data Visualization is an important aspect of data analytics that converts numbers to visual communication. Today, the high level presentations require analytical results, to be presented visually. Data visualization helps find relevance among the millions of variables, communicate concepts and hypotheses to others, and even predict the future. This course provides the necessary inputs required on various techniques and methodology of Data Visualizations. Further this courses provides inputs into how reports can be developed using the help of EXCEL.</p>
<b>Course Outcome</b>	<p>Upon completion of the course, a student will be able :</p> <p>CO 1: Understand the basics of data visualization and its importance  CO 2: Apply effective data visualizations tools in order to provide new insights into the data or communicate information to others  CO 3: Analyse business data using useful tools for visualisation  CO 4: Evaluate data through different visualisation tools and coding  CO 5: Creation of dashboard to visualize and analyze data with Excel.</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 Data Visualization</b>  Stages in visualizing data, types of visualization, pre-processing and processing of data, find data, evaluate, extract, clean, correct and merge data, forming the right questions, forming connections and correlations, making successful data visualizations, publishing and disseminating data visualizations.</p> <p><b>Module II</b>  <b>Setting the Context of Data Visualization</b>  Setting the Purpose and Identifying Key Factors, Demonstrating Editorial Focus and Learning About Your Data, Conceiving and Reasoning Visualization Design Options, Taxonomy of Data Visualization Methods, Constructing and Evaluating Your Design</p>



	<p>Solution.</p> <p><b>Module III</b>  <b>Setting the Business Perspective</b>  Five Visual BI Artifacts, Scorecards: Visualizing Performance Improvement, Analytic Patterns: From Time-series to Correlations and beyond, Rules for Visual Insight Designers, Prepping Data for Visualization, Collaborative Analytics.</p> <p><b>Module IV</b>  <b>Tools for Data Visualizations</b>  Tools for creating visualizations-R &amp; Tableau</p> <p><b>Module V</b>  <b>Excel</b>  Spreadsheet (Creation, Data handling, Formatting),Data Manipulation in Spreadsheet ,Analysis Tools in Spreadsheet ,Spreadsheet Functions (Mathematical, Statistical and Financial functions),Data Visualization using Excel.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>References</b>	<p><b>Text Books :</b></p> <ol style="list-style-type: none"> <li>1. John Walkenbach, Excel 2012 Bible, Wiley</li> <li>2. Microsoft Business Intelligence Tools for Excel Analysts (WILEY) , by Michael Alexander, Jared Decker &amp; Bernard Wehbe , 2016</li> <li>3. Alexander, M., &amp; Walkenbach, J. (2013). Excel dashboards and reports (Vol. 17). John Wiley &amp; Sons.</li> </ol>

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2

4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (5)</b>	<b>Assignment (15)</b>	<b>Lab Test (10)</b>
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>		<b>Data Analytics Using R</b>
<b>Course Type</b>		Programme Elective
<b>Course Code</b>		BM-BA03
<b>Course Credit</b>		3
<b>Semester</b>		III
<b>Objectives</b>		<p>Objective of this course is to impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals. Use of R (statistical computing software) to build, assess, and compare models based on real datasets and cases with an easy-to-follow learning curve.</p> <p>This course will review and expand upon core topics in statistics and probability, particularly by initiating the beneficiaries of the course to R for statistical computing.</p>
<b>Course Outcome</b>		After completion of the course, a student will be able to: CO 1: Understand the characteristics of datasets and compare the

		<p>trivial data and big data for various applications (CO 1)  CO 2: Apply tools for descriptive analysis through various plot and descriptive statistics (CO 2)  CO 3: Analyze data for prediction through predictive analysis (CO 3)  CO 4: Evaluate R/R-Studio syntax for statistical analysis (CO 4)  CO 5: Develop models using R/R studio syntax to facilitate business decision (CO 5)</p>
<b>Pre- Requisite</b>		Basic Programming & Mathematics
<b>Course Outline</b>		<p><b>Module I</b>  <b>Introduction to R</b>  General introduction to R and R Packages, Installing R in Windows  Installing R packages through R using syntax Basic syntaxes in R  Data Handling in R Creating Dataframe Variables in R Creating columns with conditions AND, OR Different numeric functions in R like exp, log, sqrt, sum, prod etc. Sorting in R. Ranking and concatenating strings in R. Exercises on Import / Export of Data  Exercises on Data Handling in R Overview of Analytics and Statistics Types of data variables What is Population Mean, Median, or Mode – Their applications Basic Statistics Exercises String and character functions in R Substring, string split Change name of column and checking mode of variable Dividing variable into different buckets Creating user defined functions in R</p> <p><b>Module II</b>  Loops in R , SQL in R using sqldf, Scatter plot, Box plot, Histogram, pie chart in R T Test in R Exercise: Data Summarization using Financial Retail Datasets Overview of Analytics and Statistics Standard deviation interpretation Population vs Sample Univariate &amp; Bivariate Analysis Normal distribution What is Confidence Interval Hypothesis Testing In-Case Study: Academic Performance Case Study Self-Case Study: Health Care , Case Study : Linear regression in R , Regression Residual Analysis, Multiple Regression Model Building.</p> <p><b>Module III</b>  In-class Case Study, Self-Case Study: Predict Customer Value for an Insurance Firm Logistic Regression in R Model theory, Model Fit Statistics Reject Reference, Binning, Classing Dummy Creation, Dummy Correlation Model Development (Multi-collinearity, WOE, IV, HLT, Gini KS, Rank Ordering, Clustering Check) Model Validation (Rerun, Scoring) Final Dashboard</p> <p><b>Module IV</b>  Case Study: Predict Customer Churn for a Telecom firm Self-Case Study: Predict Propensity to Buy Financial Product among Existing Bank Time Series theory discussion overview ARIMA, Stationarity &amp; Non stationary check concepts forecasting components of Time</p>

		<p>Series Measurement of Circular Trend Time Series codes overview  Exponential smoothening theory discussion Case Study – Random walk in Time Series Case Study – Forecasting sales for retail  Clustering Concepts and Case Study K-means Clustering Types of Clustering Centroids Case Study – Airline customer segmentation  Feature Engineering &amp; Dimension Reduction</p> <p><b>Module V</b>  Case Study Factor Analysis PCA Methods of Variable Reduction Dimensionality Reduction Decision Trees Pre-reading on basics of segmentation and decision trees Intro to Objective Segmentation CHAID and CART concept, example, and exercise Implement Decision Trees Advantages and disadvantages of Decision Trees over Prediction Multiple Decision Trees Case Study – Predict earning of an individual</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books</b></p> <ul style="list-style-type: none"> <li>• Gardener, M. (2012). <i>Beginning R: The Statistical Programming Language</i>. Wiley Publications.</li> <li>• Braun, W.J., &amp; Murdoch, D.J. (2007). <i>A First Course in Statistical Programming with R</i>. Cambridge University Press, New York</li> <li>• Moore, D.S., &amp; McCabe, G.P. &amp; Craig, B.A. (2014). <i>Introduction to the Practice of Statistics</i>. W.H. Freeman</li> <li>• Cunningham, B.J. (2012). <i>Using SPSS: An Interactive Hands-on approach</i>.</li> <li>• Cho, M.J., &amp; Martinez, W.L. (2014). <i>Statistics in MATLAB: A Primer</i>. Chapman and Hall/CRC</li> </ul>

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem	Hands-on test, Quiz,	3

		solving, laboratory sessions	Assignments, Written-test	
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>		<b>Machine Learning</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-BA04</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>III</b>
<b>Objectives</b>		<p>The objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To let the students understand the basic concepts of machine learning.</li> <li>• To make students aware about computational problems lie on biology.</li> <li>• To improve the programming skills of the student in bioinformatics domain.</li> </ul>
<b>Course Outcomes</b>	<p>Upon successful completion of the course the Learner will be able to:</p> <p>CO 1: Understand concepts of Machine Learning and its functioning</p> <p>CO 2: Apply and analyze using supervised learning</p> <p>CO 3: Analyze and evaluate using un supervised learning</p> <p>CO 4: Evaluate reinforcement learning in real world problems</p> <p>CO 5: Create project with recent algorithms</p>	

<b>Pre-Requisite</b>		AI, MATHS
<b>Course Outline</b>		<p><b>Module I</b></p> <p><b>Introduction</b> Introduction to Machine learning system, machine learning Basic definitions, types of learning, Examples of machine learning applications: Learning Associations, Classification, Regression, hypothesis space and inductive bias, Evaluation. Basic Mathematical and Statistical concepts: Metric, Matrices, Eigen values and Eigen vectors, mean, median, mode, variance, co-variance, correlation, dispersion matrix, Basic concepts in probability theory such as Bayes theorem, Error risk minimization.</p> <p><b>Module II</b></p> <p><b>Supervised Learning</b> Supervised learning setup (Training, Testing). Minimum distance classifier, k-nearest neighbour classifier, density estimation. Linear regression. Logistic regression. Perceptrons (single layer / multi-layer). Model selection, dimensionality reduction, and feature selection. Measuring the accuracy of learned hypotheses. Comparing learning algorithms: cross-validation, Learning curves and statistical hypothesis testing</p> <p><b>Module III</b></p> <p><b>Unsupervised Learning</b> Clustering. Similarity measures, K-means algorithm, Hierarchical clustering, Density based clustering, anomaly detection, cluster validation Expectation Maximization. Mixture of Gaussians. Factor analysis. PCA (Principal components analysis). ICA (Independent components analysis).</p> <p><b>Module IV</b></p> <p><b>Learning Theory</b> Inductive and deductive learning. Models of learnability: learning in the limit; probably approximately correct (PAC) learning, Generative learning algorithms. Gaussian discriminant analysis. Bayesian Classification. Support vector machines.</p> <p><b>Module V</b></p> <p><b>Recent techniques</b> Deep Learning, Recurrent NNs, Decision trees, Random forests, Semi-supervised and active learning; Reinforcement learning, kernel functions, one class classifier, ensemble learning: bagging, boosting.</p>
<b>Evaluation</b>		Internal Evaluation (Quiz, Assignments, Case Study,



		Presentation, Short Term Project): 40 marks End-Term Evaluation: 60 marks
<b>Suggested Readings</b>		Text Books Machine Learning. Tom Mitchell. First Edition, McGraw- Hill, 1997.
		Introduction to Machine Learning Edition 2, by Ethem Alpaydin

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	Presentation (10)	Assignment (10)	Lab Test (20)
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
End Semester Examination (ESE) - 60 Marks			
Bloom's Taxonomy Level	Test Mark		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>	<b>Big Data Analytics</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-BA05</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	Analysing big data allows analysts, researchers, and business users to make better and faster decisions using data that was previously inaccessible or unusable. Using advanced analytics techniques such as text analytics, machine learning, predictive analytics, data mining, statistics, and natural language processing, businesses can analyse previously untapped data sources independent or together with their existing enterprise data to gain new insights resulting in significantly better and faster decisions. This course provides insightful inputs on concept of big data, big data analytics
<b>Course Outcome</b>	Learning outcomes CO 1: Understand basics of Big Data. CO 2: Appreciate the various Big Data Platforms. CO 3: Understand the various Big Data storage and processing techniques. CO 4: Learn about the “Big data” in enterprises. CO 5: Appreciate the Big Data lifecycle.
<b>Pre-Requisite</b>	Basic IT Knowledge, Basic Mathematics
<b>Course Outline</b>	<p><b>Module I</b> <b>Introduction to Big Data</b> Fundamental Terminologies and Concepts, A Brief History of Big Data, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Benefits of adopting Big Data, Challenges and Limitations of Big Data.</p> <p><b>Module II</b> <b>Fundamentals of Big Data Analytics</b> Basic Big Data Analytics, “Big Data” in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Big Data Visualization, Common Adoption Issues, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends.</p> <p><b>Module III</b> <b>Big Data Platforms</b> Development of scalable and yet elastic virtualized platforms using innovation to cluster commodity hardware components (either cycle harvesting from local resources or through cloud based utility</p>

		<p>computing services) coupled with open source tools and technology.</p> <p><b>Big Data Storage and Processing</b>  Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, Shared-Everything/Nothing Architecture, SCV).</p> <p><b>Module IV</b>  <b>“Big Data” in the Enterprise</b>  The New Information Management Paradigm, Big Data Implications for Industry, Emerging Database Landscape, Application Architectures for Big Data and Analytics, Data Modelling Approaches for Big Data and Analytics Solutions, Big Data Analytics Methodology, Extracting Value from Big Data: In-Memory Solutions, Real Time Analytics and Recommendation Systems.</p> <p><b>Module V</b>  <b>The Big Data Analysis Lifecycle (From Dataset Identification to Integration, Analysis and Visualization)</b>  Common Analysis and Analytics Techniques, A/B testing, Regression, Correlation, Text Analytics, Sentiment Analysis, Time Series Analysis, Network Analysis, Spatial Analysis, Automated Recommendation, Classification, Clustering, Machine Language, Natural Language, Semantics, Data Visualization and Visual Analysis, Assessing Hierarchies, Part-to-Whole Relationships, Plotting Connections and Relationships, Mapping Geo-Spatial Data, Foundational Big Data Technology Mechanisms, Big Data &amp; Cloud Computing</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>		<p><b>Text Books</b></p> <p>1. Books and Other Reading materials will be suggested by the concerned Faculty Member</p>

#### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem	Hands-on test, Quiz,	3

		solving, laboratory sessions	Assignments, Written-test	
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating.

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>		<b>Artificial Intelligence and Deep Learning</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-BA06</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		
<b>Objectives</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 Outcome</b>		<p>Upon successful completion of the course the Learner will be able to:</p> <p>CO 1: Understand concepts of AI and its functioning</p> <p>CO 2: Apply AI in real world problems</p> <p>CO 3: Analyze and provide robust solutions to the real-world problems using AI techniques</p> <p>CO 4: Evaluate search technique for knowledge representation</p> <p>CO 5: Create projects through application of Deep Learning</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>  <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): 40 marks</p> <p><b>End-Sem Evaluation:</b> 60 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.), Addison Wesley 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 outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
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1	CO 1	Lectures, case discussion	Quiz, Assignments, Written- test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written- test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written- test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues



PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>		<b>Internet of Things</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-BA07</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		

<p><b>Objective</b></p>		<p><b>Objective of this course</b>  This course teaches the fundamentals of marketing Internet of Things (IoT), how it works, and how to harness its power to improve business. This course will enable learners to build technical knowledge across IoT-related functions and their applications to business. This Course further explains as to how components are connected together, how they communicate, and how they add value to entire business ecosystem.</p>
<p><b>Course Outcome</b></p>		<p><b>CO 1:</b> Understand basic concepts of IoT and other components that build an IoT solution.  <b>CO 2:</b> Understand and Map out the process of building an IoT solution for business applications  <b>CO 3:</b> Apply different infrastructure components and network systems, and design the basic network for IoT applications for business.  <b>CO 4:</b> Analyze cloud infrastructure of IoT  <b>CO 5:</b> Evaluate performance security in IoT</p>
<p><b>Pre-Requisite</b></p>		<p>Basic Computer Knowledge</p>
<p><b>Course Outline</b></p>		<p><b>Module I</b>  <b>Introduction to Setting up IoT Workflow</b>  Understanding of IoT platform and familiarization with the building blocks in IoT architecture. Learn how to implement IoT business use cases using various IoT platforms.</p> <p><b>Module II</b>  <b>Micro-controller programming using</b>  Understand Embedded Systems and its components, learn to build embedded applications using Arduino Platform, become familiar with hardware interfacing using Arduino, build IoT applications using wired and wireless protocols (ex: Bluetooth, Wifi), debug applications using Arduino IDE.</p> <p><b>Module III</b>  <b>Building IoT Applications using Raspberry Pi/ Arduino platform</b>  Become familiar with Raspberry Pi and Arduino platforms and their applications for basic business application. Understand basic interface of Raspberry Pi/ Arduino devices using Ethernet, Wifi and Bluetooth interfaces.</p> <p><b>Module IV</b>  <b>IoT Cloud Infrastructure</b>  To understand IoT cloud infrastructure blocks, Making right IoT</p>

		<p>platform choice by understanding various popular platforms, Configuring IoT platforms to get required analytics, Learn integration elements (ex: REST APIs) for devices.</p> <p><b>Module V</b>  <b>Performance and Security in IoT</b>  Learning how to benchmark IoT applications and platforms, understanding the security risks in IoT, counter measures and design consideration, Get an understanding of using cryptography in IoT, Instagram, Google+, etc. using this platform for marketing brand to the users.</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>		<p>Text Books:  Books and materials will be suggested by instructors</p>

#### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:  
Level 1: Remembering  
Level 2: Understanding  
Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

#### Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	Presentation (10)	Assignment (10)	Lab Test (20)
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
End Semester Examination (ESE) - 60 Marks			
Bloom's Taxonomy Level	Test Mark		
Remember			

Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

<b>Course Name</b>	<b>Social Media Analytics</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Programme Code</b>	<b>BM BA08</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p><b>Objective of this course are:</b></p> <ul style="list-style-type: none"> <li>• The newest strategies (by social platform) to draw organic traffic to social media sites.</li> <li>• To develop a social media calendar and develop a schedule for your post to make sure your content is relevant and top of mind for your audience.</li> <li>• To learn how to leverage influencer marketing and see if it is right for your overall marketing goals.</li> <li>• To demonstrate the use of social media analytics and making relevant strategies in the present business scenario.</li> </ul>
<b>Course Outcome</b>	<p>Upon completion of the course, a student will be able :</p> <p><b>CO 1:</b> To highlight on the importance of content across various social media platforms.</p> <p><b>CO 2:</b> To understand key social media analytics tools and techniques.</p> <p><b>CO 3:</b> To apply social media analytics for complex issues, think critically, strategize and communicate effectively for an effective throughput.</p> <p><b>CO 4:</b> To analyse the data retrieved from Instagram</p> <p><b>CO 5:</b> To evaluate and create social media analytics in twitter and linked in</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></p> <p><b>Digital strategy in social media:</b></p> <p>Meaning and scope of digital strategy, how to differentiate the strategies of SEO, SEM and SMM, Building Customer Avatar,</p>

	<p>Social media and the CVJ, Social Media Success cycle, Goal setting, Building your brand</p> <p><b>Module II</b>  <b>Social Media Planning, Scheduling and Analysis:</b>  Content types, Content creation, monthly social media calendar, Social media scheduling, social post analysis</p> <p><b>Module III</b>  <b>Facebook marketing and analysis:</b>  Building awareness, stacking engagement, growing leads, converting sales, organic army, CTA, Dashboard analysis</p> <p><b>Module IV</b>  <b>Instagram:</b>  Instagram and the CVJ, Optimize your profile, Establish your purpose and Goals, Optimize your content, Influence, Engagement, Monetize your content, Stories, Analysis of Dashboards</p> <p><b>Module V</b>  <b>Winning on LinkedIn and Twitter</b>  Aware, Engage, Subscribe, Convert, Excite, optimizing on LinkedIn, building your Twitter strategy, Social Listening, Optimizing Twitter, Dashboard analysis through social listening tools.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation</b> : 60 marks</p>
<b>References</b>	<p><b>Text Book:</b>  <b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>● <i>Social Media Marketing Workbook: How to Use Social Media for Business</i>, Book by Jason McDonald</li> <li>● <i>Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content</i>, Book by Ann Handley</li> <li>● <i>Creating Value with Social Media Analytics: Managing, Aligning, and Mining Social</i>. Book by Gohar F. Khan</li> </ul>

**Facilitating the achievement of Course outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem	Quiz, Assignments,	2

		discussion, case discussion	Written-test	
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>	<b>Machine Learning Lab</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-BA09</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course Objectives</b>	To introduce students to the basic concepts and techniques of Machine Learning and python.
<b>Course Outcomes</b>	<p>Upon completion of the course, a student will be able :</p> <p>CO 1: Understand about the tools for machine learning</p> <p>CO 2: Apply machine learning libraries in python</p> <p>CO 3: To develop skills of using recent machine learning software for solving practical problems.</p> <p>CO 4: To gain experience of doing independent study and research</p> <p>CO 5: To create project using machine learning algorithm using python</p>
<b>Pre-Requisite</b>	Statistics and Mathematics
<b>Course Outline</b>	<b>Module I</b> Downloading, Installing and getting started with Python (Exp #1)



		<p>Getting familiarity with Python syntaxes.</p> <p><b>Module II</b></p> <p>Introduction to python open source libraries for machine learning (scipy, numpy, matplotlib, pandas, sklearn) (Exp #2) Loading and understanding data. (Exp #3)</p> <p><b>Module III</b></p> <p>Finding out statistical summary of the data. (Exp #4) Visualize data with univariate and multivariate plots. (Exp #5)</p> <p><b>Module IV</b></p> <p>Building the models for the following algorithms: Logistic Regression (LR)v model, Linear Discriminant Analysis (LDA), K-Nearest Neighbors (KNN)</p> <p><b>Module V</b></p> <p>Classification and Regression Trees (CART), Gaussian Naive Bayes (NB), Support Vector Machines (SVM). (Exp #6, 7) Evaluating the build models. (Exp #8,9) Compare all algorithms and models. (Exp #10)</p>
<b>Evaluation</b>		<p>Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks End Sem exam- 60 marks</p>
<b>Suggested Readings</b>		<p>Text Books Machine Learning. Tom Mitchell. First Edition, McGraw- Hill, 1997.</p>
		<p>Introduction to Machine Learning Edition 2, by Ethem Alpaydin</p>

#### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2

4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written- test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

#### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern and Marks Distribution

<b>Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

<b>Course Name</b>	<b>Mobile Analytics</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-BA10</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p><b>Objective of this course are:</b> In this master class, you will learn</p> <ul style="list-style-type: none"> <li>● Identify the elements of a mobile marketing strategy and examine the various considerations associated with choosing a mobile platform.</li> <li>● Develop an Email marketing plan designed to meet your goals and objectives</li> <li>● Analyze and optimize mobile and email marketing efforts to improve business deliverability</li> </ul>
<b>Course Outcome</b>	<p>Upon completion of the course, a student will be able to:</p> <p>CO 1: Understand the importance of mobile marketing, its testing methods and analysis</p> <p>CO 2: Learn how to craft email campaigns that get delivered, get opened, and most importantly...get clicked.</p> <p>CO 3: Learn how to optimize, track and measure results in Mobile apps</p>

	and Email's.
<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>Mobile Marketing:</b> Review the basics of a mobile marketing strategy, identify the ways you can use mobile devices and networks to achieve your marketing objectives, Mobile apps and its engagement, designing for revenue generation</p> <p><b>Module II</b>  <b>Testing Methodologies and Tools for Analytics:</b> The ability to collect and analyse data, knowing what specific aspects of a campaign are working and which aspects need improvement, testing and creating a unique testing strategy for your business or website.</p> <p><b>Module III</b>  <b>Email Marketing:</b> Importance of Email, Types of Email, Content creation across the various stages of email campaign</p> <p><b>Module IV</b>  <b>Email Analysis:</b> Creating emails and analysis using various applications, Designing short-term and long-term strategies and analysis of the funnel (TOFU, MOFU and BOFU)</p> <p><b>Module V</b>  <b>Optimization, Tracking and Measuring results:</b> Getting more open and clicks, benchmarking your results, Email Deliverability, Monitoring and tracking deliverability</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks  <b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>	<p><b>Text Book:</b>  <b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>● <i>Mobile Marketing for Dummies</i> - Book by Michael Becker, John Arnold, Wiley India</li> <li>● <i>Mobile Marketing In A Week: Build The Ultimate Mobile Marketing System In Seven Simple Steps-</i> Book by Nick Smith</li> <li>● <i>Master the Essentials of Email Marketing Analytics-</i> Book by Himanshu Sharma</li> </ul>

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO 2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO 3	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
4	CO 4	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
5	CO 5	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	-	2	2	-	-	-	2	-
CO 2	2	3	3	2	3	3	1	2	-
CO 3	2	3	-	3	4	4	3	-	-
CO 4	3	3	3	2	3	-	3	-	2
CO 5	2	3	4	4	-	-	4	-	-

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate entrepreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern and Marks Distribution**

<b>A. Continuous Internal Evaluation (CIE) - 40 Marks</b>			
<b>Bloom's Category</b>	<b>Presentation (10)</b>	<b>Assignment (10)</b>	<b>Lab Test (20)</b>
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			
<b>B. End Semester Examination (ESE) - 60 Marks</b>			
<b>Bloom's Taxonomy Level</b>	<b>Test Mark</b>		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

## 9.6 SPECIALIZATION AREA: DIGITAL MARKETING

<b>DIGITAL MARKETING</b>
<b>BM-DM 01</b> Strategic Digital Marketing
<b>BM-DM 02</b> Optimizing the website (SEO)
<b>BM-DM 03</b> Integrated Digital Media Campaign (SEM) and Mobile Marketing
<b>BM-DM 04</b> Context and Social Media Marketing (SMM)
<b>BM-DM 05</b> Content Writing
<b>BM-DM 06</b> Copy Writing
<b>BM-DM 07</b> Email Marketing
<b>BM-DM08</b> Online and Web Analytics
<b>BM-DM09</b> Pre-Processing and Data Visualization
<b>BM-DM 10</b> Affiliate Marketing

<b>Course Name</b>	<b>Strategic Digital Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 01</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To translate some of the key marketing and business models that will help to shape your digital marketing strategy</li> <li>• To review the history of digital marketing to give some perspective to your digital strategic plan</li> <li>• To describe online market presence, segmentation and the 4 Ps of marketing and their implications for digital marketing</li> <li>• To discuss the opportunities and risks of integrated digital marketing</li> <li>• To outline an approach to developing a digital marketing plan explain the key digital marketing activities needed for competitive success</li> </ul>

<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1- Understand the concepts of Digital Marketing</p> <p>CO 2-Apply various digital marketing tools to execute their marketing activity</p> <p>CO 3 -Analyse the performance of various digital channels</p> <p>CO 4- Develop a digital plan for organization</p> <p>CO 5- Design and implement a digital marketing strategy</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 Digital Marketing</b>  Digital marketing, Internet users, Digital Marketing Strategy, Digital Advertising Market in India, Skills required in digital Marketing, Digital Marketing plan.</p> <p><b>Module II</b>  <b>Marketing 1.0 to 4.0</b>  Marketing 4.0 Outlook shift, Influential digital sub culture  4P's to 4C's in digital world, Online Marketing Mix, O3 Layer in digital world, Digital Marketing Productivity Metrics, Industry archetypes and best practices</p> <p><b>Module III</b>  <b>Copywriting</b>  Value Canvas Journey, Copywriting versus Branding, Fundamental rules of selling in online, Customer Avataar, The power of one (Big Promise), How do you do research Online, Secret simple formula for an online sales letter</p> <p><b>Module IV</b>  <b>Content writing</b>  Theory of Resistance, Write like you Talk, The power of telling stories online, How do you write copies that sell, Persuading your consumers using Before and After Grid, core buying emotions in copy</p> <p><b>Module V</b>  <b>Basics of SEO, SEM, SMM</b>  SEO basics, Introduction to Google Ads and Analytics, Social media marketing basics.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Digital Marketing, <i>Mc Graw Hill Education</i>, Seema Gupta, 2018</li> <li>2. Marketing 4.0 by Philip Kotler</li> </ol>



### Facilitating the achievement of Course outcomes

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1	CO 1	Lecture, discussion through cases	Quiz and Assignment End term-Exam	2
2	CO 2	Classroom discussion and group activities	Case analysis, Assignment, Presentation and End-Term Exam	3
3	CO 3	Case analysis and presentation	Case analysis, Quiz, assignment-short term project and End-Term Exam	3
4	CO 4	Case analysis and presentation	Case analysis, Quiz and End-Term Exam	4
5	CO 5	Case studies, Presentation, and discussion	Case analysis & presentations	5 & 6

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	1	2	2	2	-	-	-	-
CO 2	1	2	2	3	1	-	-	-	-
CO 3	1	2	2	3	1	-	-	-	-
CO 4	-	2	2	2	1	-	-	-	-
CO 5	1		2		2	-	-	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyse	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Optimizing the Website (SEO)</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 02</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To find and utilize the right keywords for the right niche when developing content</li> <li>• To make sure that your site is on the first page of SERPs by meeting all the requirements set by a search engine as well as how to build backlinks</li> <li>• To make use of analytics to see how well your SEO tactics work and which areas could use improvement</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1- Understand the concepts of Search Engine Optimization</p> <p>CO 2- Analyse website data using Google Analytics</p> <p>CO 3- Data monitoring for website improvisation</p> <p>CO 4 - Develop On-Page &amp; Off-Page SEO Optimization strategy</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></p> <p><b>Introduction to SEO</b></p> <p>Introduction, Importance, Search Ecosystem components, What drives Search Ecosystem, SEO pros and cons, SEO careers.</p> <p><b>Module II</b></p> <p><b>How search engine work</b></p>

	<p>International search engines: Yandex, Baidu, Naver, Qwant. Search Engine Mechanism, Search Engine Crawling, Crawling and Indexing, Storing, Ranking, Sitemaps.</p> <p><b>Module III</b></p> <p><b>Types of SEO</b></p> <p>White, Black and Gray Hat SEO, SEO Best practices and mistakes, SEO SPAM, The Periodic Table of SEO Success Factor, Keyword Research, Types of queries and Competitive Analysis overview</p> <p><b>Module IV</b></p> <p><b>On-page and off-page Optimization</b></p> <p>On-page factors, Title Tags, Meta Description, Header Tags, Image Alt Text, Keyword Stuffing, Cloaking, Perfectly optimized page, Top Ranking Factors</p> <p>What Is Off-Page Optimization, Signals of popularity, off-site engagement, Types of Links, Rel = “no follow” and Social Media, Link Building Don’ts, Off-Site Engagement</p> <p><b>Module V</b></p> <p><b>Market and Analyse Your Optimized Website</b></p> <p>Conducting Competitive Audit, Why You Should Not Rely on Rankings, Create a Marketing Plan, Analytics and Measurement.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation</b> : 60 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Introducing SEO: Your quick-start guide to effective SEO practices, Aravind Shenoy &amp; Anirudh Prabhu (auth.)</li> <li>2. The Art of SEO, 3rd Edition: Mastering Search Engine Optimization by Eric Enge &amp; Stephan Spencer &amp; Jessie Stricchiola</li> </ol>

### Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom’s Taxonomy Level
1 & 2	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
3 & 4	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
5	CO 3, CO 4	Lab Practice	Assignments	3, 5

- Bloom's Taxonomy:  
 Level 1: Remembering  
 Level 2: Understanding  
 Level 3: Applying  
 Level 4: Analysing  
 Level 5: Evaluating  
 Level 6: Creating

**Mapping of the Course Outcomes to the Program Outcomes**

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3	-	1	-	-	-	-	-
CO 2	1	-	1	3	3	-	-	-	-
CO 3	-	2	2	1	1	-	-	-	-
CO 4	-	-	3	-	-	1	-	-	-

**Programme Outcome Details (POs)**

At the end of the programme, the students will be able to-

- PO1: Acquire knowledge in business management concepts and current practices
- PO2: Analyse and devise solutions for multifunctional business problems and issues
- PO3: Analyse relevant global factors that influence decision-making in international business
- PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems
- PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams
- PO6: Examine ethical and societal concerns relating to multiple stakeholders
- PO7: Communicate effectively with various stakeholders in the context of business
- PO8: Demonstrate intrapreneurial skills in dealing with business problems
- PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution  
 Continuous Internal Evaluation (CIE) - 40 Marks**

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Integrated Digital Media Campaign (SEM) and Mobile Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 03</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	<b>III</b>
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>•To write effective ad copy, target relevant audiences using Search Engine Marketing (SEM) tools</li> <li>•To be proficient in the Google Ads platform by gaining hands-on experiential learning in a simulated environment</li> <li>•To measure success and optimise SEM campaigns using analytics</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Understand the concepts of Search Engine Marketing</p> <p>CO 2: Apply the concepts to address SEM issues</p> <p>CO 3: Creating campaigns for search engine marketing</p> <p>CO 4:- Evaluate and monitor campaign effectiveness</p> <p>CO 5: Run campaigns for internet sales, lead generation, and brand development using skills and methods for a high return on investment</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></p> <p><b>Introduction to Paid Search</b></p> <p>Keywords - The building blocks of Search campaigns</p>

	<p>Keyword Match Types: Broad, Exact, Phrase, Broad Match Modifier (BMM)  Writing compelling ad copies  Using Ad extensions for improving effectiveness  Ad ranking and factors determining the same  Keyword reports - Understanding and fine-tuning campaigns based on the same.  Auction Process.</p> <p><b>Module II</b>  <b>Google Ads</b>  Using Google Ads Editor and Google Trends  Ad extensions provided in Google Ads - Introduction, Types, When to use which extension  Quality Score - Introduction, Importance, Factors determining QS, QS types, Improving QS  Campaign Drafts and Experiments  Google Ad Account Structure and Account Management, Content marketing for SEM and Email marketing.</p> <p><b>Module III</b>  <b>Display Advertising &amp; Shopping Ads</b>  What is Display Advertising and how it works.  Difference between Paid Search and Display Marketing  The Google Display Network - Targeting options available, Using Google Display Planner  Types of Display targeting - Topic, Interest, Keyword, Demo  Reaching the correct audiences using Display Networks  Re-target website visitors using Remarketing.</p> <p><b>Module IV</b>  <b>Programmatic Buying</b>  What is Programmatic Buying?  Evolution of Programmatic - from remnant to premium inventories.  The most commonly used acronyms - DSP, SSP, DMP and API's.  The 4 pillars of Programmatic buying - Data, Inventory, Technology and Expertise/ Knowledge/ Resources.  Difference between Programmatic, Real Time and Display buying.  How to use Data effectively for Programmatic  Defining KPI's for Programmatic Buying.  Future of Programmatic Buying</p> <p><b>Module V</b>  <b>Paid Search Analytics</b>  Measuring success  Reporting and Optimisation.</p>
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<b>Evaluation</b>		<b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation:</b> 60 marks
<b>References</b>		<b>Text Book :</b> 1. Introduction to Search Engine Marketing and AdWords: A Guide for Absolute Beginners by Todd Kelsey (auth.) 2. Pay-Per-Click Search Engine Marketing: An Hour a Day by David Szetela & Joseph Kerschbaum

### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2 & 3	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO 3	Lab Practice	Assignments	4
5	CO 4, CO 5	Lab Practice	Assignments	5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	2	-	1	-	-	-	-	-
CO 2	1	1	1	3	3	-	-	-	-



CO 3	-	-	2	-	-	-	-	-	-
CO 4	-	-	3	-	-	-	-	-	-
CO 5	-	-		2	1	1	-	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to:

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>		<b>Context and Social Media Marketing (SMM)</b>
<b>Course Type</b>		<b>Programme Elective</b>
<b>Course Code</b>		<b>BM-DM 04</b>
<b>Course Credit</b>		<b>3</b>
<b>Semester</b>		<b>III</b>
<b>Objectives</b>		<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To develop an engaging and effective social media strategy for your business</li> <li>• To build an inbound social media strategy that delights your customers and grows your bottom line</li> <li>• To leverage the power of social media to transform your business and your career</li> </ul>
<b>Course Outcome</b>		<p>After studying this course, the students will be able to:</p> <p>CO 1 Understand the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses</p> <p>CO 2 Develop social media goals to achieve successful online campaigns</p> <p>CO 3 Analyse the impact of various social media marketing activities</p> <p>CO 4 Appreciate the etiquettes of working cooperatively within a social media community and build positive reputation within the community</p> <p>CO 5 Develop effective social media marketing strategies for various types of industries and businesses</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>Core Concepts of Social Media</b>  Introduction, Importance, Social-Media and Customer Value, Social Media Success Cycle, Goal Setting and Research, Building your brand</p> <p><b>Module II</b>  <b>Social Media Planning and Scheduling</b>  Social Media Planning, Content Types and Creation, Monthly Social content calendar, Social Media Scheduling, Social Post Analysis</p> <p><b>Module III</b>  <b>Facebook Marketing</b></p>

		<p>Building Awareness, Stacking Engagement, Growing Leads, Converting into Sales, Organic growth strategies, Call to Action</p> <p><b>Module IV</b></p> <p><b>Instagram Marketing</b></p> <p>Instagram and the CVJ, Optimize Your Profile, Establish Your Purpose &amp; Goals, Content Types, Optimizing Your Content, Influencing, Engagement on Instagram, Monetize Your Content, Stories, Optimizing Instagram, Call To Action</p> <p><b>Module V</b></p> <p><b>Twitter and LinkedIn</b></p> <p>Twitter and the CVJ, Building Your Twitter Strategy, Customize and Brand Your Profile, Engagement Strategies, Drive Traffic to Your Website, Social Listening on Twitter, Optimizing Twitter, Call to Action Consumer Journey stages in LinkedIn</p>
<b>Evaluation</b>		<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>		<p><b>Text Books:</b></p> <ul style="list-style-type: none"> <li>• Advanced Social Media Marketing: How to Lead, Launch, and Manage a Successful Social Media Program by Tom Funk</li> <li>• Social Media Marketing All-in-One For Dummies by Jan Zimmerman &amp; Deborah Ng</li> </ul>

#### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2, 3	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO 3	Lab Practice	Assignments	4
5	CO 4 & CO 5	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	5,6

Bloom's Taxonomy:  
Level 1: Remembering

- Level 2: Understanding
- Level 3: Applying
- Level 4: Analysing
- Level 5: Evaluating
- Level 6: Creating

### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	2	-	1		-	-	-	-
CO 2	1	1	1	3	3	-	-	-	-
CO 3	-	-	2	-	-	-	-	-	-
CO 4	-	-	3	-	-	-	-	-	-
CO 5	-	-	1	2	2	1	-	-	-

#### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5

<b>Evaluate</b>			
<b>Create</b>			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Content Writing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 05</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To develop an engaging and effective content for your business</li> <li>• To build an effective content strategy that delights your customers and grows your bottom line</li> <li>• To leverage the power of content to transform business</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Understand the underlying concepts of content marketing</p> <p>CO 2: Analyse the effective styles of content and presentation</p> <p>CO 3: Monitor and evaluate content performance through various metrics</p> <p>CO 4: Design strategies for delivering customized content for effective communication and impression of the social media platforms.</p>
<b>Prerequisite</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></p> <p><b>Introduction to Content Writing</b></p> <p>What is Content Writing? Rising Popularity of Content Writing, Reasons to Make a Career in Content Writing</p>

	<p><b>Module II</b> <b>Web Hosting</b> How to Purchase a Domain? How to Buy Web Hosting? How to integrate web hosting &amp; domain</p> <p><b>Module III</b> <b>The Connection Between Content Marketing &amp; UI/UX</b> UI (User Interface), UX (User Experience), Importance of UI/UX in Content Marketing, Why Content Strategy and UX Must Work Together?</p> <p><b>Module IV</b> <b>Website Creation</b> WordPress, Importance Of WordPress, Website Installing, WordPress HTTPS, Secure Server Setup, Blog Theme Logo Creation, Installing Plugin, Adding Pages to your Website</p> <p><b>Module V</b> <b>Understanding the Writing Process</b> Elements of Writing, The Writing Process, Types of Writing, Types of Content</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks <b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Content marketing in der praxis. Springer Fachmedien Wiesbaden. 2017 by Hiker C</li> <li>2. Content marketing for dummies. John Wiley &amp; Sons. 2016, by Gunelius, S.</li> </ol>

#### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
3, 4	CO 3	Lab Practice	Assignments	4

5	CO 4	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	5, 6
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Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	P	P	P	P	P	P	P	P	P
	O	O	O	O	O	O	O	O	O
	1	2	3	4	5	6	7	8	9
CO 1	2	2	1	1	-	-	-	-	-
CO 2	2	2	1	3	2	-	-	-	-
CO 3	-	1	2	-	-	-	-	-	-
CO 4	-	-	2	-	-	1	-	-	-
CO 5	-	-	-	2	2	1	-	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Project (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Quiz (10)</b>
<b>Remember</b>			
<b>Understand</b>	<b>5</b>		
<b>Apply</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Analyze</b>	<b>5</b>	<b>10</b>	<b>5</b>
<b>Evaluate</b>			
<b>Create</b>			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Copywriting</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 06</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To introduce learners to the basic concepts of Copywriting</li> <li>• To sensitize them to the various styles and techniques of writing and editing</li> <li>• To nourish their creative faculty</li> <li>• To increase employability of the learners</li> <li>• To create industry-academia interface through institutional support</li> </ul>



<p><b>Course Outcome</b></p>	<p>After studying this course, the students will be able to:  CO 1: Understand the concepts of Copywriting  CO 2: Analyse the effective styles of content and presentation  CO 3: Evaluate your copy its terms of your goals, the product, its benefits, and the buyer  CO 4: Design strategies for delivering customized content for effective communication and impression of the social media platforms.</p>
<p><b>Prerequisite</b></p>	<p>Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.</p>
<p><b>Course Outline</b></p>	<p><b>Module I</b>  <b>Introduction to Copywriting</b>  Basics of copywriting, Responsibility of copywriter, Creative Thinking, How to inculcate a ‘creative thinking attitude’?, Left brain thinking; Right brain thinking, Conscious mind, unconscious mind, Role of Heuristics and assumptions in creative thinking, Five steps of Creative process</p> <p><b>Module II</b>  <b>Idea Generation Techniques</b>  Theories of ideation, Idea generation techniques: e.g., a. Brainstorming, b. Triggered brain walking, c. Questioning assumptions, d. Picture prompts, e. Scamper, f. Observation, g. Referencing, h. Interaction, i. Imagination, j. Dreams, and k. Creative Aerobics, Transcreativity: Introduction, Purpose, Briefs: Marketing Brief, Creative Brief</p> <p><b>Module III</b>  <b>Writing Persuasive Copy</b>  The CAN Elements (connectedness, appropriateness and novelty) Getting Messages to “Stick”: Simplicity, Unexpectedness, Concreteness, Credibility, Emotionality, Storytelling</p> <p><b>Module IV</b>  <b>Writing Copy for Various Media</b> a. Print: Headlines, sub headlines, captions, body copy, and slogans b. Television: Storyboard, Storyboarding Techniques, Balance between words and visuals, Power of silence, formats of TVS’s c. Outdoor posters d. Radio e. Digital: e-mail, web page  How to Write Copy for a. Direct mailer, b. Classified, c. Press release, d. B2B, e. Advertorial, f. Infomercial.</p> <p><b>Module V</b>  <b>Various Types of Advertising Appeals and Execution Styles</b> a. Rational appeals b. Emotional appeals: Humour, Fear, c. Various advertising execution techniques,  The Techniques Evaluation of an Ad Campaign a. Evaluate the ad in terms of its efficacy, that is, to what extent the campaign has achieved its set objectives b. Learn to appreciate the aesthetic aspects of the ad – how the ad looks, its layout, colour scheme, typography, balance, etc.</p>
<p><b>Evaluation</b></p>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p>

		<b>End-Term Evaluation:</b> 60 marks
<b>References</b>		<b>Text Books:</b> 1. Persuasive copywriting: Cut through the noise and communicate through impact (2018). Kogan Page

**Facilitating the achievement of Course Outcomes**

<b>Module No.</b>	<b>Course Outcomes (CO)</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Method</b>	<b>Bloom's Taxonomy Level</b>
1	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2 & 3	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO 3	Lab Practice	Assignments	4
5	CO 4	Lab Practice	Assignments	5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9
CO 1	3	1	1	2	-	-	-	-	-
CO 2	2	2	1	2	-	-	-	-	-
CO 3	-	1	2	-	-	-	-	-	-
CO 4	-	2	2	-	-	-	-	-	-
CO 5	-	-	-	2	2	1	-	-	-

#### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

#### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Email Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 07</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objectives</b>	<p>Objective of this course are:</p> <ul style="list-style-type: none"> <li>• To provide a thorough understanding of the principles and practices associated with using the internet to market goods and services.</li> <li>• To explore how the internet can be used effectively to enhance marketing activities of corporate enterprises, non-profits and government agencies.</li> <li>• To analyze websites and understand the complexities of marketing on the Internet.</li> <li>• To prepare an effective e-Marketing Plan and deliver a quality presentation using leading edge web-based tools.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course the students will be able to:</p> <p>CO 1: Comprehend the importance of e-marketing and the role of e-marketing plans as a component of corporate level plans</p> <p>CO 2: Understand the use of e-marketing tactics and their contribution to the Marketing strategy</p> <p>CO 3: Understand and manage all aspects of campaigns on e-marketing tactics, as solutions for marketing challenges.</p> <p>CO 4: Use best practices for reviewing and improving campaign performance on each of the tactics.</p> <p>CO 5: Apply leading edge e-marketing tools available today for effective campaign execution and optimization</p>

<b>Prerequisite</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></p> <p><b>Email Marketing Strategy</b></p> <p>Email Machine – The Strategy, Email Frequency, Why People Don’t Buy, The Fuel – Value, Triggers in Email using 4Ps, Sequence of Email Triggers</p> <p><b>Module II</b></p> <p><b>Install Free Email &amp; Marketing Automation Software</b></p> <p>Mautic – Free Automation Software, Download &amp; Install Email Software, Configure your Automation Software, Configure Email SMTP, Automation Cron Jobs</p> <p><b>Module III</b></p> <p><b>Create Lead Follow up Funnel</b></p> <p>Creating Lead Segments, Importing Contacts, creating Email Campaign, Domain Verification – Higher Inbox Delivery, Drip Email Automation Series, Drip SMS Automation Series, Creating Website / Landing Page Forms, Put (embed) Form on Website</p> <p><b>Module IV</b></p> <p><b>Advanced Marketing Automation</b></p> <p>Kiosk Form – For Sales Team, Branches, Trade Expo, Lead Stages – Manage Prospects in your Funnel, Website Script – Track all Lead Activities, Identify Hot Leads with Lead Scoring, Trigger Tgs, Actions and Notifications on Lead Scoring, Website Exit Popup, Notifications and Lead Forms, Designing Advanced Forms, Conditional Email Contents, Conditional Campaigns Rules, Lead Follow up Notes, Tasks and Calendar</p> <p><b>Module V</b></p> <p><b>Training on Mailchimp, Get Response and Lead Square</b></p> <p>Which Software you should choose, Importing Email Lists, Custom Fields, Double Opt-in, Creating Email Campaigns, Improve Open Rate and CTR, A-B Testing Strategy, Segmentation Strategy</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>	<p>Textbook</p> <ol style="list-style-type: none"> <li>1. STOKES, R. (2014). eMarketing. The essential guide to marketing in a digital world (5th. ed.). Retrieved from <a href="http://www.redandyellow.co.za/product/textbookdigital/">http://www.redandyellow.co.za/product/textbookdigital/</a></li> <li>2. KRUG, S. (2014). Don't make me think, Revisited (3rd ed.). New Riders</li> </ol>

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Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2 & 3	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO 3, CO 4	Lab Practice	Assignments	4
5	CO 5	Lab Practice	Assignments	5 & 6

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3		1	-	-	-	-	-
CO 2	1	2	1	3	-	-	-	-	-

CO 3	-		3	2	2	-	-	-	-
CO 4	-	-	-	-	-	1	-	-	-
CO 5	-	2	2	-	2	-	1	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15

Evaluate	10
Create	

<b>Course Name</b>	<b>Online and Web Analytics</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM08</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To explore the impending revolution in digital analytics</li> <li>• To study Web Analytics and subject areas are included that explore customer intelligence.</li> <li>• To examine newer Ad-Tech such as Programmatic Trading</li> <li>• To gain insights the strategic and operational aspects of Web analytics tools and technologies</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Learn how to use and deploy web/social/mobile analytics platforms such as Adobe Analytics, ComScore combined with an introduction to Mobile Analytics, Geo-Tracking and Geo-Location services.</p> <p>CO 2: Understand web intelligence and business analytics terminology related to the above.</p> <p>CO 3: Deploy web intelligence to improve the outcomes of your marketing or business plan</p> <p>CO 4: Analyse the impact of the bottom line (their role) within various businesses and lines of business.</p> <p>CO 5: Evaluate the scope of growth potentials for Web Analysts and Big Data professionals.</p>
<b>Prerequisite</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>Getting Started</b>  How Web Analytics Works – Basic Concepts, Basic Segmentation, Intermediate Metrics, Custom Metrics, Calculated Metrics</p> <p><b>Module II</b>  <b>Data Collection and Deployment</b>  How Web Analytics collects Web Data and other types of data, also basic</p>



	<p>dashboards, Determining What Kind of Reports to Deliver, Web Analytics Ecosystem and Deploying it in Industry - what to measure</p> <p><b>Module III</b></p> <p><b>Web Analytics applications</b></p> <p>How Segmentation is created in Web Analytics and what they track, How Web Analytics Visualizes Data, Acquisition and Conversions, How Web Analytics Tracks Mobile Visitors, other Web Analytics Reports and Visualizations</p> <p><b>Module IV</b></p> <p><b>Data analysis and tools</b></p> <p>Third-Party Data and Comscore, Cohort Analysis and User Explorer, Geo-Social Data</p> <p><b>Module V</b></p> <p><b>Interpretation and Assignments</b></p> <p>Decision Making, final discussions and assignments, Web Analytics Case Studies</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>References</b>	<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Cult of Analytics: Driving online marketing strategies using web analytics (E-marketing Essentials) 1st Edition, by Steve Jackson, 2009</li> <li>2. The Big Book of Key Performance Indicators by Eric T. Peterson Book Two in the Web Analytics Demystified Series First Edition Published January 1, 2006</li> </ol> <p><b>Other Sources:</b></p> <p><a href="http://www.demandmetric.com">http://www.demandmetric.com</a>,<a href="http://semphonic.blogs.com/semangel/">http://semphonic.blogs.com/semangel/</a>  <a href="http://www.business2community.com/http://cutroni.com/blog/">http://www.business2community.com/http://cutroni.com/blog/</a>  <a href="http://www.searchenginejournal.com/http://www.clickz.com">http://www.searchenginejournal.com/http://www.clickz.com</a>  <a href="http://www.cmswire.com">http://www.cmswire.com</a><a href="http://www.businessinsider.com">http://www.businessinsider.com</a>  <a href="http://www.neoformix.com">http://www.neoformix.com</a> <a href="http://digitalanalyticsassociation.org">http://digitalanalyticsassociation.org</a></p>

#### Facilitating the achievement of Course outcomes

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

		short term projects to be given.		
5	CO 4, 5	Lab Practice	Assignments	4, 5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	PO 9
CO 1	3	3	-	1	-	-	-	-	-
CO 2	1	2	1	3	3	-	-	-	-
CO 3	-	-	3	-	2	1	-	-	-
CO 4	-	-	-	-	-	1	-	-	-
CO 5			2	1		2	1		

#### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

**Assessment Pattern & Marks Distribution**  
**Continuous Internal Evaluation (CIE) - 40 Marks**

<b>Bloom's Category</b>	<b>Project (15)</b>	<b>Assignments &amp; Presentation (15)</b>	<b>Quiz (10)</b>
<b>Remember</b>			
<b>Understand</b>	5		
<b>Apply</b>	5	5	5
<b>Analyze</b>	5	10	5
<b>Evaluate</b>			
<b>Create</b>			

**End Semester Examination (ESE) - 60 Marks**

<b>Bloom's Taxonomy Level</b>	<b>Test Marks</b>
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Pre-Processing and Data Visualization</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM09</b>
<b>Course Credit</b>	<b>3</b>
<b>Semester</b>	
<b>Objective</b>	<p><b>The course has the following objectives:</b></p> <ul style="list-style-type: none"> <li>• To convert numbers to visual communication</li> <li>• To help find relevance among the millions of variables, communicate</li> </ul>

	<p>concepts and hypotheses to others, and even predict the future</p> <ul style="list-style-type: none"> <li>• To provide the necessary inputs required on various techniques and methodology of Data Visualizations</li> <li>• To provide inputs into how reports can be developed using the help of EXCEL.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to:</p> <p>CO 1: Understand about Data Visualization</p> <p>CO 2: Analyse business data using visualization</p> <p>CO 3: Apply data visualization in problem solving.</p>
<b>Prerequisite</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 Pre-processing and Data Visualization</b>  Stages in visualizing data, types of visualization, pre-processing and processing of data, find data, evaluate, extract, clean, correct and merge data, forming the right questions, forming connections and correlations, making successful data visualizations, publishing and disseminating data visualizations.</p> <p><b>Module II</b>  <b>Setting the Context of Data Visualization</b>  Setting the Purpose and Identifying Key Factors, Demonstrating Editorial Focus and Learning About Your Data, Conceiving and Reasoning Visualization Design Options, Taxonomy of Data Visualization Methods, Constructing and Evaluating Your Design Solution.</p> <p><b>Module III</b>  <b>Setting the Business Perspective</b>  Five Visual BI Artefacts, Scorecards: Visualizing Performance Improvement, Analytic Patterns: From Time-series to Correlations and beyond, Rules for Visual Insight Designers, Prepping Data for Visualization, Collaborative Analytics.</p> <p><b>Module IV</b>  <b>Tools for Data Visualizations</b>  Tools for creating visualizations- Learning the basics of R &amp; Tableau</p> <p><b>Module V</b>  <b>Learning Excel</b>  Spreadsheet (Creation, Data handling, Formatting),Data Manipulation in Spreadsheet, Analysis Tools in Spreadsheet, Spreadsheet Functions (Mathematical, Statistical and Financial functions), Data Visualization using Excel.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>

<b>References</b>	<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. John Walkenbach, Excel 2020 Bible, Wiley</li> <li>2. Microsoft Business Intelligence Tools for Excel Analysts (WILEY) , by Michael Alexander, Jared Decker &amp; Bernard Wehbe , 2016</li> <li>3. Alexander, M., &amp; Walkenbach, J. (2013). Excel dashboards and reports (Vol. 17). John Wiley &amp; Sons.</li> </ol>
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#### Facilitating the achievement of Course outcomes

Module No.	Course outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1,2,3	CO 1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
3, 4	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
5	CO 3	Lab Practice	Assignments	3

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

#### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	3	-	1	-	-	-	-	-
CO 2	-	1	2	3	3	-	-	-	-
CO 3	-	-	3	-	1	1	-	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

<b>Course Name</b>	<b>Affiliate Marketing</b>
<b>Course Type</b>	<b>Programme Elective</b>
<b>Course Code</b>	<b>BM-DM 10</b>
<b>Course credit</b>	<b>3</b>
<b>Semester</b>	
<b>Course Objective</b>	<p><b>The course has the following objective:</b></p> <ul style="list-style-type: none"> <li>To encourage students to become familiar with the fundamental methods for performance measurement, technical implementation, and control and assess the risks and opportunities of affiliate marketing programs.</li> </ul>
<b>Course Outcome</b>	<p>After studying this course, the students will be able to achieve the following:</p> <p>CO 1: Understand the principles and structures of affiliate marketing</p> <p>CO 2: Develop a deeper level of understanding of the essential usage scenarios and parties involved in affiliate marketing</p> <p>CO 3: Identify challenges and opportunities in becoming an affiliate marketer</p> <p>CO 4: Analyze the best practices of affiliate marketers</p> <p>CO 5: Design an eco-system for setting up an affiliate marketing program</p>
<b>Prerequisite</b>	Basic concepts of Digital Marketing
<b>Course Outline</b>	<p><b>Module 1</b></p> <p><b>Introduction to Affiliate Marketing</b></p> <p>History of Affiliate Marketing; The basics of Affiliate Marketing; How Affiliate Marketing works; Payment &amp; Commission: Multi-Tier commission structure of affiliate marketing; Affiliate Program payment methods; Cookies and Affiliates; Cross-selling and up-selling; Overview of affiliate marketing software.</p> <p><b>Module II</b></p> <p><b>Affiliate Marketing – Types and Functions</b></p> <p>Search affiliates; Price comparison service website; Loyalty websites; Cause-related and coupon websites; Content and niche market website; Personal weblogs and website syndicates; Email marketing and shopping directories; Registration or co-registration affiliates; File sharing affiliates</p> <p><b>Module III</b></p> <p><b>Enrolling in an Affiliate Marketing Programme</b></p> <p>Signing up as an Affiliate; Logging into your affiliate account; Integrating Affiliate Links into your websites; Monitoring affiliate performance and tracking sales.</p> <p><b>Module IV</b></p> <p><b>Tools and techniques to improve Affiliate Marketing</b></p> <p>Affiliate Links and how to deal with them; Promoting an affiliate program; Overcoming the challenges of affiliate marketing; Performing market analysis and market research; Market strategies Establishment; Affiliate Marketing and</p>

	<p>Organic Search Optimization.</p> <p><b>Module V</b></p> <p><b>Setting up Affiliate Marketing Programme</b></p> <p>How to attract affiliates; Hosting and implementing an affiliate program; Scaling up the Affiliate Numbers; Setting up an affiliate program; Affiliate network service agreement; Data feeds and customer returns; Merchants/publisher management; Setting up an Affiliate Marketing Software; Affiliate program promotion and content pages; Combating affiliate fraud.</p>
<b>Evaluation</b>	<p><b>Continuous Evaluation:</b> (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks</p> <p><b>End-Term Evaluation:</b> 60 marks</p>
<b>Suggested Readings</b>	<p><b>Text Book</b></p> <ul style="list-style-type: none"> <li>• Bruce C. Brown (2021), Complete Guide to Affiliate Marketing on the Web: How to Use &amp; Profit from Affiliate Marketing Programs, Atlantic Publishing Co, ISBN (13): 978-1601381255</li> <li>• Ted Sudol and Paul Mladjenovic (2019), Affiliate Marketing for Dummies, Wiley, ISBN: 978-1-119-62824-8</li> </ul> <p><b>Reference articles:</b></p> <ul style="list-style-type: none"> <li>• Beranek, L. (2019). The development of an in-house affiliate marketing network-A case study. <i>International Journal of Internet Marketing and Advertising</i>, 13(3), 271-283.</li> <li>• Dwivedi, Y. K., Rana, N. P., &amp; Alryalat, M. A. A. (2017). Affiliate marketing: An overview and analysis of emerging literature. <i>The Marketing Review</i>, 17(1), 33-50.</li> </ul>

#### Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Lecture and discussion	Active learning and application with the help of small group exercises, Quiz Group activities, and role play	2



2	CO 2	Presentation and Discussion	Active learning and class participation	3
3	CO 3	Lecture, Case analysis	Case analysis	4
4 & 5	CO 4 & CO 5	Student project, case and article discussion	Project report and presentation	4 & 5

Bloom's Taxonomy:

Level 1: Remembering

Level 2: Understanding

Level 3: Applying

Level 4: Analysing

Level 5: Evaluating

Level 6: Creating

### Mapping of the Course Outcomes to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	1	1	-	-	-	-	-	-	-
CO 2	-	1	-	-	-	-	-	-	-
CO 3	1	-	1	2	-	1	-	-	-
CO 4	-	-	-	2	2	1	-	-	-
CO 5	-	-	1	2	1	1	-	-	-

### Programme Outcome Details (POs)

At the end of the programme, the students will be able to-

PO1: Acquire knowledge in business management concepts and current practices

PO2: Analyse and devise solutions for multifunctional business problems and issues

PO3: Analyse relevant global factors that influence decision-making in international business

PO4: Apply research-based knowledge and techniques to analyse and interpret data for obtaining solutions for organizational problems

PO5: Develop acumen to perform various roles effectively as a member and a leader in diverse teams

PO6: Examine ethical and societal concerns relating to multiple stakeholders

PO7: Communicate effectively with various stakeholders in the context of business

PO8: Demonstrate intrapreneurial skills in dealing with business problems

PO9: Recognize and appreciate eco-sensitivity for a sustainable environment

### Assessment Pattern & Marks Distribution

#### Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Project (15)	Assignments & Presentation (15)	Quiz (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

#### End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

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## About Birla Global University

**Birla Global University (BGU)** is a self-financed private unitary University, established by the enactment of Birla Global University Odisha Act, 2015. Its state-of-the-art campus is located at IDCO Plot No.2, Gothapatna, Bhubaneswar. As per the Act, the management of the university is carried out by a Board of Governors headed by Smt. Jayashree Mohta, Chairperson, Birla Academy of Art & Culture. Honorable Governor of Odisha is the Chancellor of the University. The University has been established with a vision to create and disseminate knowledge in global context while pursuing excellence, Innovation and inclusiveness. Presently, the University operates with six schools i.e.

- **Birla School of Management (BSoM)** was known as Birla Institute of Management Technology (BIMTECH), Bhubaneswar, an offshoot of a top ranking B-School BIMTECH, Greater Noida, before it became part of BGU. It offers Ph.D., MBA, BBA (Honours), BBA (Business Analytics), BBA (Digital Marketing)
- **Birla School of Communication** offering Ph.D., MA in Journalism & Mass Communication (MAJMC) and BA in Journalism & Mass Communication (BAJMC) (Honours)
- **Birla School of Commerce** offering Ph.D., M.Com & B.Com (Honours)
- **Birla School of Social Sciences & Humanities** offering Ph.D., MA in Economics & BA Economics (Honours)
- **Birla School of Law** offering Ph.D., LL.M., BBA.LLB (Honours)
- **Birla School of Applied Sciences** offering MCA, B.Sc. (Honours) Data Science & BCA

The university plans to extend the scope of the existing schools as well as to open new schools for Art & Culture, Literature, Sciences and Research programmes. In fact, the core strength of the university is its academic excellence in imparting value based education and its commitment towards research and development.

The university is committed to redefine 'quality' in education with state of the art facilities, best of the infrastructure and finest faculty to cater to the needs of the young masses of the country and to take Odisha to the global arena in the sphere of higher education.

