MASTER OF BUSINESS ADMINISTRATION
(Two-Year Full Time Programme)
2024-26 BATCH

PROGRAMME STRUCTURE & SYLLABUS

BIRLA SCHOOL OF MANAGEMENT
BIRLA GLOBAL UNIVERSITY
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1. About the University

Birla Global University (BGU) is a self-financed Private Unitary University and has been stablished 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 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 entrepreneurial 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
- 14 Core Courses (PC *as abbreviation*)
- 10 Elective Courses (6 Major and 4 Minor Courses) from Marketing, Finance, Human Resources, Operations Management, Digital Marketing and Business Analytics Specialisation areas (PE *as abbreviation*)
- 4 Multi- Disciplinary Courses (MC *as abbreviation*)
- 4 General Elective Courses from a pool of courses to be offered by different schools of BGU (GE *as abbreviation*)
- Experiential Learning through Summer Internship, Social Immersion Programme, Industry visits and Live projects
- Focus on Research, use of Artificial Intelligence, Digital orientation, Capstone Project/Simulation/Case analysis

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, Quantitative Techniques, 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 15 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 participative learning, students will be offered following experiential learning opportunities:

- Summer Internship (6 credits)
- Social Immersion Project-Responsible Management & Corporate Citizenship (3 credits)
- Independent Research Project (IRP) (4 credits)
- Short Term Live Project (As one of the alternative components of the Internal Assessment)
- Developing Self for Corporate Readiness (non-credit)
- Industry Visits
- Business Seminars

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 field work/study, designed to provide an opportunity to students for working on any one or more than one of the 17 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.

Independent Research Project (IRP): Each student will undertake a research project independently on a chosen topic related to his/her area of specialization and relevant for business management under the guidance and supervision of a faculty member. The project will commence in the Semester II and end in Semester IV. The final thesis of the research project will be prepared in the Semester IV after a systematic process of review of literature, research design and methodology, data collection and analysis. Besides continuous evaluation during different phases of the research project, there will be final evaluation of the thesis through a presentation before a panel of faculty and viva-voce.

Short Term Live Project: The Live Project is introduced as one of the components of internal assessment of a course. The objective of such project is to enhance student-industry interaction and research based practical experience. Students are encouraged to take up short term projects as one of the internal assessment components under the guidance of a course teacher. The good quality projects contribute to the employability of the students.

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.

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.

5.6 Regulations for MBA Programme

5.6.1 The Programme: The PG programme under CBCS is a two-year full-time Master's Degree programme. After successful completion of the course, a PG degree will be awarded to the successful students.

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

5.6.3 Duration of the course: The PG 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 a relevant discipline from any recognized university shall be eligible to apply for admission. The admission to the PG programme will be based on career marks 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% 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 for the end semester examination of that semester. In respect of participation in training programmes, seminars or symposia or sports events sponsored by the university and for medical health problems, the minimum attendance may be relaxed to 60 % on the production of official records/certificates.

5.6.6 Classes: 15 hours of classes/tutorials shall be assigned for 1 credit.

5.6.7 Examination:

- **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 UG program shall be 4**0: 60**

- **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.

- **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**)

- **Conduct of Examination:** English shall be the medium of instruction and examination.
- **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.
- **Publication of Results:** The result will be published within 15 working days from the date of last examination held.
- **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.
- **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(GRADE POINT)	DIVISION / CGPA
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**
Average	'P'*	40 - < 50	5	
Failed	'F'	Below 40	0	Fail

*'**P**' *Grade is only applicable for a single subject, and not for the final Grade.*

- **Rules to Pass:** A student is required to secure at least **5 grade points** (minimum 40%) to pass each paper and **5.27 CGPA** (minimum 50% in aggregate) to pass the examination.

The details of grading shall be printed on the back side of the University Mark Sheet. **There shall be no provision for third class.**

- **Grading Details:** A student's level of competence shall be categorized by a positive Grade Point Average to be specified as:
    - **Grade Point (GP)** = 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 (CP)** = Integer equivalent of each letter grade (GP) x Integer signifying the relative emphasis of individual course item in a semester as indicated by the course structure and syllabus (Credit)
    - **Credit Index (CI)** = $\sum$ Credit point of course item
    - **Grade Point Average (GPA)** = $\dfrac{Credit\,Index}{\sum Credit}$
    - **Semester Grade Point Average (SGPA)** = $\dfrac{Credit\,Index\,for\,a\,Semester}{\sum Credit}$
    - **Cumulative Grade Point Average (CGPA)** =

$$\dfrac{Credit\,Index\,of\,all\,\,previous\,Semester\,upto\,a\,semester}{\sum Credit}$$

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

Equivalent Percentage of Marks = CGPA X 9.5

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 the 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 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/ dissertations etc.) will be checked through plagiarism software. The permissible limit of similarity is up to 10%. (UGC Regulations, 2018 for Promotion of Academic Integrity and prevention of plagiarism in Higher Educational Institutions)

5.6.9 Code of Conduct for Examinations:

● Examinees are to report at their respective halls of Examination (or available on the virtual platform, in case of online examinations) 15 minutes before the commencement of the examination.

● Examinees are required to be in formal attire during the examination.

● Examinees are required to come with their pen, pencil, ruler, eraser etc. However, books, notes, statistical tables, log tables etc. are strictly prohibited.

● Examinees are instructed not to bring mobile phones or smart watches to the examination halls.

● Examinees, wherever necessary, have to undergo a physical search by internal squad members (Gents & Ladies) before entry into the examination hall.

● 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.

● 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.

● Examinees are required not to write answers on the front inner page of the answer sheet.

● Examinees are to fill in the columns of the answer sheet like Roll No, Paper and Paper Code & Date etc. correctly.

● 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.

● Examinees should observe absolute silence in the examination hall (or online platforms, if examinations are 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 the rules of examination.

- Additional answer sheets will not be issued 10 minutes before the end of the examination. Hence, examinees are instructed to plan the use of additional answer sheets accordingly.

- Examinees are advised not to take eatables, soft drinks, and water inside the examination hall

- 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.

- 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.

- Indulgence in any sort of activity that will disturb the sanctity of the examination shall be punishable.

- 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.

- Correction fluid must not be used.

- Number your answers in the left-hand margin as per the number given in question paper.

- 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, reminders 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

Adoption of Unfair Means	Award of Punishment
Minor infringements like talking with other examinees during the examination, and leaving marks on the answer sheets which can lead to the 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	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 despite the warning, the examinee shall be expelled from the concerned examination. An opportunity for a hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
Use of unauthorized material during examination	The examinee shall be expelled from the concerned examination. An opportunity for hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
Violation of rules and instructions during online examinations	As specified in Online Examination Rules

6. PROGRAMME STRUCTURE OF MBA (2024-26 BATCH)

		Subject & Code	Course Type	Lectures in hours per week	Tutorial in hours per week	Practical in hours per week	Credit
A		**BRIDGE COURSE: FUNDAMENTALS OF MANAGEMENT**					
		• Understanding Self • Principles of Management • Oral Proficiency for Managers • Introduction to Management Accounting • Introduction to Economics • Quantitative Techniques	Bridge Course				Non-Credit
		SEMESTER-I					
B		**BM-101** Management Accounting	PC -I	2	1		3
		BM-102 Managerial Economics & Business Environment	PC -II	2	1		3
		BM-103 Marketing Management	PC -III	2	1		3
		BM-104 Managing People and Behaviour in Organizations	PC -IV	2	1		3
		BM-105 Business Communication	PC -V	2		2	3
		BM-106 Operations Management	PC -VI	2	1		3
		BM-107 Responsible Management & Corporate Citizenship(Social Immersion Project)	GE – I	1		4	3
		Developing Self for Corporate Readiness(DSCR)-I	VA				Non-Credit
		Total Credit Semester-I					**21**
		*PC-Programme Core, **GE**-General Elective, **VA**-Value Addition, **PE**-Programme Elective*					

		SEMESTER-II				
	BM-201 Management Information System, Excel Modelling & Artificial Intelligence	PC -VII	2	1		3
	BM-202 Research Methodology	PC - VIII	2	1		3
	BM-203 Leadership and Change Management	PC -IX	2	1		3
	BM-204 Financial Management	PC -X	2	1		3
	BM-205 Writing Business Reports(Lab)	PC -XI	2		2	1
	Developing Self for Corporate Readiness(DSCR)-II	VA				Non-Credit
	Elective – I	PE – I	2	1		3
	Elective- II	PE – II	2	1		3
	Elective- III	PE – III	2	1		3
	Total Credit Semester - II					**22**
		SEMESTER-III				
	BM-301 Strategic Management	PC -XII	2	1		3
	BM-302 Design Thinking and Entrepreneurship	PC -XIII	2	1		3
	Elective – IV	PE – IV	2	1		3
	Elective – V	PE – V	2	1		3
	Elective – VI	PE – VI	2	1		3
	Elective- VII	PE – VII	2	1		3
	Elective- VIII	PE - VIII	2	1		3
	Total Credit Semester – III					**21**

		SEMESTER-IV					
BM-401 Business Law & IPR Management	PC -XIV		2	1			3
Elective – IX	PE -IX	2	1				3
Elective – X	PE -X	2	1				3
Projects:							
BM-P01 Independent Research Project*							3
BM- P02 Internship Project							4
Total Credit Semester – IV							**16**
Total Credits							**80**

Independent Research Project (IRP) will commence in Semester II, and final evaluation will be done in Semester IV. Each student will undertake a research project on a chosen topic under the guidance of a faculty and continue the research work till Semester IV. The marks will be awarded in Semester IV after final evaluation.

Non-Credit Course:

Developing Self for Corporate Readiness(DSCR) –for providing special training and guidance to students for making them industry ready/placement, especially in terms of personality grooming, aptitude tests, resume writing, and art and skills for participating in the Group Discussion and personal Interviews. Details are given in the syllabus.

7. LIST OF COURSES

7.1 Core Courses

BM-101 Management Accounting
BM-102 Managerial Economics & Business Environment
BM-103 Marketing Management
BM-104 Managing People and Behaviour in Organizations
BM-105 Business Communication
BM-106 Operations Management
BM-107 Responsible Management and Corporate Citizenship(Social Immersion Project)
BM-201 Management Information System, Excel Modelling & Artificial Intelligence
BM-202 Research Methodology
BM-203 Leadership and Change Management
BM-204 Financial Management
BM-205 Writing Business Reports(Lab)
BM-301 Strategic Management
BM-302 Design Thinking & Entrepreneurship
BM-401 Business Law & IPR Management

7.2 Elective Courses (Specialization Area wise)

MARKETING
BM-M01 Services Marketing
BM-M02 Sales Management
BM-M03 Customer Relationship Management
BM-M04 Digital Marketing
BM-M05 Brand Management
BM-M06 Retail Management
BM-M07 Bottom of Pyramid Marketing
BM-M08 Integrated Marketing Communication
BM-M09 B2B Marketing
BM-M10 Strategic Marketing
BM-M11 Consumer Behaviour in a Digital World
BM-M12 Marketing Analytics
FINANCE
BM-F01 Financial Products, Services and Financial Markets
BM-F02 Strategic Financial Management
BM-F03 Investment Management
BM-F04 Behavioural and Sustainable Finance
BM-F05 Retail, Investment Banking & Insurance
BM-F06 Financial Derivatives
BM-F07 International Financial Management and Project Finance
BM-F08 Fintech & Computational Finance Using R
BM-F09 Corporate Taxation
BM-F10 Management Control System
HUMAN RESOURCE
BM-H01 Learning & Development
BM-H02 Employee Relations and Labour Laws
BM-H03 Performance Management

BM-H04 Employee Health and Well Being
BM-H05 Acquisition, Retention & Engagement
BM-H06 Strategic HRM
BM-H07 Compensation Management and HR Metrics
BM-H08 HR Analytics, Tools, and Techniques
BM-H09 International HRM
BM-H10 Human Resource Development: Strategies and Systems
OPERATIONS
BM-O01 Supply Chain Management
BM-O02 TQM for Business Excellence
BM-O03 Service Operations Management
BM-O04 Operations Strategy
BM-O05 Sustainable Operations Management
M-O06 Lean Material Management
BM-O07 Technology and Innovation Management
BM-O08 Advanced Optimization Techniques
BM-O09 Project Management
BM-O10 Logistics and Warehouse Management
BUSINESS ANALYTICS
BM-BA01 Data Mining
BM-BA02 Data Visualization
BM-BA03 Data Analytics using R
BM-BA05 Big Data Analytics
BM-BA08 Social Media Analytics
BM-BA10 Mobile Analytics
BM-BA11 Predictive Modelling and Analysis
BM-BA12 Prescriptive Analytics
BM-BA13 Database Management Systems
BM-BA14 Block Chain Technology

DIGITAL MARKETING
BM-DM 01 Strategic Digital Marketing
BM-DM 02 Optimizing the website (SEO)
BM-DM 03 Integrated Digital Media Campaign (SEM) and Mobile Marketing
BM-DM 04 Context and Social Media Marketing (SMM)
BM-DM 05 Content Writing
BM-DM 06 Copy Writing
BM-DM 07 Email Marketing
BM-DM08 Online and Web Analytics
BM-DM09 Pre-Processing and Data Visualization
BM-DM 10 Affiliate Marketing

8. SYLLABI OF CORE COURSES

8.1 SEMESTER-I	
BM-101 Management Accounting	3
BM-102 Managerial Economics & Business Environment	3
BM-103 Marketing Management	3
BM-104 Managing People and Behaviour in Organizations	3
BM-105 Business Communication	3
BM-106 Operations Management	3
BM-107 Responsible Management & Corporate Citizenship(Social Immersion Project)	3
Total Credit Semester-I	**21**

Course Name		**Management Accounting**
Course Type		**Programme Core**
Course Code		**BM-101**
Course Credit		**3**
Semester		**I**
Objectives		The objectives of the course are: • to develop an understanding of financial statements and the utility of the financial statement to stakeholders. • to analyze financial statements for decision-making and performance. • to make better judgments by utilizing analytical and pragmatic decision-making tools of accounting. • To give an understanding of how management accountants can provide relevant information for various decisions to be made in managing any organization. • 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;
Course Outcomes		After studying this course, the students should be able to: CO1:Understand an understanding of fundamental Management Accounting concepts and principles. CO2: Apply Corporate accounting using traditional methods and Cost allocations. CO3:Analyze the applications of Accounting Standards and IFRS for the preparation of Financial Statements and also Cost-Profit-Volume Analysis CO4: Evaluate the impact of BRSR in controlling Accounting Fraud and also to evaluate the impact of Cost on Managerial Decisions.
Pre-Requisite		Introduction to Management Accounting
Course Outline		**Module I** **Final Accounts** Introduction to Management Accounting; Accounting Equation; Accounting Process; Cash accounting & accrual accounting systems, Trial Balance Preparation of Financial Statements, Introduction to Indian Accounting Standard. IFRS Overview, Responsibility, and Sustainability Reporting (BRSR) (SEBI), Accounting Management System using Tally **Module II** **Corporate Accounts** Corporate Accounts especially share capital & debentures and corporate financial statements Application of Artificial Intelligence in finding the discrepancies in Accounting

		Module III **Financial Statement Analysis** Cash Flow Statement and Financial Ratio Analysis and their interpretations **Module IV** **Cost Control** Basic cost concepts, cost sheet, allocation and absorption of overheads, Activity-Based Costing (ABC) and ABC Management, Standard Costs and Variance Analysis–material, labour, and overheads. **Module V** **Managerial Decision Making** Cost Behaviour and Cost-Volume-Profit Analysis, BEP and CVP, Profit Planning, Pricing decisions - long term and short term, Make or buy and Use of cost in managerial decision making, Budgeting, and Budgetary Planning & Control.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End Semester Evaluation**: 60 marks
Suggested Readings		**Text Books:** • Narayanaswamy, R. (2017). Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd.. • Ramachandran, N., & Kakani, R. K. (2020). Financial Accounting For Management|. McGraw-Hill Education. • Kishore, R. M. (2012). *Cost Accounting and Financial Management,* Taxmann Publications. Lal, J. (2009). *Cost Accounting,* 4th Edition. Tata McGraw-Hill Education **Reference Books:** • Anthony, R. N., & Reece, J. S. (2017). Accounting: Text and Cases, Richard D. Irwin. • Gupta, A. (2011). Financial Accounting for Management: An Analytical Perspective. Pearson Education India. • Maheshwari, S. (2014). Management Accounting And Control, Vikas Publications

Facilitating the achievement of Course 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	3
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.& 5	CO4	Lecture, Case analysis, role play and activity	Case analysis and designing some games	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	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 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	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

Course Name		**Managerial Economics and Business Environment**
Course Code		BM 102
Course Credit		3
Course Type		Program Core
Semester		I
Course Objective		**The objectives of this course are:** • To introduce the students different concepts of economics which will be helpful for managerial decision making • To sensitize students about macroeconomic business environment • To orient students about external sector economics for international business and trade • To equip students with the ability to critically analyze consumer choice for business strategy and decision making
Course Outcome (CO)		**Upon successful completion of the course a student will be able to:** **CO1**: Understand the economic concepts relating to consumer and producer behavior. **CO2:** Apply the concepts of cost and market behavior to comprehend trend. **CO3:** Analyze the macroeconomic business environment **CO4:** Evaluate the competition strategies for business decision **CO5:** Develop managerial skill for effective business strategy
Pre-Requisite		Students must come prepared to the class by going through, immersion program i.e. Introduction to Economics, assigned Case studies and relevant chapter/s of the prescribed text book.

Course Outline	**Description**	**CO Mapping**
	Module I Consumer and Firm Economic Behavior Consumer choice: Elasticity of demand, Demand Forecasting, Indifference Curve Analysis: Optimization of Consumer welfare; Production and Cost structure of firms: 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. Theory of Profit	CO1
	Module II Market Competition and Profit Maximization 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.	CO2

		Module III Macro economics and Business Environment	
		National Income Accounting and Macroeconomic Indicators; Consumption, Saving and Investment: Aggregate Demand and Supply, The Multiplier and accelerator principle and stabilization policy, Role of central Bank: Money supply and money multiplier, Inflation and Unemployment, Business Cycle and fluctuations	CO3
		Module IV The External Sector	
		Balance of payment adjustment Devaluation- Monetary approach to Balance of payment adjustments; The foreign trade policy, Multilateral Trade agreements and regional blocks, Role of international institutions: WTO	CO3,CO4
		Module V Industry and Business Environment	
		Business Ethics and Profits, Global Start Ups, ESG framework and Business expansion, Business and Its environment: Economic and Non-economic environment of business, Technological role of business Environment and Strategic decision making.	CO4,CO5
Evaluation		**Continuous Evaluation** (Quiz, Assignments,Case Study, Presentation ,Short Term Project):40marks **End-Term Evaluation** : 60 marks	
Suggested Readings:		**Text books:** • N.GregoryMankiw (2024), Principles of Microeconomics, 6th Edition, Cengage. • N.Gregory Mankiw (2024).Macroeconomics.9th Edition.Worth Publisher • D.N. Dwivedi. (2022). Macroeconomics:Theory and Policy.5th Edition, Tata Mc Graw Hill Education. • Shaikh Saleem (2023) Business Environment,11th Edition,Pearson **Reference Books:** • Salvatore, D. and Rastogi, S., (2022), *Managerial Economics: Principles and Worldwide Applications*, 11th edition, Oxford Higher Education	

Facilitating the achievement of Course Outcomes

Module No	Course Outcomes (COs)	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
4.	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CO5	Lecture, discussion, case studies, 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 (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2								
CO 2	1					2			
CO 3		2	3	3	3		2	3	2
CO 4				3					
CO5					3				3

Correlation level 1, 2 and 3 as
defined below:"1" – Slight (Low)
"2" – Moderate (Medium)
"3" – Substantial (High)
"-" – No correlation

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

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	

Course Name		**Marketing Management**
Course Type		**Programme Core**
Course Code		**BM-103**
Course Credit		**3**
Semester		**I**
Objectives		The objectives of the course are: ● To introduce the concepts, strategies, challenges and opportunity involved in marketing of products and services; ● To highlight the foundation of marketing mix and its evolution; ● To appreciate the emerging marketing trends and consumer Behaviour.
Course Outcome		After undergoing the course, a student will be able to: CO 1: Understand the concepts, philosophies and application of digital technology in marketing. CO 2: Understand and apply the marketing mix elements. CO 3: Analyze and evaluate the market dynamics and consumer decision making process.
Course Outline		**Module I** **Introduction to Marketing**: Nature and scope of marketing; Core Concepts of Marketing; Marketing Environment; Emerging trends in Marketing **Module II:** **Product and Pricing** Product characteristics and types; Product Life Cycle (PLC); New Product Development; Building a Brand; Pricing Objectives and Process; Approaches to Pricing. **Module III** **Promotion and Distribution** Promotion mix; Integrated Marketing Communication (IMC);Channel Functions and Flows; Channel Design; Channel Management. **Module IV** **Marketing and Consumer Behaviour** Understanding Consumer Decision Making; Factors affecting consumers decision process **Module V** **Fundamentals of Digital Marketing** Digital Marketing – Meaning, Scope & Importance; Search Engine Marketing; Social Media Marketing; Content Marketing; Mobile Marketing; Email Marketing; RACE Framework; SOSTAC Frameworks
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks **End-Term Evaluation**: 60 marks

Suggested Readings:	Text Books: Kotler, Keller (2016): Marketing Management (14th ed.) Pearson Education Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). Marketing Management: A South Asian Perspective (14th ed.) Pearson Education. Chaffey & Chadwick (2022); Digital Marketing (8th Edition), Pearson **Reference Books:** ● Ramaswamy, V.S., & Namakumari, S., (2013), Marketing Management India, (5th Edition) Macmillan Publication. ● Paul Baines, Chris Fill, Kelly Page, 5th Edition, OUP

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO2	Case Discussion	Internal Evaluation 1 (Written Exam)	2
3.	CO3	Discussion, Video, Role-play Presentation	Presentations	3
4.	CO4	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	3, 4
5.	CO5	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	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					
CO5						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	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	

Course Name		**Managing People and Behaviour in Organizations**
Course Type		**Programme Core**
Course Code		**BM-104**
Course Credit		**3**
Semester		**I**
Objectives		The objectives of the course are: ● to facilitate understanding of human behaviour and its effective dealing in organizations; and ● to appraise the organization system in totality so as to understand the complex human behaviour in organizations.
Course Outcomes		After studying this course, the students should be able to: CO 1: Understand and analyse the issues related to personality, perception and attitude of human beings in organizations. CO 2: Analyse the factors contributing to motivation, emotion and stress CO3: Understand the dynamics of managing people from real-world examples CO4: Develop appropriate recruitment, selection and training strategies for an organization CO5: Design strategies that play a role in compensation decisions, motivation and better employee relations.
Pre-requisite		Principles of Management
Course Outline		**Module I** **The Individual:** Introduction to OB, Challenges and opportunities for OB. Personality: Determinants and major personality traits, Big Five Model, Job Fit Theory, Values and Attitudes, Attitude-behaviour relationship, changing attitudes, job-related attitudes, Perception and Attribution: Factors influencing perception, Attribution Theory, decision making, and individual differences in decision making. **Module II** **Motivation and Emotions:** Motivation: Meaning, Theories of motivation, motivating employees, Emotional Intelligence: EQ competence framework, measuring and improving EQ; Appreciative inquiry. Work life balance, Stress management and Employee well-being

		Module III **Introduction to Human Resource Management**: Human Resource Management- Evolution of HRM; Human Resource Philosophy and Policy, Strategic Human Resource Management **Module IV** **Acquisition, Development and Maintenance of HR**: Recruitment;Selection; Placement, Vertical and Horizontal Movements,Training and Development; Job Evaluation; Performance Management; Succession Planning, Employee Relations and Compensation Management **Module V** **Latest Trends and Use of AI:** Virtual Organizations; Human Resources Accounting and Audit; Best HRM Practices in organizations; Changing HRM practices in Industry 5.0, Emergence of new workplace norms; Diversity, Equity and Inclusion, Use of AI and IoT in HR functions
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study Presentations, and Short Term Project): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings:		**Text Book:** ● Robbins, Stephen P., and Timothy A. Judge (2019). Organizational Behaviour. Pearson. ● Nelson, D., Quick, J., & Khandelwal, P. (2012). ORGB. A South-Asian Perspective. ● Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14thed.). London: Kogan Page. ● Aswathappa, K. (2017) *Human Resource Management: Text and Cases.* (8thed.) New Delhi: McGraw Hill. **Reference Books:** ● Dessler, G. & Varkkey, B. (2015). Human Resource Management (14th ed.). New Delhi: Pearson. ● Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). Managing Human Resources (8thed). Essex: Pearson. ● Harvard Business Review

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 and Assignment End term-Exam	2
2.	CO 2	Various inventories for measuring personality, classroom discussion and group activities	Case analysis, Assignment, Presentation and End-Term Exam	3
3.	CO 3	Case analysis, role play, and activity	Case analysis, Quiz, assignment-short term project and End-Term Exam	3
4.	CO 4	Case analysis, role play, and presentation	Case analysis, Quiz and End-Term Exam	4
5.	CO 5	Case studies, Presentation, and discussion	Case analysis & presentations	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		4	4	4	3		
CO 4	3	3	3	3	3		3		2
CO 5	2	3		4			4		

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

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Group Assignment & Presentations (10)	Individual Assignment (20)
Remember			
Understand	05	05	05
Apply	05	03	05
Analyse		02	05
Evaluate			05
Create			

End Semester Examination (ESE)- 60 Marks

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

Course Name		**Business Communication**
Course type		**Programme Core**
Course Code		**BM-105**
Course Credit		**3 (2 T, 1 L)**
Semester		**I**
Objectives		The course aims to create in the students a deeper understanding of the latest developments in Business Communication, and the application of the latest tools to communicate more professionally. Besides, the course offers opportunities for the students to improve their communication skills of LSRW through various activities, Real-time Feedback, Pre- and post-assessment of the learned skills & lab experiments with advanced technology and software. The major objectives of the course are: • To enable the students to develop an understanding of the latest practice of business communication in the digital era to be able to communicate in various business/social contexts • To enable the students to develop effective presentation skills & skills required for group communication • To develop effective writing skills requisite in the business context
Course Outcome (CO)		**At the end of the course, the students will be able to:** CO1: Understand the role of effective communication in business & explain its role in various Organizational and Global Contexts CO2: Demonstrate effective presentation skills with purpose, techniques, visual and verbal appeal CO3: Apply the process and principles of effective writing to be able to write various types of compositions & business correspondence having appropriate language, style, tone and format CO4: Evaluate the process, planning, structure and language to write business reports & proposals CO5: Demonstrate communication strategies to be able to deliberate and participate in group discussion
Pre-Requisite		Knowledge of Reading Comprehension, Speaking and Writing of the English language at the graduate level

Course Outline		**Module I: Introduction to Business Communication**
		Process & Principles of Effective Communication; Barriers to Effective Communication; Organizational Communication; Interpersonal Communication; Skill Sets to Enhance Interpersonal Communication; Communication in the Digital Era; Recent Changes in Business Communication; AI & Business Communication
		Module II: Oral Communication Skills
		Planning & Preparation; Effective Presentation Skills; Creating Impressive Visuals; Body Language during Presentation; Capturing Audience through Story-telling Techniques: Digital Story-telling
		Module III: Written Communication & Analysis
		Principles of Effective Writing; Three Steps of Writing Process; Constructing Coherent and Unified Paragraphs & Composition; Writing Effective Emails & Business Correspondence
		Module IV: Writing Business Reports
		Planning & Composing Reports & Proposals; Structure and Types of Business Reports; Difference between Abstract, Executive Summary & Synopsis; Writing an Executive Summary
		Module V: Communicating in Groups
		Group Communication Skills & Techniques: Communicating with structure & purpose; Communicating Central Idea; Strategies to Participate in a Group Discussion; Active Listening Skills; Initiating & Summarizing; Reaching Group Consensus
		Lab Outline (15 hours)
		At the end of the lab, the students will be able to:
		Demonstrate the skills of languagefor effective communication skills through the following **lab activities & experiments**
		a. Assessment of current level of English Proficiency
		b. Listening to Comprehend-2 Labs
		c. Critical Reading of Business Case Study & Comprehension -2 Lab
		d. Writing clear & coherent paragraphs-2 labs
		e. Writing a composition-2 Labs
		f. Writing business correspondence- 2 Labs
		g. Writing an Email- 1 Labs
		h. Group Discussion- 2 Labs
		Grammar Mechanics-2 Labs

Pedagogy	- Group Discussion & Presentation - Workshop for Writing - Lab-based Activities - Case Study
Evaluation	✓ Internal Continuous Evaluation (ECE)-40 Marks ✓ End Semester Evaluation (ESE)-60 Marks
Suggested Reading:	**Text Books:** • Bovee, C., & Thill, J.V.& Raina, R.L. (2021). *Business Communication Today* (15thed.). Pearson, New Delhi • Chaturvedi, P.D. and Mukesh Chaturvedi (2018). *Business Communication: Skills, Concepts and Applications*, (3rd Edition), Pearson Education, New Delhi **Reference:** • Lehman, C. M., Dufrene D. D.,& Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd ed.). New Delhi: Cengage Learning. • Murphy, H. A., Hildebrandt, H.W.,& Thomas, J.P. (2017). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies. • Lesiker,V. Raymond *et al*(2015).Business Communication.(13th ed). McGrawHill Education • Raman & Singh (2016). *Business Communication*. (2nd Edn). OUP, Delhi • Lewis, Norman. (2015). Word Power Made Easy.Bloomsbury, New Delhi

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Classroom discussion through case studies & simulation	Quiz/Role play	2
2.	CO2	Classroom Presentations in small groups	Small Group Presentation/ Conversation	3, 4

3.	CO3	Writing Workshop & Lab experiments	Written Assignments & Lab	5,6
4.	CO4	Writing Workshops (Lecture + Lab)	Writing Assignments in small groups	6
5.	CO5	Role-play & Group Activities & Discussion	Group Discussion	3,4

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

Programme Outcomes & Programme Specific Outcomes

On successful completion of the Programme, a student 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 entrepreneurial skills in dealing with business problems
9. Recognize and appreciate eco-sensitivity for a sustainable environment

Programme Specific Outcomes

1. To illustrate the knowledge of management to solve business problems
2. To appreciate and apply multidisciplinary competence and skills for better decision-making
3. To develop professionals with an understanding of societal, ecological and ethical issues related to professional managerial practice through life-long learning.
4. Acquire academic excellence with an aptitude for higher education and research
5. Develop entrepreneurial orientation for venturing into start ups

**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)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	2	1			1	2	3			2	1	1	2	
CO 2	2					2	3				2			
CO 3	2						3				2			
CO 4	2						3				2			
CO 5	2				2		3							
Average	2	1	0	0	1.5	2	3	0	0	2	1.7	1	2	0

Weightage/Marks Distribution for each COs

COs	Weightage/ Marks out of 100
CO: Understand the role of effective communication in business & explain its role in various Organizational and Global Contexts	20
CO2: Demonstrate effective presentation skills with purpose, techniques, visual and verbal appeal	15
CO3: Apply the process and principles of effective writing to be able to write types of business correspondence having appropriate language, style, tone and format	25
CO4: Evaluate the purpose, process, planning, structure and language requisite to write business reports & proposals	25
CO6: Analyse & Demonstrate communication strategies to deliberate and participate effectively in group discussions	15

Assessment Tools & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

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

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Understand	15
Apply	15
Analyze	20
Evaluate	10

Course Name		Operations Management
Course Type		Programme Core
Course Code		BM-106
Course Credit		3
Semester		I
Objectives		The objectives of the course are: • To equip the students independently to solve data-driven business problems using Optimization Techniques. • 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 have evolved from craftsmanship to automation. • To conceptualize the multidimensional aspects of operation in the manufacturing and service • To familiarize with tools and techniques of Operation Management to deliver business goals.
Course Outcome		After studying the course, the student should be able to: CO1.Solve large and complex business problems

		using Optimization tools and techniques
		CO2.Demonstrate the process analysis and strategies for manufacturing and services
		CO3.Analyse the efficient managing of operations in the supply chain
		CO4.Apply Project Management techniques such as PERT/CPM to manage projects
Pre-requisite		Basic Mathematics & Statistics, Communication.
Course Outline		**Module I** **Optimization Tools and Techniques** Linear Programming Problem (LPP), Game Theory, Decision Analysis, AI in Decision-making **Module II** **Process Planning and Design** Introduction to Operations Management, History & Evolution of Operations Management, Decisions in Operations Management, Service Operations Management, Process Analysis and Improvement, Process Strategies (Simulation: Lemonade Stand by Coolmaths Games) (HBR Case 1: Convocation Ceremony at TIMES: A Process Analysis, p-4, 2024) **Module III** **Forecasting and Inventory Management** Forecasting, Forecasting Methods Inventory Management, Types of Inventories, Economic Order Quality (EOQ): Assumptions and Model (HBR Case 2: Universal Indane: Managing Inventory Flows and Beyond, p-6, 2024) **Module IV** **Total Quality Management (TQM) and Supply Chain Management** Introduction to Quality, Dimensions of Quality, TQM Framework, Quality Gurus, JIT, 7 Quality Control (QC) Tools Supply Chain Management (SCM), Global SCM, Enablers of Supply Chain Performance, Role of Logistics and Warehouse in SCM, Outsourcing: Make vs Buy, Role of Artificial Intelligence and Blockchain in Supply Chain

		Module V
		Project Management
		Project, Characteristics of Project, Triple Constraints of Project i.e., Time, Cost and Scope, Project Life Cycle i.e., Initiation, Planning, Execution and Closure, Work Breakdown Structure (WBS), PERT, CPM (Case: KMRCL, p-12, year-2022, AJMC-Sage)
Evaluation		**Continuous Evaluation** (Surprise Class Test, Group Assignments, Case Analysis Presentations & Reports): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings		**Text Books:** • Taha, Hamdy A. (2017). Operations Research, Pearson (10th Ed.). • Russell, R.S. & Taylor, B.W. (2019). *Operations and Supply Chain Management* (10th edition). John Wiley. • Gaither, N. & Frazier, G. (2015). *Operations Management* (9th edition). Cengage Learning. **Reference Books** • Chary, S. N. (2017). *Production and operations management* (6th edition). McGraw Hill Education. • Besterfield, Dale H. (2015). *Total Quality Management* (4th Edition). Pearson Education India. • Fitzsimmons, James A. & Fitzsimmons Mona J (2018), *Service Management* (8th. Edition), McGraw Hill • Gray, C.F., Larson E.W., & Desai, G.V. (2017). *Project Management* (6th ed.). McGraw Hill Education.

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, Youtube Videos, Simulation, HBR Case Study 1	Surprise Class Test, Case Analysis Presentation and Report Submission	3

2	CO2, CO3	Lecture, HBR Case Study 2, Youtube Videos	Case Analysis Presentation and Report Submission	4
3	CO3	Lecture, Youtube Videos,	Group Assignment	4
4	CO3	Class Discussion, Lecture, Youtube Videos	Class Participation in Discussion	4
5	CO4	Lecture, Case Study, Youtube Videos	Case Analysis Presentation and Report Submission	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 (COs) to the Programme Outcomes (POs)

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

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

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

Bloom's Category	Surprise Test (10)	Group Assignment (10)	Case Analysis (20)
Remember			
Understand			
Apply	10		10
Analyze		10	10
Evaluate			

End Semester Examination (ESE) - 60 Marks

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

Course Name		**Social Immersion Project: Responsible Management and Corporate Citizenship**
Course Type		**Generic Elective**
Course Code		**BM-107**
Course Credit		**3**
Semester		**I**
Objectives		The objectives of the course are: • To sensitize students about the Responsible Management education and corporate citizenship; • To develop self-reflection and right attitude of the students about their civic responsibilities towards achieving SDGs; • To help students realize the hardships and adversities of the under-privileged people in society through social immersion projects; • To enhance the problem solving and decision making skills with environmental, social and governance(ESG) concerns; and • To help students to be responsible citizens with commitments towards sustainable development.

Course Outcomes		After studying this course, the students should be able to: CO 1: Demonstrate the social sensitivity while making decisions for effective business operations; CO 2: Develop innovative ideas for solving social, economic, health and environmental problems in unstructured situations; CO 3: To apply the management principles and techniques in solving social problems; and CO 4: Prepare and implement strategic action plans for development of under-privileged section of society
Pre-requisite		Immersion Course on Principles of Management
Course Outline		**Module I:** Concepts of Responsible Management, Left Brain - Right Brain Theory, Poor and Rich Mind-set; Corporate Citizenship, components, Importance and Stages of Development of Corporate Citizenship, Corporate Social Responsibilities-Concept and Legal Framework in India for CSR; ESG(Environment, Social and Governance) concerns. **Module II:** Vision and 17 Sustainable Development Goals of United Nations; Ten Principles of the United Nations Global Impact, Principles of Responsible Management Education; Cases of companies working towards achievement of SDGs, ESG and Corporate Citizenship. Active Citizenship for Participatory Governance. **Module III:** Methods of Field Studies- Designing the Tools and Techniques, Situation Analysis, SWOT, PRA, LFA, Action Research, Questionnaire, Interview and Focus Group Discussion (FGD) **Module IV: Planning & Field Work (4 Hours per week) + Review** Project Planning and Action Plan preparation, Fieldwork, Reflection from the field experience **Module V: Field Work, Report Writing & Presentations (4 Hours per week) – Total 40 Hours** Data Analysis, Problem Assessment, Report Preparation and Presentations, Personal Learning, Professional Orientation
Andragogy		• **Experiential Learning:** out-of-class action-oriented self-learning through reflection and introspection; Students are engaged in longitudinal action research projects

		• **Field Work**: Field exposure to rural, urban slum and under-privileged communities and work of NGOs/ civil society organizations with research approach. • **Networking:** Establishing purposeful connections with people and organizations for undertaking certain developmental activities at the community level • **Integration:** understanding, integrating and applying various concepts and principles of management while working in small groups in the field • **Professional orientation** - Social responsiveness, Service orientation, critical situation analysis/impact assessment of projects in diverse areas such as CSR, Work-Life Balance, Socio economic and business challenges of Street Vendors, problems of transgender community, street children, education for orphans etc. – empathy and humility practice orientation – team building crisis & conflict management, and working within constraints
Evaluation		**Continuous Evaluation**: Assignments, Quiz and Presentations: 40 marks **Fieldwork Report, Presentation & Viva-Voce:** 60 marks
References		1. Outlast: How ESG can benefit Your Business- Mukund Rajan & Col. Rajeev Kumar, 2021, Herper Business 2. The Good Corporate Citizen: A Practical Guide-Wiley 3. The Principles of Responsible Management Education Series-Book Series 4. Responsible Management Education-The PRME Global Movement (2022) e-book open source 5. The Future of Responsible Management Education: University Leadership and the Digital Transformation Challenge (Humanism in Business Series) 1st ed. 2023 Edition by Christian Hauser (Editor), Wolfgang Amann (Editor)

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, SWOT analysis, experiential learning through field based research and strategic planning activities	Quiz, Assignments, presentations, Field project reports and Viva-voce	3

2.	CO 2	Situation Analysis, brainstorming exercises in small groups, experiential learning through Fieldwork and project activities/implementations	Group project activities, Presentations and Field project reports and Viva-voce	4
3.	CO 3	Experiential learning through Fieldwork and project activities/implementations	Group project activities, Presentations and Field project reports and Viva-voce	4
4.	CO 4	Brainstorming exercises in small groups, evaluating various alternative models and developing frameworks for developmental interventions	Presentation of creative models as part of the Field project reports and Viva-voce	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	2	3	2	3	2	2	2
CO 2	2	3		3	3	3	2	2	
CO 3	2	2		4	3	2			
CO 4	2	3		3	3			3	2

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

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 Evaluation (Fieldwork/ Research Project Report and Viva-Voce - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	05

Course Name		**Developing Self for Corporate Readiness(DSCR)-I: Aptitude**
Course type		**Value Addition**
Course Code		**Non Credit Course**
Semester		**I**
Objectives		This course will help students prepare themselves for the Aptitude Tests as per the level of industry expectations.
Course Outcome		After attending this course, the students will be able to: CO 1: Analyse & Solve Aptitude Questions
Prerequisite		● Willingness to take the tests honestly ● Basic (at least A3) level proficiency in English
Course Outline		**Module I: Aptitude** Linear Equations, Permutation Combination, Probability, Logical Reasoning and Syllogism, Inequalities, Data Interpretation, Clock and Calendar, Mensuration, Venn Diagram and Set Theory, Quadratic Equations **Module-II** **Quantitative Aptitude** Number System I & II, Percentage, Profit & Loss, Simple Interest, Compound Interest, Time Speed and Distance I & II, Time and Work I & II, Average, Mixture and Allegation, Ratio, Proportion and Variation, Sequence and Series, Numerical Logic *The students will opt for the additional training for Improving Aptitude Skills as per the assessment to be made while dealing with above subjects in the classes.*
Pedagogy		Diagnosis tests, Need-based input, Interactive and participative learning.
Evaluation		Students will be graded as A(Excellent), B(Good), C(Average) and D(Poor) based on the continuous assessment in terms of their participation and performance during the practice sessions, presentations, tests and personal interviews.

Facilitating the achievement of Course Outcomes

Module No.	CO	Teaching & Learning Activities	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Aptitude	Assignments	6

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

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

SEMESTER-II	
BM-201 Management Information System, Excel Modelling & Artificial Intelligence	3
BM-202 Research Methodology	3
BM-203 Leadership and Change Management	3
BM-204 Financial Management	3
BM-205 Writing Business Reports	1
Elective – I	3
Elective- II	3
Elective- III	3
Total Credit Semester - II	**22**

Course Name		Management Information System, Excel Modelling & Artificial Intelligence
Course Type		Programme core
Course Code		BM-201
Course Credit		2
Semester		II
Course Objective		The objectives of the course are: • To explain the basics of Information Systems in Organizations, IT-enabled Business, Information flow, and Decision making. • To develop proficiency in the use of Excel for data analysis and modelling. • To facilitate understanding of Artificial Intelligence (AI) technology in Business. • To develop the art and skills of using AI and Deep Learning in a variety of industries.
Course Outcome		After undergoing the course, a student will be able to: **CO1**: Understand the basic concepts and technologies used in the field of management information systems. *(Bloom's Level: 2)* **CO2**: Apply Excel functions to analyze and manage data. *(Bloom's Level: 3)* **CO3**: Evaluate data using advanced Excel tools. *(Bloom's Level: 4)* **CO4**: Analyze and provide robust solutions to real-world problems using AI techniques. *(Bloom's Level: 4)* **CO5**: Create projects through the application of Deep Learning. *(Bloom's Level: 5)*
Pre-Requisite		Basic knowledge of computer / IT
Course Outline		**Module I: Introduction to MIS** Information as a Resource; Information in Organizational Functions; Types of Information & Types of Information Systems; Transaction Processing System; Management Information System; Decision Support System; Data Analysis (Use of Software tools for data analysis) **Module II: Fundamentals of Excel** Basic Excel functionalities; Data entry and formatting; Basic formulas and functions; Sorting and filtering; Data validation; Logical functions; Mathematical and statistical functions **Module III: Advanced Excel and SPSS** VLOOKUP and HLOOKUP; Pivot tables; Conditional formatting; Name ranges; Creating charts and graphs; Using

		Spark lines; Data visualization best practices, Data Visualization and Tools, Introduction to SPSS **Module IV: Artificial Intelligence** Basic concepts of AI; Big Data; Data Science; Machine Learning; AI Applications in Business; AI for Customer Service, Sales, Marketing, Human Resources, Finance, and Operations, Cross-industry trends and AI disruptions **Module V: Introduction to Deep Learning** Deep Learning basics; Neural Networks; Applications of Deep Learning; Case studies in Deep Learning
Evaluation		**Continuous Evaluation** (Presentation, Assignments, Case Study, , Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings:		**Text Books** • Louden, D. (2018). Management Information Systems: Managing the Digital Firm (15th ed.). Pearson. • Manohar, H. L. (2016). Data Analysis and Business Modelling Using Microsoft Excel, PHI. • Nilsson, N.J. (2014). Principles of Artificial Intelligence. Springer Heidelberg. **Reference Books** • Davis, G.B., & Olson, M. H. (2016). Management Information System. Tata McGraw-Hill. • Russell, S. and Norvig, P. (2010). Artificial Intelligence: A Modern Approach (3rd Ed.), PHI.

Facilitating the Achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO1	Lectures, case discussion	Quiz, Assignments, Written-test	2
2	CO2	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
3	CO3	Problem discussion, case discussion	Hands-on test, Assignments, Quiz, Written-test	4
4	CO4	Case discussion, project work	Hands-on test, Assignments, Quiz, Written-test	4
5	CO5	Lectures, case discussion with software, laboratory sessions	Hands-on test, Assignments, Quiz, Written-test	5

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

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	-	2	2	-	-	-	2	-
CO2	2	3	3	2	3	3	1	2	-
CO3	3	3	3	3	2	2	3	-	-
CO4	3	3	3	3	3	2	3	3	2
CO5	2	3	2	2	3	2	2	3	2

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	

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.

Course Name	Research Methodology
Course Type	Programme Core
Course Code	BM-202
Course Credit	3
Semester	II
Objectives	The objectives of the course are: • to facilitate understanding of concepts of research methodology; • to understand the steps involved in the research process; • to enhance the awareness of statistical tools for the analysis of data; and • to develop the knowledge to interpret results of statistical analysis.
Course Outcome	After studying this course, the students should be able to: CO1: understand and apply quantitative techniques and model building approach of Statistics in improving managerial decision making. CO2: understand various kinds of research, objectives of doing research, research process, research designs and sampling CO3: develop adequate knowledge on measurement & scaling techniques CO4: demonstrate statistical tools & techniques in business applications CO5: apply appropriate methodology and data develop models to facilitate business decision.
	Basic Statistics & Probability
Course Outline	**Module I** **Introduction to Business Statistics** Descriptive Statistics, Understanding of Algorithms to produce data and insights for current industry topics, Probability: Basic Concept, Laws of Probability, Probability Distributions, Correlation and Regression Analysis: Concept, Models and Applications, Time Series Analysis: Components of time series. Trend Analysis - linear, parabolic and exponential trend, Exponential Smoothing, Data Visualization using Excel and R **Module II** **Foundation of Research, Research Design and Data Collection** Introduction to Research; Meaning; Objectives; Utility; Understanding the Language of Research: Theory, Concept, Construct; Research Process; Problem Definition and The Research Proposal; Ethical Issues in Research. Types of Research Design; Survey Research & Secondary Data; Qualitative Research; Observational Methods; Experimental Research; Scaling and Measurement; Attitude Measurement; Questionnaire Designing. **Module III** **Sample Design** Sample Designs and Sampling Procedures; Determination of Sample Size; Probability and Non-Probability Sampling.

		Module IV
		Data Preparation and Analysis
		Data Preparations for Analysis: Editing & Coding; Introduction to Excel & SPSS; Descriptive Data Analysis; Hypothesis Testing: Parametric & Non Parametric Test (Z, T & Chi Square Tests: One Sample or Two Sample); ANOVA (One-way and Two-way), Bivariate Analysis: Correlation & Regression; Multivariate Analysis: Multiple Regression, Factor Analysis, Cluster Analysis, Discriminant Analysis.
		Module V
		Report Writing
		Types of Report; Report Preparation and Presentation.
Evaluation		**Continuous Internal Evaluation (CIE):** 40 Marks
		End Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books:**
		• Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2021.
		• Zikmund W.G. (2017) Business research Methods, Thompsons, Akash Press New Delhi.
		Reference Books:
		• Malhotra N.K. (2019) *Marketing Research*, An Applied Orientation, Pearson Education, Inc
		• Cooper & Schindler (2017) *Business Research Methods*, Mcgraw-Hill Kothari C.R. (2014) *Research Methodology Methods & Techniques*, New age international publisher
		• Chawla, D., & Sodhi, N. (2016). *Research methodology: Concepts and cases*. Vikas Publishing House.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture , Problem Solving and discussion through small cases	Quiz	2
	CO2	Lecture and discussion through small cases	Quiz	2
2.	CO3	Lecture and discussion through small cases. Topics for projects to be given.	Group exercises	3
3.	CO2	Lecture, Case analysis	Case analysis	3
4.	CO4	Lecture, Problem discussion & case studies	Assignment	4
5.	CO5	Lecture	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)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2	2		2					
CO 2	2								
CO 3	2								
CO 4		3		3					
CO 5		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 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 & Case Study (10)	Group Projects (20)
Remember			
Understand	10		5
Apply		5	5
Analyze		5	5
Evaluate			5
Create			

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

Course Name		**Leadership and Change Management**
Course Type		**Programme Core**
Course Code		**BM-203**
Course Credit		**3**
Semester		**II**
Objectives		The objectives of the course are: ● to facilitate understanding of leadership concepts and the practical use of various styles of leadership in different contexts and situations; ● to enhance the awareness about the essential leadership qualities, competencies and values; and ● to develop the art and skills of managing change in organizations.
Course Outcome(COs)		After studying this course, the students should be able to: CO 1: understand the key concepts and orientations of leadership theories CO 2: assesses their own leadership styles and application of different leadership styles in different situations CO 3: analyse key qualities, skills, competencies and values of leadership and apply them for effective team work, problem solving and conflict management CO 4: develop leadership pipeline and succession plans for building future leadership CO5: evaluate critically the change management process implemented in business organizations
Pre-requisite		Principles of Management and Human Resource Management
Course Outline		**Module I** **Leadership Concepts, Approaches, and Qualities** 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 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.

Module II

Leadership Styles and Their Use

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.

Module III

Team Building & Management

The concept of team and team management. 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.

Types of the teams and characteristics of effective teamwork; Project teams, Functional Teams, Cross-functional team, Matrix team, Contract team, Operational Teams, Virtual Teams, Self-Managed Teams and Problem-solving Teams;

Management, organizational and individual factors of team formation. Advantages and disadvantages of team work. Building High-Performance Teams: The Rocket Model; Building Credibility and Trust. Use of Emotional Intelligence by Leaders;

Module IV

Power, Organizational Politics and Conflict Management

Power and Politics, Bases of power, power tactics, organizational politics;

Conflict Management: Process of conflict, functional and dysfunctional conflict, managing conflict; Negotiation: Stages of negotiations, issues in negotiation, types of bargaining strategies, effective negotiation strategies.

Module V Building Leaders for Future and Managing Change

		Organizational Simulation: Develop skills and attitude as a People Leader- Effective Communication, Delegation, Managing Stretch for high performance and Managing diversity and conflicts; Leadership Pipeline- Ram Charan's Model; Succession Planning; Developing Leadership for the Next Orbit; 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.
Evaluation		**Continuous Evaluation** (Surprize Quizzes, Assignments, Case Study Presentations, and Short Term Project): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings:		**Text Book:** ● Northouse, P. G. (2018). *Leadership: Theory and Practice*. Sage Publications. ● Robbins, Stephen P., and Timothy A. Judge (2019). Organizational Behaviour. Pearson. ● Yukl, Gary A., William L Garner (2020) *Leadership in Organizations*, 9th Edition, New York, Pearson **Reference Books:** ● Mohan, C. R. (2012). *Samudra Manthan: Sino-Indian Rivalry in the Indo-Pacific*. Brookings Institution Press ● Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press. ● Harvard Business Review ● People Matters

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 and Assignment End term-Exam	2

2.	CO 2	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 3	Classroom discussion, Case analysis, Role play, and activity	Case analysis, Quiz, Assignment-short term project and End-Term Exam	3
4.	CO 4	Classroom discussion, Case analysis, Role play, and presentation	Case analysis, Quiz and End-Term Exam	4
5.	CO 5	Case studies, Presentation, and discussion	Case analysis & presentations	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	2		4	3				
CO 4	2	3		3	3		3		2
CO 5	2	3	3	4			4		

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

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	5
Understand	15
Apply	15
Analyze	15
Evaluate	10

Course Name		Financial Management
Course Type		Programme Core
Course Code		BM-204
Course Credit		3
Semester		II
Objectives		The objectives of the course are: • to develop an in-depth understanding of vital issues in corporate finances theory and practice. • to understand financial management and its applications in the real world.

		• to evaluate how four financial decisions (Financing, Investing, Dividend, and Liquidity Decisions) affect firms' Financial Performance.
Course Outcome		After studying this course, the students should be able to: CO 1 Understand the concept of Financial Management and its applicability in Managerial Decisions and Corporate Capital Structure CO 2 Apply the Concept of Time Value of Money in Financial Decision Making Process. CO 3 Analyze financing options available to firms, Tradeoffs between debt and equity, and Criteria for deciding the optimal financing mix to significantly impact Investment Decisions. CO 4 Evaluate factors important to take appropriate Dividend and Liquidity Decisions of firms. CO 5 Create strategies related to four finance decisions for effective utilization of firm financial resources including implication of Fintech and Enterprise Resource Planning
Pre-Requisite		Basics of Accounting
Course Outline		**Module I** **Introduction to Financial Management** Introduction to Corporate Finance, Sources of Finance, Profit Maximization VS Wealth Maximizations, Time Value of Money. **Module II** **Investment Decision** Capital Budgeting, Capital Budgeting Decisions, Project Acceptance and Rejection Criteria, Capital Rationing **Module III** **Financing Decision** Financing Decision Leverage Analysis, Financing Decision EBIT EPS Analysis, Capital Structure Theories, Cost of Capital **Module IV** **Dividend Decision** Dividend theory, Dividend Policy, Determinants of Dividend Policy Dividend Theories of relevance (Walter and Gordon) and irrelevance **Module V** **Liquidity Decision and Financial Technology** Working Capital Planning and Management & Estimations, Management of Cash, Management of Receivables, Inventory Management, Application of Fintech and AI in Financial Decisions

		Continuous Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks			
Evaluation		**End Semester Evaluation**: 60 marks			
Suggested Readings		**Text Books:** • Pandey IM (2018), *Financial Management***,** 11th Edition, Vikash Publishing **Reference Books** • Chandra Prasanna, (2019), **"*Financial Management*",**10th			

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CO3	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 participate and think, annual report of companies, selected web sites.	4
4.	CO4	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.	CO5	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

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:

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

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

Course Name	**Writing Business Reports(Lab)**
Course type	**Core**
Course Code	**BM 205**
Course Credit	**1 (Lab)**
Semester	**II**
Objectives	This course is segmented into twelve meticulously designed lab lessons plus three lab assignments & report submissions, deciphering the essence of report writing for contemporary business professionals. The course will help the students craft a long-format business report that not only conveys but convinces them with visually appealing charts and graphs, aligning with the strategic objectives.
Course Outcome (CO)	**At the end of the course, the students will be able to:** CO1: Understand the planning, process & formats of business reports CO2: Write an Introduction & an Executive Summary CO3: Analyse various types of reports & report writing tools & templates for Academic, Business & Technical Reports CO4: Present the findings in visually appealing charts & graphs CO5: Write a business report with Conclusion & References

Pre-Requisite	Knowledge of Reading Comprehension, Speaking and Writing of the English language at the graduate level
Course Outline	**Lesson One: 6 Steps to Effective Report Writing** • Introduction: Preparing to Write • The Optimal 6-Step Process for Business Writing • Quiz • Lesson Two: Report Planning • Analyzing your audience • Know the purpose & significance of the report • Assignment: Drafting Statement of the Problem & Objectives • Lesson Three: Report Structure • Report Organization • How to Assemble a Well-organized Report • Academic vs. Business Writing • Report Structure • Effective Collaborative Writing **Lesson Four: Writing Executive Summary** • Executive Summary Defined and Process • When and How to Write the Executive Summary Vs Abstract • Examples of Good and Bad Executive Summaries and Key Tips • Common Errors in Reports and Executive Summaries • Assignment – Submit Report Concept Map **Lesson Five: Report with Various Tools** • Tools and Templates • Powerpoint for Reports • Excel for Reports • Word for Reports • Overarching Organization in the Examples • Avoiding Writer's Block • Exercise – Drafting the blue-print of a Report **Lesson Six: Format Considerations** • Overall Format Considerations • Using White Space • Using Visuals and Graphics Appropriately • How to Present Graphics Most Effectively **Lesson Seven: Writing Introduction, Scope & Research Questions** • Tips to write an introduction to your report • Common Errors • Essential Elements for a Tightly Written Introduction • Writing your research questions, Scope & hypothesis • Assignment: Drafting Introduction, Scope, Research Questions **Lesson Eight: Writing Findings & Analysis** • Sample Findings in Business Reports • Sample Analysis: language of precision & unambiguity

		• Assignment: Drafting Findings & Analysis
		Lesson Nine: Writing Conclusion & References
		• Examples & Tips for Writing Conclusion
		• Examples of APA referencing
		• Assignment: Drafting Conclusion
		Lesson Ten: Clarity and Word Choice
		• How to Hone Clarity
		• Active Voice vs. Passive Voice
		• Write with Confidence
		• Eliminate Jargon
		• The Power of Short Words
		• Put the What Before the Why in a Sentence
		Lesson Eleven: Grammar and Syntax
		• Easily Fix Grammar
		• Proofreading Tips for Reports
		Lesson Twelve to Fifteen
		• Writing Report from the Title Page to the last page
		• Writing the Prefatory Parts & Supplementary parts
		• Assignment: Final Report submission in Hard Copies
Pedagogy		• Workshop for Writing
		• Lab-based Activities & Experiments
		• Collaborative Writing
		• Flipped Classroom
Evaluation		✓ Internal Continuous Evaluation (ECE)-100 Marks
Suggested Reading:		**Text Books:** • Bovee, C., & Thill, J.V.& Raina, R.L. (2021). *BusinessCommunication Today* (15thed.). Pearson, New Delhi

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Discussion & Lab experiments	Quiz	2
2.	CO2	Writing workshop & assignments	Lab Assignment	3, 4
3.	CO3	Writing Workshop & Lab Experiments	Written Assignments & Lab	5
4.	CO4	Writing Workshops	Writing Assignments in small groups	4,5
5.	CO5	Collaborative Writing	Writing & submitting a long format report	6

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

Programme Outcomes & Programme Specific Outcomes
On successful completion of the Programme, a student 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

Programme Specific Outcomes

1. To illustrate the knowledge of management to solve business problems
2. To appreciate and apply multidisciplinary competence and skills for better decision-making
3. To develop professionals with an understanding of societal, ecological and ethical issues related to professional managerial practice through life-long learning.
4. Acquire academic excellence with an aptitude for higher education and research
5. Develop entrepreneurial orientation for venturing into start ups

**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)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO 1	2	1			1		3			2	1	1	2	
CO 2	2						3				2			
CO 3	2						3				2			
CO 4	2						3				2			
CO 5	2				2	2	3							
Average	2	1	0	0	1.5	2	3	0	0	2	1.7	1	2	0

Weightage/Marks Distribution for each COs

COs	Weightage/ Marks out of 100
CO1: Understand the planning, process & formats of business reports	15
CO2: Write an Introduction & an Executive Summary	20
CO3: Analyse various types of reports & report writing tools & templates for Academic, Business & Technical Reports	15
CO4: Present the findings in visually appealing charts & graphs	20
CO5: Write a business report with a Conclusion & References	30

Course Name		**Developing Self for Corporate Readiness-II**
Course type		**Value Addition**
Course Code		**Non Credit Course**
Semester		**II**
Objectives		This course will: ● Help the students improve their communication skills (after assessing on their present proficiency level in English & bridging the gap through communication activities) ● Enable them recognize their personality types for job compatibility ● Develop an ability to be aware of self to mould and manage industry's expectations. ● Help them prepare the documents required to apply for internships & jobs ● Help them search for internship opportunities and apply for it ● Help students participate in GDs and PIs and gather hands-on experiences
Course Outcome		After attending this course, the students will be able to: CO 1 Understand industry, its expectations & themselves CO 2 Demonstrate effective communication skills & positive attributes in various situations like Personal Interview CO3 Present their ideas on a given topic during Group Discussions CO 4. Write their Resume & Prepare own Video Resume
Prerequisite		● Willingness to take the tests honestly ● Basic (at least A3) level proficiency in English
Course Outline		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 & Role Plays in previous semester.
		Module I
		Understanding Self & Industry
		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 & Jobs, Preparation of Resume & Video Resume
		Module-II
		Group Discussions
		Group Discussions on Latest Business/Social Issues, Case-based GDs, Performing Leadership Roles, Verbal & Non-verbal Communication in GD, Initiating, Summarizing¸ Functional Roles
		Module-III
		Personal Interview
		Self-Introduction, FAQs, How to Respond SIP-related Questions, Stress & Behavioural Interview, Body Language, Grooming & Etiquette for Interview & Professional Success
Pedagogy		Diagnosis tests, Need-based input, Interactive and participative learning.
Evaluation		Students will be graded as A(Excellent), B(Good), C(Average) and D(Poor) based on the continuous assessment in terms of their participation and performance during the practice sessions, presentations, tests and personal interviews

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	CV Making	Application	4
3	CO 3	MOCK PI	Observation & analysis	3,4
4	CO 4	Mock Group Discussions	Observation & analysis	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 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			

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

SEMESTER – III	
BM-301 Strategic Management	**3**
BM-302 Design Thinking & Entrepreneurship	**3**
Elective – IV	**3**
Elective – V	**3**
Elective – VI	**3**
Elective- VII	**3**
Elective- VIII	**3**
Total Credit Semester – III	**21**

Course Name		Strategic Management
Course Type		Programme Core
Course Code		BM-301
Course Credit		3
Semester		IV
Objectives		The objectives of the course are: • To cover fundamental issues regarding corporate and business strategy, and the implementation and process aspects of strategic management; and • To create a conceptual framework that will serve students as a reference for making progressive and appropriate use of the learned strategic management concepts.
Course Outcome		After undergoing the course, a student will be able: CO1: To understand a range of strategic management theories. CO2: To apply appropriate theories, tools, models and heuristics for studying an organisation's strategically relevant internal and external environment. 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. CO4:To evaluate real life company situations, research and recommend creative solutions, using a strategic management perspective.
Pre-Requisite		Principles of Management, and fundamental courses in Finance, Marketing, HR and Operations Management
Course Outline		**Module I** **Overview of Strategic Management:** 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. Cases and Research papers understanding strategy its importance **Module II** **Strategic Inputs**: Strategic Management and Competitiveness; Vision; Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies and Competitive Advantage. Cases and research papers understanding companies' macro-environment.

		Module III **Formulation of Strategic Action**: Business Level Strategy; Competitive Rivalry and Dynamics; Corporate-Level Strategy; Strategic Acquisition and Restructuring; Global Strategy; Cooperative Implication for Strategy. Analysing cases and understanding levels of strategies through research papers. **Module IV** **Implementation of Strategic Actions:** Corporate Governance, Ethics, Corporate Social Responsibility(CSR) and ESG (Environment, Social and Governance); Structure and Controls with Organizations; Strategy Execution; Congruence Model; Leadership Implications for Strategy, Entrepreneurial Implications for Strategy. Analysing cases and understanding ethics & CSR through research papers. **Module V** **Current Trends in Strategic Management:** Strategies for managing Change; The Rise of E-Commerce; The Networked Organization; Artificial Intelligence and Strategic Management. Analysing cases and understanding the E-commerce and companies making progress through disruptive technologies (Artificial Intelligence) through research papers.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Semester Evaluation:** 60 marks
Suggested Readings		**Text Books:** • Thompson, A.A, Peteraf, M.A., Gamble, J. & Strickland, A.J. (2022). Crafting & Executing Strategy: Concepts and Cases (23rd Edition). McGraw-Hill Higher Education (International). https://research.ebsco.com/linkprocessor/plink?id=1335e9bc-2ac3-39fd-9c11-8276ca8dee97 • Hitt, Ireland, Hoskisson, Manikutty. (2011). *Strategic Management A South-Asian Perspective* (9th ed.). Cengage Learning India Private Limited. • Hill, Jones. (2018). *Strategic Management: An Integrated Approach.* (9th ed.). Cengage Learning India Private Limited. • Barney Hesterly (2019). *Strategic Management and Competitive Advantage: Concepts and Cases*. (6th ed.). Pearson. • Gordon Walker, Madsen.T.(2016). *Modern Competitive Strategy*. (4th ed.) Macgraw Hill. • HBR 10 Must Reads on Strategy (e book provided)

Facilitating the achievement of Course Outcomes

Module No.	CO	Teaching & Learning Activities	Assessment Method	Blooms Taxonomy Level
1.	CO1	Lecture and discussion through cases and research papers	Quiz	1,2
2.	CO2	Lecture, presentation and activity. discussion through cases and research papers	Individual and team-based tasks, Application to specific industries	2,3
3.	CO3	Lecture, Case analysis, Use of audio-visual material and research papers	Group Case Presentation, Comparison Reports	4,5
4.	CO4	Case study, research papers and 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:

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

Course Name		Design Thinking & Entrepreneurship
Course Type		Programme Core
Course Code		BM-302
Course Credit		3
Semester		III
Objectives		The objectives of the course are to: • Impart a thorough knowledge of the design thinking process, critical thinking, and entrepreneurship as a viable career path. • Harness the power of AI tools to scrutinize market trends and pinpoint emerging entrepreneurial opportunities. • Guide students in creating and validating business models, applying their understanding to financial feasibility and Go-to-Market strategies. • Arm students with effective tools and techniques to manage business expansion and devise funding strategies for start-ups. • Motivate students and facilitate the cultivation of an entrepreneurial mindset.
Course Outcome		After undergoing the course, a student will be able to: CO1:Gain a comprehensive understanding of design thinking and entrepreneurship principles and apply them effectively in real-world contexts. CO2:Utilize AI tools and algorithms to scrutinize and identify problems and uncover potential opportunities in diverse markets. CO3: Construct a value proposition canvas and a lean canvas to articulate and visualize a business concept. CO4:Develop a comprehensive financial plan for a business concept, evaluate its viability, and devise a go-to-market (GTM) strategy. CO5: Formulate a growth plan with a focus on key performance indicators (KPIs) to attract and secure start-up funding.
Course Outline		**Module I** **Introduction to Design Thinking and Entrepreneurship**: Entrepreneurial Mindset and Entrepreneurship as a Career option; Design Thinking Process; Exploration Vs Exploitation; Ambidextrous Organisation; Empathy Map and AI; Ideation and Prototyping; Concept Poster; Qualities and Skills required for

		Entrepreneurship in the AI Era, Entrepreneurial Propensity; Impact of Entrepreneurship on Economy and Society.
		Module II
		AI Enhanced Problem Identification and Opportunity Discovery
		Using AI algorithms to analyze market trends and identify emerging opportunities; Leveraging AI-powered tools for concept generation; Identify and Analyze Problem Statement; Market Insights with AI: Market Types, Segmentation and Targeting, Carving the Niche; Market Size Estimation; Customer Persona; Market Research and Idea Validation.
		Module III
		Business Model & Validation
		Value Proposition Canvas; Creating a Differentiable and Sustainable Competitive Advantage; Integrating AI Risk Assessment into Lean Canvas Development; Test Riskiest Assumptions using AI Simulations; Build and Comprehending Minimum Viable Product (MVP) and Minimum Lovable Product (MLP); Product-Market Fit Test.
		Module IV
		Financial Feasibility and Go-to-Market (GTM) Strategy:
		Financial Planning and Feasibility Analysis; Go-to-Market (GTM) Strategy: Identify and Articulate Brand Positioning, Market Penetration Strategy, Digital Presence and AI Driven Marketing Plan.
		Module V
		Managing Growth and Funding Strategy:
		Business Growth Plan: Scaling and Customer Acquisition Strategy; Customer Acquisition Cost (CAC), Application of AI to Identify Market Trends and Achieve Product-Market Fit; Revenue and Financial KPIs, Unit Economics; Funding Strategy: Mapping Start-Up Cycle to Funding Options; Business Valuation; Local and Global Start-up Eco-System; Company Registration and Business Laws.
Evaluation		**Continuous Evaluation:** Case Analysis, Quizzes, Venture Creation and Presentation, Venture project and Presentation: 40 marks. **End-Term Evaluation:** 60 marks
Suggested Readings		**Text Books:** • Hisrich, R., Peters, M., and Shepherd, D. (2024), Entrepreneurship, 12e, McGraw Hill, ISBN13: 9781265332259 • Balagurusamy, E. and Vijayakumar, B (2024), Design Thinking – A Beginners Perspective, 1e, McGraw Hill, ISBN: 9355329571 · 9789355329578 **Reference Books:** • HBR's 10 Must Reads on Design Thinking

- Zimmerer & Scarborough (2016). *Essentials of Entrepreneurship and Small Business Management*: Prentice Hall Edition.
- Nagarajan, K (2015), *Project Management: New Age International (P) Limited,* 7th edition.
- Desai, Vasant (2012). *Dynamics of Entrepreneurship Development:* Himalaya Publishing House.
- Roy, Rajeev. (2012). *Entrepreneurship:* Oxford Higher Education

Facilitating the achievement of Course 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, Class Activity and Project.	Case analysis, Exercise and Presentation	3
3.	CO3	Practice Venture, Student Start-Up	Start-up Milestone Presentations	3,4
4.	CO4	Practice Venture, Student Start-Up	Real Life venture performance	5
5.	CO5	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	3	1	1	1	2	2	2	1
CO 2	2	2	1	2	1	1	1	1	2
CO 3	1	2	2	2	1	2	1	2	1
CO 4	3	3	2	3	1	2	1	3	3
CO 5	2		1	2	1	2	3	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

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

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

End Semester Examination (ESE)- 60 Marks

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

SEMESTER-IV	
BM-401 Business Law & IPR Management	3
Elective – IX	3
Elective – X	3
Total	**9**
Projects:	
BM-PO1- Independent Research Project	3
BM-PO2- Internship Project	4
Total Credits Semester-IV	**16**

Course Name		**Business Law & Intellectual Property Right (IPR) Management**
Course Type		**Programme Core**
Course Code		**BM-401**
Course Credit		**3**
Semester		**III**
Course Objective		The objectives of the course are: • To bring jurisprudence to the forefront by engaging students in thoughtful and critical analysis about the law; • 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; • To introduce students to the world of intellectual property law by making them familiar with the Regulatory structure and compliance requirements; and • 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.
Course Intended Learning Outcome		After undergoing the course, a student will be able: CO1:To understand and recognize when one has a legal issue in various business settings and transactions. CO2: To apply sound legal reasoning and critical thinking to legal positions. CO3: To analyse and review legal factual situations. CO4: To evaluate legal conditions and reach to a conclusion regarding legal & IPR issues.
Pre-Requisite		Principles of Management and Organizational Behaviour
Course Outline		**Module I** **Law of Contract & Sales of Goods** Essential elements of contract, Breach of contract, Contract of Guarantee & Indemnity, Contract of Agency, Contract of Sale & Contract for Sale, Rights of unpaid seller **Module II** **Company Law-I** What is company?, Separate Legal personality, Types of companies

		Module III
		Company Law-II:
		Member, shareholder, directors, Basics of Memorandum of Association and Articles of Association
		Module IV
		Importance of Banking & Insurance Law:
		Role of RBI as Central Bank, Banking Business, Branch Licensing, Types of Negotiable Instruments, Endorsement & Negotiability of Negotiable Instruments, Dishonour of Cheques, What is Insurance, Principles of Insurance, Types of Insurance
		Module V
		Intellectual Property Rights & Consumer Protection Laws:
		What is Intellectual Property, Types of Intellectual property, Role of WIPO in protection of IPRs., Who is consumer, relationship between consumer protection laws and other commercial laws, International Laws
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Books:**
		• Kapoor, N.D. (2017). Elements of Mercantile Law. New Delhi: Sultan Chand & Sons.
		Reference Books:
		• Avtar Singh, Law of Contracts, (Lucknow: Eastern Book Company, 1999)
		• Mulla and Pollock, Law of Contracts, (New Delhi: Butterworth, 2001)
		• Kuchchal, M.C., & Kuchhal, V. (2018). Business Law. Vikas Publishing.
		• Avtar Singh, Principles of the Law of Sale of Goods and Hire Purchase (1998), Lucknow: Eastern Book Company
		• Kapoor, N.D. (2015). Elements of Company Law. New Delhi: Sultan Chand & Sons.
		• Avatar Singh: Law of Partnership, Principles, Practice and Taxation
		• Pathak, A. (2017). Legal Aspects of Business. Tata McGraw Hill
		• Abir Roy & Jayant Kumar, Competition Law in India. New Delhi :Eastern Law House,
		• Competition Act, 2002 (Students Edition) by Dr. V.K. Agarwal
		• Gulshan, S. S., (2011). Business Law Including Company. Excel Books
		• Tulsian, P.C., &Tulsian, B. (2017). Business Law. Tata McGraw Hill.

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (COs)	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
4 & 5	CO4	Discussions, Research Project	Group Assignment, Research Reports.	5

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

Mapping of the Course Learning Outcomes to the Programme Learning Outcomes

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

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

9. SYLLABI OF ELECTIVE COURSES (SPECIALIZATION AREA WISE)
9.1 MARKETING

MARKETING
BM-M01 Services Marketing
BM-M02 Sales and Distribution Management
BM-M03 Customer Relationship Management
BM-M04 Digital Marketing
BM-M05 Brand Management
BM-M06 Retail Management
BM-M07 Bottom of Pyramid Marketing
BM-M08 Integrated Marketing Communication
BM-M09 B2B Marketing
BM-M10: Strategic Marketing
BM-M11: Consumer Behaviour in a Digital World
BM-M12: Marketing Analytics

Course Name		**Services Marketing**
Course Type		**Program Elective**
Course Code		**BM-M01**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: • To build a conceptual understanding of services marketing along with the ability • To develop strategies for effective service marketing
Course Outcome		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 and develop a service model
Pre-Requisite		Basic understanding of marketing environment
Course Outline		**Module I** **Understanding Service Markets** Nature & Characteristics of Services; Need for Services Marketing; Challenges to the Service Marketer; Model of Service Consumption **Module II** **Service Product, Pricing, Promotion & Distribution** Service Product and Branding; Flower of Services; Pricing Approaches; Revenue Management; Integrated Marketing Communication in Services; Methods of Service Delivery; Role of Intermediaries **Module III** **Process, People & Physical Evidence in Services** Service Process, Developing a Service Blueprint; Role of Service Personnel in Service Delivery; Servicescape Model, Dimensions of Service Environment **Module IV** **Improving Service Quality and Productivity** Customer perception and Expectation; SERVQUAL; Gaps Model of Service Quality; Measuring Service Quality; Managing Demand and Capacity; Strategies to Improve Service Productivity **Module V** **Application of AI in Services** AI for Service Standardization; AI for Service Personalization; AI for Service Relationalization; AI to Engage Customers; AI for Service

		Delivery
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks **End-Term Evaluation**: 60 marks
References		**Text Book:** ● Zeithaml et al. (2019), Services Marketing, (Seventh edition), Tata McGraw Hill Education Private Limited. **Reference Book:** • Lovelock, C., et al. (2015), Services Marketing-An Asia pacific and Australian perspective (6th ed.), Pearson Education Australia, Sydney.

Facilitating the achievement of Course 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, Group activity	2
2.	CO2	Presentation and Discussion	Quiz and role play	3, 4
3.	CO3	Lecture, Case analysis	Assignment & Presentation	5
4 &5	CO4 & 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:

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

Course Name		Sales Management
Course Type		Programme Elective
Course Code		BM-M02
Course Credit		3
Semester		
Objectives		The objectives of the course are: ● To understand the dynamics of sales management ● To measure the impact of different activities in the personal selling process on Sales outcomes ● To develop a channel strategy for the sales organization
Course		After undergoing the course, a student will be able to:
Outcome		CO 1: Understand different sales concepts and theories CO 2: Apply Personal Selling techniques for sales effectiveness CO 3: Apply AI tools for fostering salesforce efficiency CO 4: Analyze and Evaluate salesforce performance CO 5: Formulate a channel strategy for a Sales organization
Pre-Requisite		Basic Knowledge of Marketing Concepts
Course Outline		**Module I** **Understanding Marketing and Selling** Sales as a Career; Selling Vs Marketing; Nature of selling; Sales Management - Roles and functions; Characteristics of modern selling; Types of selling situations **Module II** **Personal Selling Process** Prospecting and Qualifying; Approaches to Selling; Sales Pitch Presentation; Negotiation and Handling Objections; Closing the sale; Follow-up **Module III** **Sales Force Management** Recruitment and selection of the sales force; Sales force training; Sales force Motivation; Establishing Sales Territories; Managing Sales Quota; Sales planning process; Evaluation of sales force **Module IV** **Channel Management** Channel flows and design; Evaluating Channel efficiency; Role of a Salesperson in Managing Channel Partners **Module V** **Role of AI in Sales** Using AI for Sales Forecasting; Developing Communication Content by using AI; AI for Providing Customer Insights; Using AI to Analyze Sales Calls

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Books:** ● William Cron and Thomas E. Decarlo, (2015) Sales Management Concepts and Cases (10th ed, 2015.)Wiley **Reference Books:** ● Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I. El-Ansary and R.C. Natarajan, (2016), Marketing Channels, (7th ed.) Pearson ● Jobber, D., Lancaster, G. (2015). Selling and Sales Management (10th ed.) Pearson Education. ● Johnston, M. W., Marshal, G. W. (2013). Sales Force Management (11th ed.). New Delhi: Tata McGraw-Hill Education. ● Spiro, R., Rich, G., &Stanton, W. (2015). Management of a Sales Force (12th ed.). New Delhi: Tata McGraw-Hill Education. ● Still, R.R., Cundiff, E. W., & Govoni, N. A. P. (2011). Sales Management: Decision, Strategy and cases (5th ed.). Pearson Education. ● Rackham, N. (2020). SPIN®-selling. Routledge.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy
1.	CO1, CO2	Lecture and Discussion Assignments will be allocated.	Quiz	2,3
2.	CO1, CO2	Lecture	Quiz	2,3
3.	CO3	Lecture, Case Analysis, Role play	Case Analysis and submission	4
4.	CO4	Lecture, discussion, case studies, presentation	Assignment Presentation	5
5.	CO5	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:
 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

Course Name		**Customer Relationship Management**
Course Type		**Programme Elective**
Course Code		**BM-M03**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: ● To orient students towards the realization of progress of relationship marketing in present marketing scenario. ● To discuss the components of customer relations management software in detail and its technologic dimensions ● To appraise the technology associated with CRM managed by different functional areas for marketing success
Course Outcome		After attending the classes student will be able to: CO 1: Understand the basic concepts of customer relationship management CO 2: Explain marketing aspects of customer relationship management CO 3: Apply the basics of operational Customer relationship management CO 4: Analyse the role of customer relationship management in an organisation CO 5: Evaluate the effectiveness of CRM on performance indicators
Pre- Requisite		Basics of Marketing Management and/or Relationship Marketing
Course Outline		**Module I** **Introduction to CRM** Nature and Scope of CRM, Types of CRM, Importance and Benefits of CRM; Customer Acquisition, Retention, and Development **Module II** **Building Customer Relationships** Customer Portfolio Management; IDIC Framework; Ladder of Loyalty; Developing Customer Bonds; Customer Defections; CRM Framework **Module III** **Economies of CRM** Customer share vs Market share; Lifetime Value of Customers; Markov Analysis ; CRM Budgeting; Customer Equity **Module IV** **Applications of CRM across Industries** Retail; Banking and Insurance; Media and Entertainment; Healthcare; Tourism and Hospitality; Automotive

		Module V
		AI in CRM
		Role of AI in Automating Customer Segmentation and Targeting: Improving Customer Acquisition through AI; Using AI for Enhancing Customer Engagement and Retention, Customer Churn Minimization
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation : 60 marks
Suggested Readings		● Text Books: ● Buttle, F., & Maklan, S. (2019). Customer Relationship Management: Concepts and Technologies, Routledge. ● Kumar, V., & Reinartz, W. (2018). Customer relationship management. Springer-Verlag GmbH Germany, part of Springer Nature. ● Reference Books: ● Shainesh, G., & Sheth, J. N. (2005). Customer relationship management: A strategic perspective. Macmillan. ● Chaturvedi, Mukesh & Abhinav Chaurvedi (2019), Customer Relationship Management: an Indian Perspective, Excel Books, 7th edition ● Bhat, K. Govinda. (2018) Customer Relationship Management, Himalaya Publishing House ● Thaichon, P., & Ratten, V. (Eds.). (2020). Transforming Relationship Marketing: Strategies and Business Models in the Digital Age. Routledge. ● Hollensen, S. (2019). Marketing management: A relationship approach. Pearson Education. ● Palmatier, R. W., & Steinhoff, L. (2019). Relationship marketing in the digital age. Routledge.

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1, CO2	Lecture and discussion	Quiz	2,3
2.	CO1, CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2,3
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and submission	4
4.	CO4	case studies, presentation	Assignment and activity	5
5.	CO5	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

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

End Semester Examination (ESE) - 60 Marks

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

Course Name		**Digital Marketing**
Course Type		**Program Elective**
Course Code		**BM-M04**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: ● To sensitize the students about the fundamentals of digital marketing emphasizing the basics of SEO, SEM, and SMM; ● To highlight the need for digital marketing in achieving organizational objectives; and ● To provide basic concepts, techniques, and practices of digital marketing in diverse contexts.
Course Outcome		Upon completion of the course, a student will be able: CO 1: Understand the concepts associated with digital marketing CO 2: Apply the web-development concepts to digital marketing CO 3: Analyze and evaluate the performance and effectiveness of various digital channels

Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed textbook.
Course Outline		**Module I** **Introduction to Digital Marketing:** Introduction to Digital Marketing and its Significance; Traditional Marketing Vs Digital Marketing; Digital Marketing Process; Recent trends in digital marketing; Online Business Models; P-O-E-M framework **Module II** **Fundamentals of Web designing:** Concept of web design and development; Types of websites; Website Planning, Domain and Web hosting; Content Management System(CMS); Building Website/Blog using CMS **Module III** **Search Engine Marketing:** Concept of Search Engine Marketing; Mechanism of Search engines; Concept of SEO; On-page and Off-page SEO; Local and international SEO; Keyword research; Understanding ad rank, buying models; Bidding strategy; Concept of Display Advertising; Working with Google Ads. **Module IV** **Social Media Marketing, Email Marketing:** Fundamentals of Social media marketing; Content strategy for social media marketing, Content Calendar using AI; Working with Facebook for business, LinkedIn ads, Instagram business; and marketing over Twitter; Basics of Social media analytics; Email Marketing Concepts and Tools; Mobile Commerce **Module V** **Digital Marketing Performance:** Digital media metrics - Analyzing reach, acquisition, conversion, retention, and loyalty; Analyzing social media performance; Role of AI in Evaluating Digital Marketing Performance
Evaluation Criteria		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation :** 60 marks
Suggested Readings		**Text Books:** ● Gupta, S. (2020). Digital Marketing (Second Edition). McGraw-Hill Education. **Reference Books:** ● Strauss, J and Frost, R (2012), E-Marketing, 6th Edition, PHI, New Delhi ● Barker, M; Barker, D, Bormann, N and Neher, K (2013) Social Media Marketing: A strategic approach, Cengage learning, New Delhi ● Gay, Richard; Charlesworth, Alan and Esen, Rita (2007), Online Marketing a customer-led approach, Oxford Unviersity Press.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1, CO2	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CO3	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3,4 &5	CO4	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 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

Course Name	**Brand Management**
Course Type	**Programme Elective**
Course Code	**BM-M05**
Course credit	**3**
Semester	
Objectives	The objectives of the course are: are: Thee objectives of the course are: ● To familiarize the students with the concept of a brand ● To discuss the role of branding in marketing ● To develop branding as marketing strategy
Course Outcome	After completion of the course, participants will be able: CO 1: Understand basic branding principles CO 2: Identify challenges and opportunities in managing a brand CO 3: Apply to classic and contemporary skills on branding applications CO 4: Analyze marketing decisions on brand performance CO 5: Develop strategies to improve and leverage brand equity
Pre requisite	Basic concepts of Marketing and Consumer Behaviour

Course Outline	**Module I**
	Understanding Brand Fundamentals:
	Brand – Concepts and Elements; Brand Identity and Image; Brand Purpose; The 3E's of Brand
	Module II
	Developing Brand Strategy:
	Aligning business, brand and Behaviour; Customers Journey and Brand Differentiation; Brand Architecture; Brand Portfolio Management & Brand Extension
	Module III
	Brand Experience Management:
	Brand Experience – Concepts and Dimensions; Digital Brand Experience; Designing Brand Experience and Applications of AI
	Module IV
	Brand Practices:
	Brand Engagement Strategy; ABC of Behaviour Change – Antecedents, Barriers and Consequences; Enhancing Brand Engagement using AI
	Module V
	Measuring and Interpreting Brand Performance
	Brand Audit and Brand Metrics; Customer Based Brand Equity; Employee Based
	Brand Equity; Brand Value and Valuation
Evaluation	**Continuous Evaluation:** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
	End-Term Evaluation: 60 marks
Suggested Readings	**Text Books:**
	● Keller, K.L. and Swaminathan, V. (2020), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5th Edition, Pearson Education, NJ, USA.
	● Keller, K. L. (2013). Strategic brand management: Building, measuring, and managing brand equity, 4th Edition, Pearson Education, NJ, USA.
	Other Readings:
	● Aaker, David A.; Biel, Alexander L.; Biel, Alexander (2013). Brand Equity & Advertising. Abingdon, Oxon: Psychology Press.
	● Kapferer, J. (2008). The new strategic brand management: Creating and sustaining brand equity long term (4th ed., New ed.). London, Philadelphia: Kogan Page.

Facilitating the achievement of Course 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 Group activity and role play	2
2.	CO2	Lecture and discussion	Presentation and Discussion	1
3.	CO3	Lecture, Case analysis	Case analysis	3
4 &5	CO4 & 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
CO5			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	10	10	
Analyze		5	5
Evaluate			5
Create			

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	05
Apply	25
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

Course Name		**Retail Management**
Course Type		**Programme Elective**
Course Code		**BM-M06**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: ● To familiarize the students with retail concepts ● To highlight the need for merchandise management and promotion in retail ● To provide basic concepts, and practices of retail technology in managing modern retail functions

Course Outcome		After undergoing the course, a student will be able to: CO 1: Understand different retail concepts and theories CO 2: Identify the factors that affect retailing environment CO 3: Analyze the impact of merchandise management, retail promotion and technology integration on store performance CO 4: Design a retail strategy mind
Pre-Requisite		Basic understanding of retail formats
Course Outline		**Module I** **Introduction to Retail Management** Meaning, Functions and Scope of Retailing; Types of Retailers; E-tailing; Multichannel and Omni channel Retailing; Consumer Behavior in Retailing; Growth and Emerging Trends **Module II** **Merchandise Management** Merchandise Management; Category Management; Merchandise assortment and support **Module III** **Retail Promotion** Visual Merchandising; Retail communication and promotion; Retail communication mix; Retail Branding; Private Labels; Positioning of a Retail Brand **Module IV** **Retailing Strategy** Retail Market Strategy; Pricing Strategy; Retail Location Decisions, Information Systems and Supply Chain Management in Retailing; CRM in Retailing **Module V** **Retail Store Operations** Store Design - Objectives and Elements; Space Management in Retail Stores; Creating an Appealing Store Atmosphere; Customer Service Quality in Retail Stores; Use of Technology in Retail - AR/VR, IOT, ML, RFID, Block chain
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks

Suggested Readings	**Text Books:** ● David, G. (second edition, reprint 2018). Retail Marketing Management. Pearson Education limited. ● Pradhan, S. (2017). Retailing Management: Text and Cases. New Delhi: Mc Graw Hill. **Reference Books:** ● Bajaj, C., Tuli, R. & Srivastava, N. (2016). Retail Management (3rd ed) New Delhi: Oxford University Publication. ● Berman, B., & Evans, Jr. (2013). Retail Management- A Strategic Approach (10th ed.). New Delhi: Pearson Education. ● Dunne, P., Lusch, R. &Carver, J. (2014). Retailing (8th ed.). Cengage.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1, CO2	Lecture and discussion through small cases	Quiz	2,3
2.	CO1, CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2.3
3.	CO1,CO2, CO3	Lecture, Case analysis, role play and activity	Quiz, Case Analysis and submission	1,2, 3
4.	CO4	Lecture, discussion, case studies, presentation	Assignment Presentation	4
5.	CO5	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

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:

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

Course Name		**Bottom of the Pyramid (BOP) Marketing**
Course Type		**Programme Elective**
Course Code		**BM-M07**
Course credit		**03**
Semester		
Objectives		The objectives of the course are: ● To directly engage in these markets, business organizations so that they can integrate profit with purpose. ● To pursue goals of economic and social value creation. ● To advocate market-based solutions for reducing poverty and improving the quality of life of the poor population. ● To emerge with cutting-edge knowledge and skill to create and handle the BOP Market.
Course Outcome		After completion of the course, students will be able to: CO 1: Develop a deeper level of understanding of BOP markets among the course participants CO 2: Identify challenges and opportunities in the BOP market CO 3: Analyze the market potential at BOP CO 4: Design an eco-system of profit-with purpose
Pre requisite		Basic concepts of Marketing and Consumer Behaviour
Course Outline		**Module I** **Market and marketing at BOP** Meaning and Nature of Market at BoP; Challenges and Opportunities in BOP markets; BOP Market Environment, Serving the world's poor profitably; The fortune at BOP; Ethical concerns at BOP. **Module II** **Marketing models at BOP** Marketing at BOP; Social vs Commercial Marketing; Creating shared value; Profitable business models and Market creation at BOP. **Module III** **Consumer Behaviour at the BOP** Nature and Characteristics of BOP Consumer; Consumer Decision Making at BOP, Factors affecting Consumer Decision Making at BOP **Module IV** **Innovation at the BOP** Strategic innovation at BOP; Driving innovation from BOP; Reverse innovation, emerging markets, and global strategy. **Module V**

		AI and Marketing Strategy at the BOP
		Competition at BOP; Sustainability in BOP markets; Reinventing strategies at BOP, Role of AI in Transforming BOP Markets.
Evaluation		**Continuous Evaluation:** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Books:** ● Prahalad, C. K. (2005). Fortune at The Bottom of The Pyramid- Eradicating Poverty Through Profits. Pearson Education, Inc. ● Singh, R. (2018). Bottom of the pyramid marketing : making, shaping and developing BOP markets. Emerald Publishing. https://books.emeraldinsight.com/page/detail/Bottom-of- the-Pyramid-Marketing/?k=9781787145566 **Reference Books:** ● Prahalad, C. K., & Hammond, A. (2002). Serving the world's poor, profitably. *Harvard Business Review*, *80*(9), 48. https://doi.org/10.1108/02756660710732611 ● Baker, S. M., Gentry, J. W., & Rittenburg, T. L. (2005). Building Understanding of the Domain of Consumer Vulnerability. *Journal of Macromarketing*, *25*(2), 128–139. https://doi.org/10.1177/0276146705280622

Facilitating the achievement of Course 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 Group activity and role play	2
2.	CO2	Presentation and Discussion		1
3.	CO3	Lecture, Case analysis	Case analysis	3
4 &5	CO4	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:

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

Course Name		**Integrated Marketing Communication (IMC)**
Course Type		**Programme Elective**
Course Code		**BM M08**
Course credit		**03**
Semester		
Objectives		The objectives of the course are: ● To enable understanding of the dynamic nature of communication from a marketing perspective. ● To enable students to become effective managers in marketing communication or brand managers
Course Outcomes		On completion of this course, the students will be able to : CO1:Familiarize with the essential elements of Integrated Marketing Communication (IMC). CO2: Identify and understand the core marketing communication principles and theories. CO3:Apply concepts, principles, and theories to solve realistic marketing communications problems and make sound IMC decisions. CO4: 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. CO 5: Evaluate some of the baseline strategic elements required in developing an IMC plan.
Prerequisite		Basic concepts of Marketing and Consumer Behaviour
Course Outline		**Module I** **Introduction to Integrated Marketing Communication** Introduction to IMC; Relationship with Marketing; IMC Current trends; Design Thinking Outlook in IMC; Consumer Behaviour and IMC **Module II** **Analysing and Planning the IMC Programme:** Establishing objectives; Budgeting; IMC as a strategic tool; Role of Research in IMC planning **Module III** **Developing the IMC Programme** Planning and development of Creative Strategy; Implementation and Evaluation; Media planning and strategy **Module IV** **IMC Perspectives:** Advertising; Sales promotion & personal selling; Direct marketing; Public Relations and Corporate communication; Publicity

		Module V
		Application of AI in IMC
		IMC in the New Age; AI in Mobile Media, AI in Social Media Communication; AI and Interactive Communication; Ethical considerations and social perspective of IMC.
Evaluation		**Continuous evaluation:** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Book:** ● Belch, G. E., & Belch, M. A. (2021). *Advertising and promotion : an integrated marketing communications perspective* (12th ed.). McGraw Hill Publication. ● Saha, K. (2017). Advertising & Promotions: An IMC Perspective (2ⁿᵈ ed.) McGraw Hill Publication. **Reference Books:** ● Shimp, T. A. (2013), Integrated Marketing Communication in Advertising and Promotion (8ᵗʰ ed.) Cengage Learning, New Delhi, India ● Batra, R., Myers, J. G. and Aaker, D. A. (2016). Advertising Management, 5e (2016), Pearson, Chennai, India

Facilitating the achievement of Course 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 Group activities and role play	1
2.	CO2	Lecture and discussion	Case analysis/ Research paper discussion	2
3.	CO3	Group presentation and discussion	Group Projects/ Case analysis	3
4 &5	CO4	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:

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

Course Name		**B2B Marketing**
Course Type		**Programme Elective**
Course Code		**BM-M09**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: ● To bring out the distinctive aspects of B2B Marketing and the need for a B2B paradigm; ● To differentiate among B2B, Industrial and Trade Marketing; ● 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; ● To give exposure to the various tools and techniques and procedures to industrial marketing; and ● To help students in problem solving and decision making ability regarding B2B setting.
Course Outcome		After undergoing the course, a student will be able to: CO 1: Understand different concepts and theories in B2B marketing CO 2: Identify the factors that affect B2B marketing environment CO 3: Illustrate the B2B marketing frame works CO 4: Compare B2B marketing with traditional marketing CO 5: Design a B2B marketing mix strategy for an organization
Pre-Requisite		Basic understanding of Marketing
Course Outline		**Module I** **Introduction to B2B Marketing** B2B Marketing - Nature & Scope; B2B Marketing Challenges, Difference between B2B and B2C Marketing; B2B marketing environment; Segmentation, Targeting and Positioning in B2B Markets **Module II** **B2B Product and Pricing** Product management: (existing and new) in industrial market; Techniques for New product development; Product evaluation matrix, Product and Service quality in B2B; B2B pricing policies; Pricing challenges in B2B market; Competitive bidding; Commercial terms and conditions **Module III** **Promotion and Distribution in B2B Market** B2B Advertising - Direct marketing, Trade shows, exhibitions, and business meets; Managing the sales force - Deployment analysis, Channel design and management decisions in B2B, Types of industrial middlemen and intermediaries; Marketing logistics in B2B

		Module IV
		B2B Marketing Strategy
		Strategic decision making in industrial markets, strategic planning at corporate levels, allocation of resources, portfolio analysis, developing SBU'S objectives and goals, implementing and controlling marketing plan. Marketing through electronic commerce
		Module V
		Digital Marketing Strategy for B2B Businesses
		Creating the company's website; Content Marketing in B2B; SEO in B2B; Integrating offline and online marketing; B2B Marketing Using LinkedIn; Creating PPC Campaigns in B2B; Using Google Analytics in B2B
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Books:**
		● Reeder, Robert R., Edward G. Brierty and Betty H. Reeder (2017), *Industrial Marketing Analysis* (second edition, reprint. Prentice Hall
		● Ghosh, P. K. *Industrial Marketing* (2019). Oxford University press
		Reference Books:
		• Havaldar, K.K., (2005). *Industrial marketing: text and cases*. Tata McGraw-Hill Education. Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach* (10th ed.). New Delhi: Pearson Education.
		● Phadtare, Milind T. (2014) *Industrial marketing*. PHI Learning Pvt. Ltd., 2014.
		● Ellis, Nick. (2010) *Business to business marketing:*

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1, CO2	Lecture and discussion through small cases	Quiz	2,3
2.	CO1, CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Quiz	2.3
3.	CO1, CO2,CO3	Lecture, Case analysis, role play and activity	Quiz, Case Analysis and submission	1,2, 3

| 4. | CO4 | Lecture, discussion, case studies, presentation | Assignment Presentation | 4 |
| 5. | CO5 | 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	
CO5			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	10	
Analyze		5	5
Evaluate			5
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:

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

Course Name		**Consumer Behaviour in a Digital World**
Course Type		**Programme Core**
Course Code		**BM 204**
Course Credit		**3**
Semester		**II**
Objectives		The objectives of the course are: ● To describe the fundamentals of the Consumer Behaviour in the Digital World ● To outline and explain various factors affecting Consumer Behaviour ● To apply market research data in Digital Marketing decisions
Course Outcomes		Upon successful completion of the course the learner will be able to: CO1: Understand the consumer decision making process in a digital world CO 2: Identify and analyze external and internal factors affecting consumer behavior in a digital world CO3: Develop an understanding of the impact of digital marketing on individuals and the society CO 4: Apply Insights from Market Research in Digital Marketing
Pre-Requisite		Basic understanding of marketing concepts
Course Outline		**Module I** **Introduction to Consumer Behaviour** Relevance of Consumer behaviour in Marketing; Consumer value framework; Customer's Journey and its variations; Emergence of Digital Natives and their behaviour **Module II**

		Internal Determinants of Consumer Behaviour Digital's impact in developing and shaping Consumer perception; Learning & Memory in the Digital Contexts; Impact of Digital Cues on Consumer Motivation; Role of persuasive digital communication in shaping attitudes, Personality, and Lifestyles **Module III** **External Determinants of Consumer Behaviour** Consumer Culture and Digital Marketing; Impacting Impact of social groups, forums and online connectivity on subcultures, Power of online communities in influencing consumer opinions, Role of social media in shaping consumer behaviour **Module IV** **Consumer Decision Making in an Online Environment** Digital's impact on problem/need recognition; Considering online access for information search, Digital Intelligence in Alternative Evaluation and Purchase Decision; Digital's impact on consumption situations and Post-purchase behaviour **Module V** **Consumer Behaviour and Market Research** Types of Market research; research approaches; Market research process, problems encountered by marketing researchers.
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** ● Solomon, Michael R. (2023). Consumer Behavior: Buying, Having, and Being (14th Edition). Pearson ● Szmigin, I., & Piacentini, M. (2018). Consumer Behaviour, Oxford University Press. ● Schiffman (2015) Consumer Behaviour: Concepts and Applications, Pearson education ● Malhotra and Das (2013) Marketing Research: An Applied Orientation, Pearson Education

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's TaxonomyLevel
1.	CO1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO2	Case Discussion	Internal Evaluation 1 (Written Exam)	3

3.	CO3	Discussion, Video, Role-play Presentation	Discussion, Video, Role-play Presentation	4
4.	CO4	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	4
5.	CO5	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	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				2
CO5						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

Course Name	**Strategic Marketing**	
Course Type	**Programme Elective**	
Course Code		
Course Credit	**3**	
Semester	**II**	
Objectives	The objectives of the course are: - To understand markets and competitive environment; - To explore marketing strategies across industries; - To formulate marketing strategies by conducting market research	
Course Outcome	After undergoing the course, a student will be able to: CO 1: Understand customers and markets. CO 2: Apply and analyze marketing strategies across industries. CO 3: Derive meaningful insights through market research. CO 4: Design and develop market driven strategies.	
Course Outline	**Module I** **Understanding Markets** Markets and Strategies; Analyzing Competition and Market Size Estimation; Strategic Marketing Segmentation; Strategic CRM; Learning About Customers and Markets. **Module II** **Marketing Strategies in Different Industries** Retail; Banking and Insurance; Media and Entertainment; Healthcare; Tourism and Hospitality; Automotive; Agri-Business **Module III** **Conducting Market Research** Market Research - Definition, Purpose And Process; AI In Market	

		Research; Problem Definition; Marketing Research Design And Implementation; Data Analysis Techniques; Deriving Managerial and Social Implications for Designing Marketing Strategy
		Module IV
		Designing and Developing Market-Driven Strategies
		Market Targeting and Strategic Positioning; Innovation and New Product Strategy; Value Chain Strategy; Pricing Strategy; Advertising, and Sales Promotion Strategies; Distribution Strategy
		Module V
		Implementing and Managing Market-Driven Strategies
		Organizing for Market-Driven Strategy; Structuring Marketing Resources; Implementing the Strategic Marketing Plan; Strategic Marketing Evaluation and Control; Marketing Performance Measurement
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** ● Kotler, Keller (2016): Marketing Management (14th ed.) Pearson Education ● Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). Marketing Management: A South Asian Perspective (14th ed.) Pearson Education. **Reference Books:** ● Ramaswamy, V.S., & Namakumari, S., (2013), Marketing Management India, (5th Edition) Macmillan Publication. ● Paul Baines, Chris Fill, Kelly Page, 5th Edition, OUP
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks **End-Term Evaluation**: 60 marks

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO2	Case Discussion	Internal Evaluation 1 (Written Exam)	2
3.	CO3	Discussion, Video, Role-play Presentation	Presentations	3

4.	CO4	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	3, 4
5.	CO5	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	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					
CO5						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

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			

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

Course Name		**Marketing Analytics**
Course Type		**Program Elective**
Course Code		**BM-M12**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: • To demonstrate the need of marketing analytics in the present business scenario; • To enable the students with skills in analyzing and predicting the trends in market • To sensitize the students about the tools for generating insights from data and how such insights are used in marketing decision making.
Course Outcomes		Upon successful completion of the course the learner will be able to: CO1:To understand the importance of data and analytics in marketing decisions. CO2: To apply key marketing analytics tools and techniques. CO3: To analyse complex issues, think critically and communicate Effectively
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Marketing Analytics** Meaning and scope of marketing analytics; Sources of marketing data; Marketing metrics and measurements; Offline and digital marketing measures; Marketing analytics in the age of big data. **Module II** **Product Analytics** Optimising Product Mix; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

		Module III
		Price Analytics:
		Price optimization; Linear and non-linear pricing; Dynamic pricing; Yield pricing; Price bundling.
		Module IV
		Customer Analytics:
		Customer lifetime value; Customer choice; Market basket analysis; Cross-selling and optimization; Customer lifetime social value and its relevance; Concept of NPVR, NPS.
		Module V
		Emerging Issues in Marketing Analytics:
		Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.
Evaluation		**Continuous Evaluation** (Written Examination, Assignments, Case Study, Presentation): 40 marks
		End-Term Evaluation: 60 marks
References		**Text Book:**
		• Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. Decision Pro.
		• Charan A. (2022). Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods. World Scientific, MA, USA
		Reference Books:
		• Stephan, S. (2013). Marketing Analytics: Strategic Models and Metrics (1st ed.). Createspace Independent Publishing
		• Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning. Pearson Education.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's TaxonomyLevel
1.	CO1	Multimedia Classroom Teaching	Internal Evaluation 1 (Written Exam)	2
2.	CO2	Case Discussion	Internal Evaluation 1 (Written Exam)	3
3.	CO3	Discussion, Video, Role-play Presentation	Discussion, Video, Role-play Presentation	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 (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			3		3			
CO 2		3					3		
CO 3		3		3					3
CO 4									
CO 5									

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

9.2 FINANCE

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

Course Name		**Behavioural and Sustainable Finance**
Course Type		**Elective**
Course Code		**F01**
Course Credit		**3**
Semester		**4**
Objectives		The course objectives are: 1. To give a fundamental understanding of managing finance by controlling biases in decision-making. 2. To gain the ability to apply behavioral and sustainable finance theories, and to familiarize with recent developments in the area of behavioral and sustainable finance. 3. To learn making the financial performance of a firm sustainable. 4. To gain the ability to solve financial management cases
Course Outcomes		Upon the successful completion of the course, the students will be able to: 1. CO 1: To understand behavioral and sustainable finance theories and prominent cognitive biases. 2. CO2: To develop the skill to analyze the presence of cognitive bias in any financial decision. 3. CO 3: To apply various models to make a firm achieve its sustainability goals and make its financial performance sustainable. 4. CO 4: To learn about the brain and its functionality. **5.** CO 5: To evaluate emotions and decisions through research.
Pre-requisite		Students must come prepared to the class by studying the required chapter of their prescribed textbook thoroughly.
Course Outline		**Module 1:** **Introduction to Behavioural and Sustainable finance** Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting. Milton Friedman's Doctrine, Rebalancing Corporate Priorities under Covid-19: From Shareholder to Stakeholder Value, Why Purpose & Profit matter to Investors.

Module 2:

Corporate Finance Theories

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency

Module 3:

Behavioural and Sustainable Finance Theories

Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioural factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence. The Role of Capital in reaching ESG goals, ESG Factors across Asset Classes, ESG Derivatives. Review of ESG Ratings Vendors, Key differences in ESG scoring methodologies

Module 4:

Behavioural and Sustainable Corporate Finance Theories and their application

Behavioural Corporate Finance: Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioural factors in corporate decision-making. External Factors and Investor Behaviour: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance. Material Factors and Potential Financial Impact, Stress Testing for Transition and Physical Risks

The Framework from IIRC, GRI Reporting Standards, The SASB's Financial Materiality Approach.

Module 5:

Emotions, AI, and Research in Decision-making

Experimental measurement of risk-related - Measuring Risk -

Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking.

Personality traits and risk attitudes in different domains.

Application of AI and Big Data Analytics in decision-making, Research models applied on cognitive process.

Evaluation	**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings	1.Damodaran on Behavioural Finance 2.Behavioral Finance- Prasanna Chandra 3.Study Materials by Dr. Stutee Mohanty

Facilitating the achievement of Course Outcomes

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.	Case analysis, Exercise and Presentation	4
3	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5	CO5	Research work on identifying biases and emotions	Research Assignments	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			
CO5	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	5
Analyze		5	5
Evaluate		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

Course Name		**Strategic Financial Management**
Course Type		**Elective Course**
Course Code		**BM-F08**
Course Credit		**3**
Semester		**4**
Objectives		The objectives of the course are: • To develop an in-depth understanding of vital issues in corporate finances theory and practice. • To understand financial management and its applications in the real world. • To evaluate how four financial decisions (Financing, Investing, Dividend, and Liquidity Decisions) affect firms' Financial Performance.
Course Outcome (CO)		**After undergoing the course, a student will be able to :** CO1: Understand the Advanced concepts of Financial Management and its applicability in Managerial Decisions CO2:Apply the importance of the Time Value of Money in the Advanced Financial Decision -Making Process. CO3:Analyze Cash flows for Investment Analysis. CO4 Evaluate Risk in Complex Investment Decisions. CO5 Create strategies related to Complex Investment Decisions.
Pre-Requisite		Financial Management- I
Course Outline		**Module I- Cash Flows for Investment Analysis** 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. **Module II- Complex Investment Decisions** Investment Decisions: Projects with Different Lives, Investment Timing and Duration, Replacement of an Existing Asset, Investment Decisions under Capital Rationing, Capital Rationing using Solver **Module III- Risk Analysis in Investment Decisions** 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, Application of AI in Risk Analysis in Investment Decisions of Companies

		Module IV Real; Options, Investment Strategy and Process
		Capital Investment Planning and Control, Qualitative Factors and Judgement in Capital Budgeting, Investment Decisions and Corporate Strategy, Managerial Flexibility and Commitment, Strategic Real Options and Capital Budgeting Decision Making Levels.
		Module V Asset-Based and Venture Capital Financing
		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.
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		Text Books: • Pandey IM (2018) ,*Financial Management*, 11th Edition, Vikash Publishing **Reference Books** • Chandra Prasanna, (2019), **"*Financial Management*",**10th Edition • Ross, Westerfield, Jaffe, Kakani (2017) *Corporate Finance*: 11th Edition, Tata Mcgraw-Hill.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CO3	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 participate and think, annual report of companies, selected web sites.	4

				4
4.	CO4	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.	CO5	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

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

Course Name		**Investment Management**
Course Type		**Elective Course**
Course Code		**BM-F01**
Course Credit		3
Objectives		The objectives of the course are: • To develop an understanding of practices of investment analysis and management in a business context. • To develop the student's ability to use financial information in business analysis and manage return on investment. • To understand various practices of capital market theory and use of information in pricing financial instruments. • To familiarize the students with the current models of research and evaluation in the Investment market.
Course Outcomes		At the end of this course, participants would be able to: CO1:Understand the investment environment for Indian investors for various avenues of investment CO2:Apply appropriate investment strategies related to Equity Investment. CO3:Analyze modern portfolio theories in constructing efficient portfolios. CO4: Evaluate the asset pricing model to maximize returns and minimize risk. CO5: Create strategies related to evaluating the performance of portfolios
Pre-Requisite		Statistics, Financial Management, Mathematics, Economics
Course Outline		**Module I- Introduction to Investment Management** Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom. **Module II-Equity Investments** Fundamental Analysis, Technical Analysis, Active and Passive strategies of equity investment, Market Efficiency & Anomalies, Application of AI in Predicting Stock Prices **Module III- Modern Portfolio Theories** Efficient Portfolio Theory, Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model. **Module IV- Asset Pricing** Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management (Digital Software).

		Module V- and Portfolio Evaluation
		Portfolio Performance Evaluation, Portfolio Management Strategies & Analysis
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Book** • Reilly Frank & Brown Keith(2012*) Investment Analysis and Portfolio Management*-, 10th Edition Cengage, New Delhi **Reference Book** • Bodie Zvi, Kane Alex, Marcus Alan and Mohanty Pitabas (2019),***Investments***, 11th Edition, TMH, New Delhi, 8th edition

Facilitating the achievement of Course Outcomes

Modu le No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion	Short quiz and in-class problem solving.	2
2.	CO2	Lecture, presentation and activity.	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models and Simulations.	3
3.	CO3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO5	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

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

Course Name		**Financial Report Analysis & Valuation**
Course Type		**Elective Course**
Course Code		BM-F03
Course Credit		3
Objectives		The objectives of the course are: • To give a fundamental understanding of valuation and analysis of financial statements of Corporates. • To gain ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting. • To gain the ability to solve financial reporting and valuation cases.
Course Outcome		At the end of this course, participants would be able to: CO1: Understand the Financial Statements of Companies. CO2: Apply the skill to Analyse and Interpret financial statements so as to make accurate financial forecasting. CO3:- Analyze valuation models to calculate the value of firms and equity CO4: Evaluate risk associated with valuations CO5: Create strategies related to Merger and Acquisitions of firms involving valuation.
Pre-Requisite		Financial Management
Course Outline		**Module I- Introduction Valuation** Using financial statements for valuation, Analyzing P&L, BS & CF statements

		Module II- Financial Forecasting Financial forecasting and valuation, finding appropriate growth rate, percent of sales method constructing projected financial statements, Application of Forecasting Financial Statements **Module III- Valuation of Firm and Equity** Introduction to valuation, DCF valuation, Free cash flow to the firm, free cash flow to equity, the terminal value **Module IV – Financial Risk Analysis** 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. **Module V- Merger and Acquisition** Merger and Acquisition for firms, firms' valuation and its effect on Corporate Restructuring.
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
Suggested Readings		**Text Book** • Damodaran, A (2006) *"Damodaran on Valuation"*, 2nd Edition, Wiley India, New Delhi • Pandey IM (2018), *Financial Management*, 11th Edition, Vikash Publishing **Reference Books** • Penman, S (2007): *"Financial Statement Analysis & Security Valuation"*, 3rd edition Tata McGraw-Hill, • Palepu, et al (2007): **"Financial Statement Analysis and Business Valuation"**, 3rd edition Cengage Publications, New Delhi, • Wild, et al (2007) **"Financial Statement Analysis",** 9th edition Tata McGraw-Hill, New Delhi,

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises,	2

				Case lets and project work	
2.	CO2	. 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.	CO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO5	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

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

Course Name		**Retail, Investment Banking & Insurance**
Course Type		**Elective Course**
Course Code		**BM-F05**
Course Credit		**3**
Objectives		The objectives of the course are: • To familiarize the students with the concepts related to retail banking and financial services. • To acquaint students to Principle of Insurance, regulatory provisions product and services relating to Life insurance and general insurance. • To explore product customer relationship management, product development process in banking and insurance company.
Course Outcome		After undergoing the course, a student will be able to: CO1: Understand the concepts related to retail banking and insurance. CO2:Apply relevant concepts to evaluate customer requirements, credit scoring and grievance redressal in insurance CO3: Analyse products and services related to retail banking and insurance to meet customer relationship management and claim settlements, respectively. CO4: Evaluate the bank's performance including its financial statement for the product development process in bank.
Pre-Requisite		
Course Outline		**Module I** Introduction to Retail Banking & Investment Banking, Characterizes, Advantages and constraints. Distinctions between retail, wholesale and corporate banking, Customer requirement, Product Development Process, Credit Scoring, CIBIL, Application of AI in Banking Operations and Services. **Module II** Retail Products. Study of Bank's balance sheet and various Asset Products, Liability Products, Service Products. Customer Relationship Management in retail Banking. **Module III** Principles of Insurance. Concept of Insurance and its evolution. Business of Insurance, Insurance Market, Insurance Customers, Insurance Contracts, Insurance Terminology, FDI in Insurance.

		Module IV 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. **Module V** 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.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** • Indian Institute of Banking and Finance (2018), *Retail Banking*, Macmillan Publishers • Agarwal O P (2017) , *Banking and Insurance*, 4th Ed, Himalaya Publishing House **Reference Books :** • Bihari S C (2016), Retail Banking Challenges and Latest Trends in India, 1st Ed, Himalaya Publishing House • Sethi J, Bhatia N, *Elements Of Banking and Insurance*, 2nd Ed, Phi Learning • Gupta P K, Gordon E (2017), *Banking and Insurance*, Himalaya Publishing House

Facilitating the achievement of Course 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 and discussion through small cases.	Case analysis, Exercise and Presentation	3
3.	CO3	Lecture, Case analysis, presentation and activity.	Case analysis, Exercise and Presentation	4
4.	CO4	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

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	10
Understand	10
Apply	15
Analyze	15
Evaluate	10

Course Name		**Financial Derivatives and Risk Management**
Course Type		**Elective Course**
Course Code		BM-F02
Course Credit		3
Objectives		The objectives of the course are: • 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. • To be able to use these instruments to address a wide range of trading and investment objectives. • To understand and be able to control the risks of financial derivatives and derivatives portfolios
Course Outcomes		At the end of this course, participants would be able to: CO1: Understand the functioning of Derivatives and Derivatives Markets CO2: Apply the skill to make an analysis of risks associated with the equity market and hedge the risk through the futures market. CO3: Analyse the Options Contract to reduce the risk related to equity trading. CO4: Evaluate Options Hedging Strategies. CO5: Create strategies related to Derivatives Contracts by estimating volatility.
Pre-Requisite		Statistics for Business
Course Outline		**Module I-Introduction to Derivatives** Derivatives: Basics and Need of Market, Indian and International markets overview **Module-II- Forward and Futures Derivatives** Futures Markets, Forward and Futures Pricing, and Hedging strategies **Module III-Option** 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, Application of AI in determining Derivative Prices **Module IV-Option Strategies** Strategies of Options Hedging, Sensitivity Analysis (the "Greeks") **Module V -Volatility** Volatility – Introduction, Modelling, VIX, Uses of volatility in market strategies Risk Management and VaR.
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks

			Text Book
Suggested Readings			• Hull John C (2018) **, *"Options, Futures and Other Derivatives"*,** 10th Edition, Pearson Education, New Delhi
			Reference Books
			• Kumar SSS (2007), "*Financial Derivatives*" 2nd Edition, PHI

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2	CO2	. 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	CO3	Lecturing & Discussion, Problem Solving and Spreadsheet modeling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4	CO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5	CO5	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

Mapping of the Course Outcomes (CO s) 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	
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		**International Financial Management & Project Finance**
Course Type		Elective
Course Code		BM-F09
Course Credit		3
Semester		4
Objectives		The objectives of the course are: • To acquaint the students with the conceptual framework of the key decision areas in multinational business finance. • To provide an overview of the financial environment in which multinational firms operate. • To provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project. • To understand management techniques and how to mobilize finance for domestic and international projects shall be highlighted
Course Outcome		After completing this course, students should be able to: CO1:Understand Globalization and its importance for the Multinational Financial Manager CO2: Apply the skills to make analysis of foreign exchange market. CO3: Analyse Currency derivatives in hedging risk associated with multinational transactions. CO4: Evaluate approaches to Project Planning, Project Preparation and Project Management. CO5: Create strategies for evaluating Multi National Firms

Pre-Requisite		Corporate Finance
Course Outline		**Module- I –** Introduction International Financial Management Overview of International Finance Overview of Forex Market Calculation of Exchange Rate **Module- II** – Foreign Exchange Markets, AI and Determination of Exchange Rate Foreign Exchange Rate Determination, Purchasing Power Parity and Interest Rate Parity Foreign, Exchange Exposures Balance of Payment and International Monetary System **Module-III** – Currency Derivatives Currency Derivatives- Forward, Futures, Options and Swaps **Module- IV**- Introduction to Project Finance Overview on Project and Infrastructure Financing, Public Private Partnership **Module- V**- Project Evaluation of Multi National Firms Project Evaluation and Valuations, Managing Project Risk, Real Options
Evaluation Criteria		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
Suggested Reading		**Text Book:** • Shapiro Alan C (2008*), "Multinational Financial Management* ", 8th Edition, Wiley **Reference Books** • Chandra P (2009), "*Projects*" 7th Editions, TMH, New Delhi, • Fabozzi Frank, Davis Henry A (2012) **"*Project Financing*"**, 8th Edition, Euromoney,

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)

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2

2.	CO2	.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.	CO3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO5	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

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

Course Name		**Financial Technology and Computational Finance Using R**
Course Type		**Elective Course**
Course Code		**BM-F10**
Course Credit		**3**
Semester		**II**
Objectives		The objectives of the course are: • To develop an in-depth understanding of the major areas in FinTech, including money, payment, digital finance and alternative finance. • To understand the major technological trend in financial applications in the real world including crypto currencies, block chain, artificial intelligence and big data . • To evaluate the fundamental role of data and security in data driven finance. • To evaluate business and regulatory implications of technology for the financial industry. • To analyze the driving technology innovation in finance.
Course Outcome		**After undergoing the course, a student will be able:** CO1: Understand the Knowledge in FinTech, Digital finance and RegTech. CO2:Apply global FinTech landscape and describe the role of banks and financial service providers in shaping and responding to innovation and disruption. CO3:Analyze banking and finance ecosystem and the role of consumers in shaping up current environment. Link behavioural finance theories to technological advances in banking. CO4:Evaluate holistically and generate finTech ideas. Understand the forces behind technological changes in the industry and apply disruption methodologies to practical case studies. Disruption is opportunity not a threat. CO5: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. 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.

Pre-Requisite		Basics of Finance and Programming
Course Outline		**Module I- Introduction Fintech and its applications** 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. **Module II- Machine Learning and Artificial Intelligence** 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 **Module III- Asset Pricing Models** 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 & 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. **Module IV- Fixed Income Securities** 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. **Module V Derivatives Pricing and Credit Risk Management** The Black-Scholes model, The Cox-Ross-Rubinstein model, Connection between the two models, Greeks, Implied volatility. Credit default models, Correlated defaults, migration matrices
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
Suggested Readings		**Text Books:** Chakraborty, S. (2018). **Fintech: Evolution or Revolution**. Business analytics research lab India.

George Daroczi , Michael Puhle , Marton Michaletzsky ,Zsolt Tulassay, Kata Varadi and Agnes VidovicsDancs, Introduction to **R for Quantitative Finance**, Packt Publishing 2013.

Mark J. Bennett, Dirk L **Financial Analytics with R**, Cambridge University Press Basic econometrics by Gujarati

Reference Books

Nicoletti, B., Nicoletti, W., & Weis. (2017). **Future of FinTech**. Basingstoke, UK: Palgrave Macmillan.

Chishti, S., & Barberis, J. (2016). **The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries**. John Wiley & Sons.

Introductory econometrics for Finance by Chris Brooks 2nd Ed.

Statistical analysis for Financial data in R by Dr. Marcel Dettling –Springer Publications

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Concept questions and Quiz	2
2.	CO2	Lecture, presentation and activity.	Problem-based learning, Numerical questions, Critical Thinking exercise, Case Lets and Case studies, Quiz,	3
3.	CO3	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 participate and think, annual report of companies, selected web sites.	4
4.	CO4	Lecture, discussion, case studies, presentation	Getting information on dividend policy of companies across sectors, how companies	4

		Factors determining dividend decisions of companies, Theories and forms of dividends	decide the trade-off on dividend policy, Critical thinking exercises, Small group activities, Project work	
5.	CO5	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

Course Name		**Corporate Taxation**
Course Type		**Elective Course**
Course Code		BM-F04
Course Credit		3
Objectives		The objectives of the course are: • To familiarize the student with the latest provisions of the Indian Corporate tax laws. • To acquire knowledge useful in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.
Course Outcome		After completing this course, students should be able to: CO1: Understand the basics related to Indian Income Tax Act 1961 CO 2:Apply skills to calculate Income from different heads under Income Tax. CO3:Analyze different Rebate and deductions available under Income Tax Act to reduce tax liability CO4:Evaluate tax provisions for Corporates in India. CO 5:Create frameworks available under Goods and Services Tax (GST)
Pre-Requisite		Basics of the Indian Income Act
Course Outline		**Module – I** Introduction to Taxation, Basic Understanding on Assesse, Person, Residential Status and Exempted Incomes **Module- II** 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 **Module -III** Deductions, Deduction under Chapter- VIA, Tax Deducted at Source **Module- IV** Corporate Taxation, Computation of Corporate Taxation under Normal Option and MAT **Module -V** Introduction to Indirect Taxes, Basics on VAT, CST, GST and Central Excise
Evaluation Criteria		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 60 marks End-Term Evaluation: 40 marks

Suggested Readings		**Text Book** • Singhania Vinod K(2023)" ***Students' Guide to Income Tax*** ,64th Edition, Taxmann, New Delhi **Reference Books** • Singhania Vinod K(2021)" ***Direct Taxes- Laws and Practice*** ,latest Edition, Taxmann, New Delhi

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.	CO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CO2	. 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.	CO3	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
4.	CO4	Lecturing & Discussion, Problem Solving and Spreadsheet modelling	Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models	3
5.	CO5	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			
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

Course Name		**Management Control System**
Course Type		**Elective Course**
Course Code		**BM-F07**
Course Credit		**3**
Semester		**IV**
Objectives		The objectives of the course are: • to allow the student to gain knowledge, insights and analytical skills related to how the finance managers go about designing, • to implement and using planning and control systems to implement corporate strategies.
Course Outcome		After undergoing the course, a student will be able: CO1:Understand the foundations of the analytical approach to a Management Control System CO2: Apply the conceptual framework of management control CO3: Analyse the techniques of management control process and Variation in the managerial control system CO4: Evaluate Strategic related to Cost Control. CO5: Create the inter-firm strategies and behaviour
Pre-Requisite		Financial and Cost Accounting
Course Outline		**Module I:** 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 **Module II**: 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, Application of AI in Budgetary Control and Variance Analysis

		Module III: Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects
		Module IV: 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
		Module V: Marking, Theory of Constraint, Uniform Costing and Inter-firm comparison, Profitability analysis – Product-wise / segment-wise / customer-wise.
Evaluation		Internal Evaluation (Quiz, Assignments, Case Study, Presentation, Short Term Project, Mid Term): 40 marks End-Term Evaluation: 60 marks
Suggested Readings		Text Book • Allen, B.R., Brownlee, E.R., Haskins, M.E. & Lynch, L.J. *Cases in management accounting and control system* (4th ed.). Pearson. Reference Book • V. *Management control systems* (12th ed.). New Delhi: Tata McGraw-Hill.

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lectures, discussion and Case Studies	Problem solving and concept questions, class room exercises, Case lets and project work	2
2.	CO2	. 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.	CO3	Lecturing & Discussion, Problem Solving	Short quiz consisting of numerical problems.	3

| 4. | CO4 | Lecturing & Discussion, Problem Solving and Spreadsheet modelling | Short quiz consisting of numerical problems. In-class problem solving. Preparation of Spreadsheet models | 3 |
| 5. | CO5 | 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

9.2 HUMAN RESOURCE MANAGEMENT

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

Course Name		**Learning & Development**
Course Type		**Programme Elective**
Course Code		**BM-H01**
Course Credit		**3**
Objective		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.
Course Outcome		After studying this course, the students will be able: CO1: Explain various concepts, objectives, importance, processes and functions of employee training & executive development in achieving organizational goals; CO2: Illustrate the role of learning cycle in effectiveness of training programme; CO3: Analyse the training needs of employees in business organizations and have understanding of models for designing and developing suitable training programmes; CO4: Examine the methods of training & developmental activities in ethical and effective manner by using suitable methods, competent trainers, and other resources; and CO5: Develop appropriate tools and techniques of measuring the impacts of training on business results and manage future challenges for employee development.
Pre-Requisite		Organizational Behavior and Human Resource Management
Course Outline		**Module I** **Concepts, Objectives and Importance:** Concepts of Learning, Education, Training, Management Development, Learning Cycle, Learning style, Linking training and development goals to business strategies, approaches to management development, Contemporary issues & challenges, Ethical Issues in training and development. **Module II** **Business Strategy and Learning Process:** Theories of Learning, Pedagogy Versus Andragogy, features of adult learners, motivating adult learners, Pre-Training, Training and Post –

		training, Functions of Training, Impacts of Business Strategy on learning and development, Learning and Development Process, Strategic HRM Practices influencing Training.
		Module III
		Training Needs Assessment and Design:
		Process and methods of Training Needs Identification & Analysis (TNIA), Organisational Analysis, Person Analysis and Task Analysis, Training design, Competency models, models of organizing the training department- Corporate University Model, Customer Model, Faculty Model, Matrix Model and Business-Embedded Model, Modular approach to program design, developing content and processes, constraints in the design.
		Module IV
		Methods and Techniques of Training:
		On–the-job and off-the–job training, Lectures, Role Plays, Management Games, Computer- based Training, Virtual learning, In-basket exercises & Experiential Learning, Coaching and Mentoring, Demonstration of Training Sessions, Transferring training to the Job - Post training support; Roles, skills, qualities, values and competencies of trainers in the present business scenario for ensuring quality and effectiveness of training.
		Module V
		Evaluation and Future Trends of Learning and Development:
		Meaning and objectives of evaluation, process and methods of training evaluation, Return on Investment (ROI), measuring training effectiveness, Use of AI in Learning & Development
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Sem Evaluation**: 60 marks

	Suggested Readings		**Text Books**		

Suggested Readings		Text Books
		● Noe, R. A. (2016). *Employee Training & Development* (7thed.). USA: McGraw-Hill.
		Reference Books
		● Knowles M S (2011*). The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development,* Taylor & Francis, United Kingdom.
		● Lynton, R., & U. Pareek. (2011). *Training for Development* (3rded.). New Delhi: Sage.
		● Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
		● Sleezer, C.M., Russ-Eft, D., and Gupta, K. (2014) *A Practical Guide to Needs Assessment*. San Francisco. ASTD-John Wiley.

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	2
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CO5	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				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
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	

Course Name		**Employee Relations and Labour Laws**
Course Type		**Programme Elective**
Course Code		**BM-H02**
Course Credit		**3**
Semester		**IV**
Objectives		The objectives of the course are: ● to familiarize students with the latest trends in Employee Relations that provides a strategic orientation to the function; ● to explain students with the provisions of Labour Legislations in India which will help them to perform effectively as managers; ● to develop skills necessary for managing Employee Relations function; and ● to discuss live and practical situations of Employee Relations and orient students to such situations in industry.
Course Outcomes		After studying this course, the students will be able to: CO1: Compare the best practices for handling Employee relations effectively and maintaining organizational harmony and peace.

		CO2: Apply legal provisions expediently for achieving overall organizational growth and development. CO3: Categorize social security acts for effective use in organizations. CO4: Appraise the legal environment in the global context. CO5: Formulate disciplinary process with utmost care and due diligence.
Pre-requisite		Organizational Behaviour and Human Resource Management
Course Outline		**Module I** **Introduction to Employee Relations** Evolution and contemporary scenario of ER; Approaches to ER; Trade Unions in India; Use of AI: Employee empowerment, Grievance redressal, Collective bargaining and Process of negotiation. **Module II** **Labour Legislations in India** Labour Legislation: Introduction and classification of Labour Legilation; Protective labour legislation: The Factories Act, 1948 and The Contract Labour (R&A) Act, 1970; Regulative labour legislation: The Trade Union Act, 1926; The Industrial Employment (Standing Orders) Act 1946; and The Industrial Disputes Act, 1947. **Module III** **Social Security Legislations** Introduction and rationale of social security legislations; The Employee's Compensation Act, 1923 (as amended by The Workmen's Compensation (Amendment) Act, 2009); The Employee State Insurance Corporation Act, 1948; The Provident Fund Act, 1952; The Maternity Benefit Act, 1961; The Gratuity Act, 1972; Social security measures for Unorganized, Migrant, and Gig workers. **Module IV** **Organizational Discipline:** Pre-requisites; Code of Discipline; Code of Conduct, Misconduct; Departmental Enquiry Procedures; Major and minor penalties;

		Principles of natural justice; Prevention of Sexual Harassment at workplace (POSH).
		Module V
		International Employee Relations
		Major Labour and Employment Policies in Asian, American and European countries; International Labour Organization (ILO): ILO and India, Conventions and Recommendations, Role of ILO in the development of Employee Relations; International labour standards.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End Term Evaluation**: 60 marks
Suggested Readings		**Text Book** ● Sinha, Sinha & Shekhar (2020), *Industrial Relations, Trade Unions and Labor Legislation*, Pearson Education India. ● Sharma, R. C. (2020). *Industrial Relations and Labour Legislation,* PHI Publication. ● Venkata Ratnam, C.S., M. Dhal(2017). *Industrial Relations*. Oxford University Press, India **Reference Books** ● Mamoria, S., C.B Mamoria, Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House ● Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill. ● Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, Mumbai.

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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

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

Course Name		**Performance Management**
Course Type		**Programme Elective**
Course Code		**BM-H03**
Course Credit		**3**
Objectives		The objectives of the course are: ● To equip the students with concepts and practical techniques of managing people performance. ● To enable students to assess peoples' performance towards business excellence in global business organizations.
Course Outcome		After studying this course, the students should be able achieve the following to: CO1: Illustrate the meaning and importance of Performance Management, Performance Evaluation and other important concepts related to performance assessment of employees in organizations; CO2: Compare the Performance Management Systems and Processes CO3: Analyse the usefulness of various methods, especially the modern methods and techniques of performance management CO4: Apply the strategies of PMS for effective functioning in organization. CO5: Examine about role of HR Department in ensuring an ethically sound performance management practices in organizations.
Pre-Requisite		Organizational Behaviour and Human Resource Management
Course Outline		**Module I** **Introduction to Performance Management:** Meaning of Performance and Potential Appraisal, Purposes and Contribution of Performance Management System in Organizational Development. Performance Management Framework, Ethical Issues in Performance Management and taking performance- linked decisions. **Module II** **Performance Management System and Process**: Characteristics of Performance Management System, Performance Management Process, Pre-requisites- Strategic Planning, Goal Setting and Performance Planning, Performance Execution, Performance Assessment,

		Performance Review, Moderation & Normalization, Recognition & Reward, Designing PMS in Organizations.
		Module III
		Performance Standards, Methods & Techniques of Evaluation: Traditional & 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, Role of AI in PMS implementation.
		Module IV
		Implementing PMS:
		Preparation**,** Communication Plan, Appeals Process, Rater Training Programs, Rating Errors, Reducing Rater Bias, 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.
		Module V
		Role of the HRD Department:
		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.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings:		**Text Book:** ● Rao T. V. (2014). *Performance Management and Appraisal Systems:* HR Tools For Global Competitiveness, Sage Publication ● Aguinis, H. (2009) *Performance Management*, Pearson Education **Reference Books:** ● Chadha, Prem (2007) *Performance Management: Its about Performing, Not Just Appraising*, McMillan. ● Armstrong, M. (1994). *Performance management key strategies and practical guidelines*. Saxon Graphics Ltd, Derby.

Facilitating the achievement of Course 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	3
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CO5	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		

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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

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
Analyse	15
Evaluate	10

Course Name		**Employee Health and Wellbeing**
Course Type		**Programme Elective**
Course Code		**BM-H04**
Course Credit		**3**
Semester		**IV**
Objectives		The objectives of the course are: ● To Identify essential components of effective workplace health promotion programs; ● To Discuss the benefits of workplace health promotion to employees and employers; and ● To plan better workplace health and wellbeing promotion programs
Course Outcome		After studying this course, the students will be able to: CO1: Define and describe employee health and wellness; CO2: Apply the knowledge of management issues for better health promotion programs; CO3: Discover the plans for better implementation of health and wellbeing plans CO4: Appraise different employee health and wellbeing promotion plans and CO5: Create employee health and wellbeing programs in newly emerging sectors of work.
Pre-Requisite		Foundation Course in Principles and Practices of Management
Course Outline		**Module I** **Concepts of Employee Health and Well-being** Meaning and importance of employee health and wellbeing. Dimensions of employee health and well-being, evolution of lifestyle and health promotion concepts. **Module II** **Management Issues** 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.
		Module III
		Implementing Employee Health and Well-being plans
		Perusing health related goals, linking incentives to workplace promotion programs, wellness teams and champions, data collection for evidence based workplace wellness programs.
		Module IV
		Employee Health and Well-being practices
		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.
		Module V
		Emerging Trends in Employee Health and Well-being practices
		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.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings:		**Text Book:** ● O'Donnell, M.P. (2017). *Health Promotion in the Workplace*, 5th Ed. Art and Science of Health Promotion Institute, Troy, MI. ISBN: 978-1539653561 ● Gallup Well Being Index. (2017). *State of American Well Being: State Well Being Rankings* **Reference Books:** ● Hunnicut, D. & Leffelman, B. (2007). *WELCOA's Well Workplace Initiative 7 Benchmarks of Success*, WELCOA Absolute Advantage

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.	CO5	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

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

Course Name		**Acquisition, Retention & Engagement**
Course Code		**BM-H05**
Course Credit		**3**
Aims and Objectives		The course aims at equipping the students of business management with 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.
Course Intended Learning Outcome		After studying this course, a student will be able to: • understand the meaning and importance of human resource planning and job analysis in organizations; • understand the Recruitment and Selection Processes; • analyse critically the candidate's post-selection processes in organizations; • understand the challenges and measures for retaining and engaging people effectively in organizations in changing global labour market scenario.
Pre-Requisite		Organisational Behaviour and Human Resource Management
Course Outline		**Module I** **Human Resource Planning and Job Analysis:** HR Planning, Policies and Procedures, Job Analysis - Job Description, Job Specification. **Recruitment and Selection:** Recruitment Process: Stages of Recruitment, Sources and Types of Recruitment, The Application Blank, References, Background Checks, e-Recruitment, use of AI in recruitment, The Selection Procedure: Screening, Selection Methods and Techniques, Types of Interviews, Selection Criteria Vs. Performance Criteria, Use of AI and digitalisation in selection and Evaluation of Recruitment and selection. **Module III** **Post–Selection Actions:** Notifying the applicants about Selection Results, Job Offers, on-boarding & Placement, Promotion, Transfer, Development and Redeployment. **Module IV** **Retention Management:** Absenteeism, Employee Turnover/Attrition and talent retention, Importance of Retention, Retention Determinants, Retention Management Process, Use of AI and digitalisation in Retention Interventions. **Module V** **Employee Engagement:** Attributes of Employee engagement, 3Cs of employee engagement: Career, competence and care, Measuring Employee Engagement, Building Employee Engagement, Handling disengaged Employees, Building a culture of high employee engagement, Ethical issues in employee engagement, Use of AI in employee engagement.

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
References		**Text Books** • Arthur, Diane(2011), Recruiting, Interviewing, Selecting & Orienting New Employees, Prentice Hall, India • Casio, F. Wayne & Nambudri, R(2010), Managing Human Resources, Tata McGraw Hill, India **Reference Books** • Friga,Paul N.(2009),The McKinsey Engagement, Tata McGraw-Hill, India • Alessandro, David F.D(2008), Executive Warfare, Tata McGraw-Hill, India • Sanghi, Seema(2011), Human Resource Management, Macmillan, India • Dessler, G. (1997), Human Resource Management, Prentice Hall, India

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
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

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
Average	3	1	0	0	2	0.6	0.6	0.8	0.4

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 End Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	15
Analyze	20
Evaluate	10
Create	05

Course Name		Strategic HRM
Course Type		**Programme Elective**
Course Code		**BM-H06**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are to: ● Understand how the strategic approach to human resources is different from the traditional functional approach; ● Understand the relationship of HR strategy with overall corporate strategy; ● Understand the strategic role of specific HR systems; and ● Appreciate strategic human resource management in the context of changing forms of organization.
Course Outcome		After studying this course, the students will be able to: CO1: Explain various concepts, objectives, importance, processes and functions of business in achieving organizational goals; CO2: Illustrate the role of strategies in effectiveness of HRM; CO3: To analyse the approaches to Strategic HR in business organizations and have understanding of models for developing and executing strategies;

		CO4: Examine the international perspective of strategic HRM activities in ethical and effective manner by using suitable methods, competent trainers, and other resources; and CO5: Develop appropriate skills and competencies for handling the emerging issues in SHRM.
Pre-Requisite		Principles of Management and Organizational Behaviour
Course Outline		**Module I** **Introduction to Strategic HRM:** Introduction to Strategic HRM, Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, Business Strategy and Organizational Capability **Module II** **Investment Perspective of HR:** 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 & Diversity HRM: Aligning HR with Corporate Strategy Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies And Competitive Advantage **Module III** **Approaches to Strategic HR:** SHRM: Universalistic, Contingency and Configurational Approaches, Strategic HR Planning Acquisition and Development **Module IV** **International Strategies in HRM:** Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities. **Module V** **Emerging Issues in SHRM:** 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

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings		**Text Books:** • Jeffery A. Mello (2015), *Strategic Human Resource Management*, Cengage, 4th Edition. **Reference Books:** • Charles R. Greer (2003), *Strategic Human Resource Management,* Pearson Education, • Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy (2001), *Managing Human Resources*, PHI

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Quiz	2
2.	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Application to specific industries	3
3.	CO3	Lecture, Case analysis, Use of audio-visual material,	Group Case Presentation, Comparison Reports	4
4 &5	CO4	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

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

End Semester Examination (ESE)- 60 Marks

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

Course Name		**Compensation Management and HR Metrics**
Course Type		**Programme Elective**
Course Code		**BM-H07**
Course Credit		**3**
Objectives		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.
Course Outcome		After completion of the course, a student will be able to: CO1: Explain concepts and factors influencing compensation.

		CO2: Develop compensation package based on job evaluation. CO3: Apply legal aspects governing compensation packages in organizations. CO4: Evaluate reward system for enhancing efficiency in organizations. CO5: Formulate strategies for measurement of efficacy and proper utilization of human capital in organizations.
Pre-Requisite		Human Resource Management
Course Outline		**Module I** **Overview of Compensation Management:** 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. **Module II** **Evaluating, Pricing and Analysing jobs and roles:** Internal parity: Purpose and Methods; Job evaluation, Hay plan, Gini Coefficient, External Competitiveness: Compensation surveys, Calculation of salary and other components **Module III** **Pay Structures:** 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. **Module IV** **Managing Reward System:** 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. **Module V** **Human Resource Audit, Accounting and Human Resource Information System:** 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,
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books** ● Martocchio, J. J. *(2020). Strategic Compensation: A Human Resource Management Approach*, Pearson Publication ● Armstrong, M. (2015). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (5th Ed.). London: Kogan Page **Reference Books** ● Armstrong, M. & Cummins, A. (2011). *The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits*. London: Kogan Page. ● Gerhart, B., Newman, J. & Milkovich, G. (2016). *Compensation*. New York. McGraw Hill.

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	3
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3

| 4. | CO4 | Lecture, discussion, case studies, presentation | Assignment and activity | 5 |
| 5. | CO5 | 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

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
Analyse	15
Evaluate	10
Create	

Course Name	**HR Analytics, Tools and Techniques**	
Course Type	**Programme Elective**	
Course Code	**BM-H08**	
Course Credit	**3**	
Objectives	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.	
	After completion of the course, a student will be able to:	

Course Outcome		CO1: Illustrate the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance
		CO2: Apply measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards
		CO3: Apply predictive modelling techniques and how to create meaningful HR reports
		CO4: Analyse HR data from a practical perspective and determine what analytic techniques to apply based on the business context
		CO5: Create awareness about different types of psychological tests and provide a theoretical background for supplementing the understanding of psychological assessment.
Pre-Requisite		Organizational Behaviour, Human Resource Management
Course Outline		**Module I**
		Making HR Measurement Strategic:
		HR Planning Introduction, types, HRP at macro and micro level, HRP process, Demand & 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.
		Module II
		Understanding the Cost of HR Initiatives:
		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.
		Module III
		Staffing and Performance Measurement:
		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

		Module IV
		Introduction and Overview of HR Tools & Techniques
		Changing Role of HR; HR as a Strategic Partner; The Need for Measuring HR; Issues in Measurement Process - Principle of Good Measurement
		Module V
		Tools in Recruitment, Selection & Promotion
		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 & Appraisal
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings		**Text Books** ● Fitz-Enz, J. & Mattox-II, J. R. (2014). *Predictive Analytics for Human Resources*. New Jersey: Wiley. **Other Readings** ● Isson, J. P., &Harriott, J. S. (2016). *People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent*. New Jersey: Wiley. ● Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. London: Kogan Page.

Facilitating the achievement of Course 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	Case analysis, Exercise and Presentation	3

		short term projects to be given.		
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4.	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	4
5.	CO5	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

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
Analyse	15
Evaluate	10
Create	

Course Name		International HRM
Course Type		Programme Elective
Course Code		BM-H09
Course Credit		3
Semester		
Objectives		The objectives of the course are: ● To demonstrate the issues of Managing people in globalized working environment; ● To apply the complexity of managing people from diverse social and cultural background in multinational and global organizations; ● To apply the techniques of recruitment, selection and training in the global context; ● 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 ● To develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the world.
Course Outcome		After studying this course, the students will be able to: CO1: Interpret the meaning and importance of International HRM CO2: Identify the skills of a global manager. CO3: Examine recruitment and selection issues in cross cultural workplace CO4: Explain performance management issues in global context. CO5: Discuss the role of HR in mergers and acquisitions in the international context.
Pre-Requisite		Organisational Behaviour and Human Resource Management
Course Outline		**Module I** Global HRM: Functions & Practices, Global Business implications: How global HRM is different from domestic HRM, Global Management Process-Culture, Cross cultural Communications, info tech & E-Communication-Cross cultural ethics.

		Module II Characteristics of a Global Manager, Skills of a global manager, Ethical Constraints, Global Strategies & Tactical Objectives, International HRM-Managing across Borders **Module III** International Recruitment & Selection, Training &Development, Multinational teams and cross cultural training, **Module IV** 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 **Module V** Issues in Merger & Acquisition and International Joint Ventures: HR Role in Managing Merger &Acquisition and International Joint Ventures; HR Role in Managing change;
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Sem Evaluation** : 60 marks
Suggested Readings		**Text Books:** ● Browaeys, M. J., & Price, R. (2015). *Understanding Cross-Cultural Management*. Harlow: Pearson. ● Dowling, P. J., & Festing, M. (2017). *International Human Resource Management* (7th ed.). London: Cengage. **Reference Books:** ● Abramson, N.R. & Moran, R.T. (2018). *Managing Cultural Differences* (10thed.). New York: Routledge. ● Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organisational Behaviour* (5th ed.). USA: Thomson Learning. ● Hofstede, G., Hofstede, G.J. & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. (3rd Ed.). New York: McGraw Hill.

Facilitating the achievement of Course 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	3
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	4
4.	CO4	Lecture, discussion, case studies, presentation	Assignment and activity	5
5.	CO5	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

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

Course Name	Human Resource Development: Strategies and Systems
Course Type	**Programme Elective**
Course Code	**BM-H10**
Course Credit	**3**
Semester	
Objectives	The objectives of the course are: ● To familiarize the students with the basic processes, practices and strategies of HRD in organizations; ● To facilitate the development of knowledge and skills that HR specialists need in performing their strategic role; and ● To promote an understanding of how HRD concepts and theories can be put into practice in different organizations.
Course Outcome	After studying this course, the students will be able to: CO 1: Elaborate essentials of HRD and developing insights into principles of system design. CO 2: Apply the concepts of coaching and mentoring systems in organizations. CO 3: Examine situations of counselling in organizational set up.

		CO 4: Appraise the concepts of career development and HRD systems in practice in different situations.
Pre-requisite		Human Resource Management
Course Outline		**Module I** **Introduction, Concepts and Evolution:** HRD: Evolution and Concepts; Challenges & Goals of HRD; HRD Function and staffing; HRD process model. **Module II** **Employee coaching:** 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. **Module III** **Managerial counselling:** 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 **Module IV** **Career Development:** 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. **Module V** **HRD and other issues:** HRD Audit; learning organizations; HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour.

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 60 marks **End-Term Evaluation**: 40 marks
Suggested Readings		**Text Books:** ● Werner, J. M., R. L. DeSimone (2011). *Human Resource Development*. Cengage Learning. **Reference Books:** ● Mankin, D. (2009). *Human Resource Development*. Oxford University Press. ● Mello, J. A. (2009). *Strategic Human Resource Management* (4thed.). Cengage Learning.

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

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
Analyse	15
Evaluate	10
Create	

9.4 OPERATIONS

OPERATIONS
BM-O01 Supply Chain Management
BM-O02 TQM for Business Excellence
BM-O03 Service Operations Management
BM-O04 Operations Strategy
BM-O05 Sustainable Operations Management
BM-O06 Lean Material Management
BM-O07 Technology and Innovation Management
BM-O08 Advanced Optimization Techniques
BM-O09 Project Management
BM-O10 Logistics and Warehouse Management

Course Name		**Supply Chain Management**
Course Type		**Programme Elective**
Course Code		**BM-O01**
Course Credit		**3**
Objectives		The objectives of this course are to provide the student with: ● An understanding of the primary differences between logistics and supply chain management; ● An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain; ● An understanding of the management components of supply chain management; ● An understanding of the tools and techniques useful in implementing supply chain management; and ● Knowledge about the professional opportunities in supply chain management.
Course Outcomes		After the completion of the course, students will be able to CO 1:Understand the supply chain and logistics functions of any business organization CO 2: Analyze the interconnectedness of the decision areas in a supply chain CO 3: Develop and use a variety of models most commonly used for decision- making in logistics and supply chain. CO 4: Understand the cutting edge Technologies in Supply Chain
Prerequisite		Basic knowledge of Operations Management and Marketing Management
Course Outline		**Module I** **Introduction and Strategic view of Supply Chain** Supply Chain Management: Concept, Objectives and Decision, Importance, Enablers of Supply Chain Performance, SC performance Measures, Drivers of Supply Chain. **Module II** **Managing Material Flow in Supply Chain** Inventory in SC: Cycle Inventory, Safety Stock, Anticipation Inventory, Pipeline Inventory, Dead Stock, Inventory Related Costs, Multiple-Item

		and Multiple-Location Inventory Management, Managing Uncertainty through Safety Stock.
		Transportation
		Drivers of Transportation Decision, Modes of Transportation, Issues and Challenges in each Modes, Transportation Strategies: Cross Docking, Milk-Run, Hub and Spoke Model, Tailor Made Transportation Strategy, Vehicle Scheduling, Transportation Cost in E-Retailing
		Module III
		Network Design and Operations
		Network Operations Planning, Network Design Problem, Network Design and Operations Models, Locations of Service Systems, Uncertainty in Network Design.
		IT in SCM
		Enabling SCM through IT, Strategic Management Framework for IT Adoption in SCM
		Module IV
		Cutting-edge Technologies in Supply Chain
		Block-chain and IoT in Supply Chain, and Industry 4.0.
		Supply Chain Analytics
		Data Driven Decision Making in SC, Leveraging Supply Chain Analytics for informed decision-making and improved operational efficiency
		Module V
		AI in Supply Chain
		Accelerating Supply Chain Success with AI, Challenges of AI in Supply Chain, AI-powered Supply Chain, Advantages: Preventive Risk Management, Inventory Optimization, Supplier Selection and Ethical Sourcing, Supplier Relationship Management
Evaluation		**Continuous Evaluation**
		(Quiz, Assignments, Internal Examination, Short Term Project, Presentation) **:** 40 marks
		End Semester Evaluation **:** 60 marks

		Text Books:
Suggested Readings		● Shah, J. (2016). *Supply Chain Management: Text and Cases* (2nd ed.). Pearson Education, Delhi
		● Chopra, S., and Kalra, D. (2019). *Supply Chain Management: Strategy, Planning and Operation (6th ed.)*. Pearson Education, Delhi.
		● Vijayraghavan, T.A.S. (2023). Supply Chain Analytics, Wiley
		Reference Books:
		● Rangaraj, N., Raghuram, G., & Srinivasan, M.M. (2018). *Supply Chain Management for Competitive Advantage: Cases and Concepts*. McGraw Hill, Chennai.
		● Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E. & Shankar, R. (2008). *Designing and Managing the Supply Chain* (3rd ed., 2018). McGraw Hill, Chennai.

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	CO1,2	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 2,3,4	Small real-life exercises would be introduced to explain the	Quiz, Assignments, Minor project,	5,3

		context of transportation in supply chain and the trade-offs between inventory costs and transportation costs.	Written-test , Corporate caselets' presentation	
5	**CO1,2 ,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	**CO1,2 ,3,4**	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	-
CO4	1	2	3	2	-	-	1	2	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

Course Name		**TQM for Business Excellence**
Course Type		**Specialization**
Course Code		**BM-O02**
Course Credit		**3**
Semester		**II**
Objectives		The objectives of the course are: • to facilitate understanding of concepts of Total Quality (TQ) from design assurance to processes' assurance to service assurance; and • to enhance the awareness on Quality Management Systems (QMS) like 1SO-9001.
Course Outcome		After studying this course, the students should be able to: CO1: understand the nature, need and scope of total quality management and its relationship with operational and then business excellence CO2: understand the quality of design, off-line control, losses and costs of quality CO3: build knowledge about statistical process control through process capability studies CO4: develop total quality relationship with environment and safety systems
Pre-Requisite		Fundamentals of Operations Management
Course Outline		**Module I** **Introduction to Quality** Defining Quality; Quality as a Management Framework; Concept of Total Quality and its Evolution; Components of a Total Quality Loop; TQM and Business Excellence Frameworks; E.G. MBNQA, EFQM, DEMING, TBEM Etc.; Quality & Organisation Mission; Quality & Market Competitiveness; Quality of Design; Taguchi's Loss Function; Costs Of Quality. **Module II** **Quality Philosophies and Quality Gurus** Quality Management Gurus and their contribution to Quality: Deming, Juran, Crosby, Ishikawa, Feigenbaum, Shewart, and Taguchi. **Module III** **Quality Tools** 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. **Module IV** **Quality Management Systems** Quality of Purchasing; Supplier Qualification Systems; TQM And JIT; Standardization; Bench- Marking; Kaizen; 5S,; Poka-Yoke; FMEA.

		Module V
		Quality Awards
		Quality Models and Frameworks Such as SERVQUAL, MBNQA, EFQM; Deming's Award; CII Award and ISO 9000.
Evaluation		• **Continuous Internal Evaluation(CIE):** 40 Marks
		• **End Semester Evaluation (ESE):** 60 marks
Suggested Readings		**Text Books:**
		• Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield Sacre, M. (2018). *Total quality management* (5th ed.), Pearson Education.
		• Sharma, S. (2018). *TQM; Concepts, Strategy and Implementation for Operational Excellence*. New Delhi: Sage Publications.
		Reference Books:
		• Bhote, K. R. (2008). *The ultimate six sigma: Beyond quality excellence total business excellence*. New Delhi: PHI Learning. Faculty of Management Studies, University of Delhi
		• Dale, B. G., Van Der Wiele, T., & Van Iwaarden, J. (2007). *Managing quality*. John Wiley & Sons.
		• De Feo, J. A., & Barnard, W. W. (2005). *Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods*. New Delhi: Tata McGraw Hill
		• Dale, B. G. (2003). *Managing quality*. UK: Blackwell Publishing.
		• Oakland, J. S. (2003). *Total quality management: Text with cases*. Burlington: Butterworth-Heinemann.**.**
		• Raghavachari, M., & Ramani, K. V. (Eds.). (2000). *Delivering service quality*. New Delhi: Macmillan.
		• Woodside, G., &Aurrichio, P. (2000). *ISO 14001 auditing manual*. New York: McGraw Hill.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Quiz	2
2.	CO1	Lecture and discussion	Presentation	2

3.	CO2	Lecture & Problem discussion	Case analysis	4
4.	CO3	Lecture, & case studies	Assignment	3
5.	CO4	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)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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)

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

Course Name		**Service Operations Management**
Course Type		**Elective**
Course Code		**BM-O03**
Course Credit		**3**
Semester		**III**
Objectives		The objectives of the course are: • To differentiate between various aspects of operation management and understand difference between goods manufacturing and service. • To conceptualize the different operational aspects of variety of services and the perceptual customer benefit packages; • To develop the ability to design service delivery system aligned to organizational strategy and quality policy. • To develop the ability and agility to implement technological changes in a competitive market and respond in the competitive business environment.
Course Outcome		After undergoing the course, a student will be able: CO1: To understand the concept of service operation and its attributes in different intangible services. CO2: To analyse and design the service encounter between service provider and customer & reduce waiting time. CO3: To analyse the customer need to develop a service delivery system including location, layout & capacity for better quality. CO4: To develop the ability to integrate technology, customer expectation, innovation, Supply Chain Management, service delivery with globalisation ensuring environment sustainability.

Pre-Requisite		Operation Management, Quality System Management, Quantitative Techniques, Advance Excel.
Course Outline		**Module I** **Introduction to Service operation & Strategy** 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. **Module II** **Service Design & Service Delivery System** Design of service process and Service Delivery system, Customer Benefit Package, Competitive Priorities, Design validation, Deployment, Market feedback **Module III** **Capacity & Planning** Capacity Decision: Demand Analysis, Waiting Line Techniques & solutions, Service Encounter, Manpower Planning, Orientation & Training, Service Tactics, Inventory Management. **Module IV** **Quality Management: Service Operation** 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 & report. **Module V** **Service Strategy** Use of IT: data Analysis, AI, Cloud Computing for agility, customer response & service delivery, Innovation & Continuous Improvement.
Evaluation		**Continuous Evaluation** – (Presentation, Live project, Assignments, Case Study): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings:		**Books:** • Fitzsimmons, James A. & Fitzsimmons Mona J (2018), *Service Management* (8th. Edition), McGraw Hill **Reference Books** • Graham Clark, Michael Shulver, Robert Johnston (2017), *Service Operations Management – Improving Service Delivery,* Pearson Education.

		• Russell, R.S. & Taylor, B.W. (2019). *Operations and supply chain management* (10th Edition). John Wiley & Sons.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO1	Classroom discussion, presentation	Presentation	1 & 2
2	CO2	Classroom discussion, presentation.	Test, quiz, Presentation	2 & 3
2	CO3	Live project assignment, presentation and report discussion.	Assignment report evaluation & test	2, 3 & 4
4 & 5	CO4	Case discussion	Discussion, Presentation & Report evaluation	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	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

Course Name		**Operations Strategy**
Course Type		**Elective Course (Operation specialisation)**
Course Code		**BM-O04**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: • To develop ability to understand long term business plans of a company in line with organizational mission & vision

		• To forecast customer needs 5 to 7 years down the line, innovate products & services in a globally competitive market. • To foresee the technological changes in manufacturing process, customer satisfaction, SCM and quality process. • To decide on optimal investment in future competitive environment with technological changes in a global business environment
Course Outcome		After undergoing the course, a student will be able: CO1: To analyse the strength &, weakness of the organisation under a competitive business process. CO2: To evaluate the external factors such as customers, suppliers, competitors & government policies for formulating a business strategy. CO3: To develop a bird's eye view of utilising organisational resources to achieve organisational growth. CO4: To prepare a manufacturing strategy in terms of new product development, capacity, location, investment in process selection & technology selection, Supply Chain Management and manpower planning to meet customer demand.
Pre-Requisite		Operation Management, Quality System Management, Supply Chain Management, CRMS, Analytical techniques, Accounting & Finance
Course Outline		**Module I** **Introduction to Operation Strategy** Operational Excellence & relation to Operation strategy. Operation Management & Operation Strategy, Content & Process of Operation Strategy, Performance Objectives. **Module II** **Corporate Strategy** Long term & Short term plans, Mission & Integrated Corporate Strategy, Establishing competitiveness through Marketing, Operation, sustainable Practices and Financial Goals, Porter's Five Force analysis, SWOT. **Module III** Operation Strategy: Developing business plan with marketing and finance, Demand Analysis, Product and Process & Capacity Decision, Technology decisions. **Module IV** **Quality Management:** Customer Satisfaction Level, Conformity to design parameters, Quality system, Process Control Parameters, Global Benchmarking. **Module V**

		Monitoring & Improvement strategy
		Feedback structure, Reporting Process, Analysis and Variation Process, Organisational Structure for gap Analysis, Process of corrective action, changes and improvement.
Evaluation		**Continuous Evaluation**: (Presentation, Assignments, Case Study, Test, Quiz): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings		**Text Books:** • Steve Brown, John Bessant, Fu Jia (2018), *Strategic Operations Management* (4th. Edition) Pixel Page Publications • Hill, Charles W L & Jones Gareth R. (2020). *Strategic Management: An Integrated Approach* (9th Edition) CENGAGE India **Reference Books** • Sharma, Mohita Gangwar, Slack Nigel, Lewis Michael (2018). *Operation Strategy* (1st. Edition) Pearson. • Michael Hitt, Duane Ireland, Robert Hoskinsson, Manikutty (2019). Strategic Management (9th. Edition), CENGAGE **Study Material** Journal articles, specific book chapters, consultant reports will be shared from time to time.

Facilitating the achievement of Course Outcomes

Module No	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture, Literature review and presentation	Presentation.	3
2.	CO2	Lecture & Case presentation.	Presentation & Report	3 &4
3.	CO3	Lecture, Case analysis.	Analytical Presentations	4
4 & 5.	CO4	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)								
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

Bloom's Category	Case Assignment & Presentation (15)	Case Analysis (25)
Remember		
Understand		
Apply		5
Analyze	5	5
Evaluate	10	15

End Semester Examination (ESE)- 60 Marks

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

Course Name		**Sustainable Operations Management**
Course Type		**Programme Elective**
Course Code		**BM-O05**
Course Credit		**3**
Objectives		The objectives of the course are: • To make students sensitive to the impact of environmental changes on global human communities and society; • To develop policies & products to minimise damage to ecology, physical environment, climate change, air, water, soil, economy and to the future generation; • To build competency to develop, manufacture & sale environmental friendly products through development, production, packaging, distribution and consumption to reduce pollution; and • To improve quality of life by creating corporate awareness by including the influence of the environment on mission, goals and profitability of organisation.
Course Outcome		After undergoing the course, a student will be able: CO1: To introduce students to environmental, social & economic sustainability CO2: To design "socially responsive" products & services addressing pollution concerns. CO3: To outline the direction of the firm to protect global habitats and environment from pollution, climate change & consumption. CO4: To understand and apply statutory government rules, regulations, employee health and safety, Factories act, Accidents & Audit. CO5: To evaluate, monitor and control environmental and social policies of the firm.
Prerequisite		Operation Management, Quality System Management, Supply Chain Management. Factories Act

Course Outline	**Module I** **Introduction to Environment & Consumption** Human activity & Climate Change, Sources of Energy & Its use, Human activity with respect to atmosphere, air, water, land and biodiversity **Module II** **Various Modes of Consumption** Energy, Industry, Household, Transportation, Carbon service sector: Retail, Hospitals, Hotels, Restaurant, Disposal of electronic scraps and wastage **Module III** **Statutory Green Manufacturing** Product & 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. **Module IV** **Green Marketing** Introduction, Mission statement, Green marketing planning, Objectives, Strategy and tactics. Sustainable marketing strategy, Green branding, Certification labelling, Target market, Pricing **Module V** **Green Supply Chain Management** Green vendors, Green design, Material identification and substitution, Organic material, Recycling, renewable, environmentally sound process of suppliers, Sustainability Assessment of SCM: Quality Audit..
Evaluation	**Continuous Evaluation** (Presentation, Assignments, Case Study, Short Term Project): 40 marks **End-Sem Evaluation**: 60 marks

Suggested Readings		**Text Books:** ● Barrow, C.J., 2006. *Environmental Management for sustainable Development*, Routledge (Ed. 2). ● Dahlstrom, R. 2011. *Green Marketing Management*, CENGAGE (Ed. 1). **Reference Books** ● Deshmukh, L.M., 2017. *Industrial Safety Management*, TMH Publisher (Ed. 2). ● Whitelaw, K. 2004. ISO 14001, *Environment systems*, ELSEVIER (Ed. 2).

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture, Literature review and presentation	Assignment Presentation.	2
2.	CO2	Lecture & Case presentation.	Case discussion	3
3.	CO3	Lecture, Case analysis.	Analytical Presentations	3
4.	CO4	Lecture, discussion, case studies, presentation	Case presentation	4
5.	CO5	Small Project & related discussion	Project Presentation	5

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

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

Course Name		**Lean Material Management**
Course Type		**Programme Elective**
Course Code		**BM-O06**
Course Credit		**3**
Objectives		The objectives of the course are: • to outline the need for Lean Management • to highlight different techniques of Lean implementation
Course Outcome		After the completion of the course, students will be able to CO 1: Understand the need for Lean Management System CO2: Apply appropriate approaches to project using Lean tools and techniques. CO3: Understand the working concept of lean principles and implementation.
Pre-Requisite		Basic knowledge of Operations Management
Course Outline		**Module I** Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, need for LM, Meeting the stake holders' requirement, Elements of LM **Module II** Various tool of LM, Fundamental blocks of Lean, Impact of Seiri, Seiton Seiso, Seiketsu, and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation. **Module III** Lean systems: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just in Time. **Module IV** Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives **Module V** Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation,

		review. Productivity Improvement: Process, machinery Operator and equipment.
Evaluation		• Continuous Evaluation (Quiz, Assignments, Short Term Project): 40 marks • End-Sem Evaluation: 60 marks
Suggested Readings		**Text Books:** • Kerber, Bill, and Dreckshag, J. Brian (2017). *Lean Supply Chain Management Essentials-A Framework for Materials Managers*, CRC Press • Gopalakrishnan, P, and Haleem, A (2015). *Handbook of Materials Management*, PHI Learning **Reference Books:** • Arnheiter, E. D., & Maleyeff, J. (2005). The integration of lean management and Six Sigma. *The TQMmagazine*, *17*(1), 5-18. • Feld, W. M. (2000). *Lean manufacturing: tools, techniques, and how to use them*. CRC press. • James P. Womack, Daniel T. Jones, *Lean Thinking*, Free press business, 2003. • Liker, J. K. (1997). *Becoming lean: Inside stories of US manufacturers*. CRC Press. • Liker, J. K., & Convis, G. L. (2012). *The Toyota way to lean leadership*. McGraw-Hill. • Michael L. George, *Lean Six Sigma*, McGraw-Hill, 2002. • N. Goplakrishnan, *Simplifed Lean Manufacture*, PHI, 2010 • Ohno, T. (2012). Taiichi Ohnos Workplace Management: Special 100th Birthday Edition. McGraw HillProfessional. • Pascal Dennis, *Lean Production Simplified*, Productivity Press, 2007 • Ronald G.Askin and Jeffrey B.Goldberg, *Design and Analysis of Lean Production Systems*, John Wiley & Sons,2003. • Rother M. and hook J., *Learning to See: Value Stream Mapping to add value and Eliminate Muda*, Lean Enterprise Institute, Brookline, MA. • Tapping, D., Luyster, T., & Shuker, T. (2002). *Value stream management: Eight steps to planning, mapping,and sustaining lean improvements*. Productivity Press.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Assignments,	2
2.	CO2	Lecture and discussion through small cases. Topics for projects to be given.	Quiz, Assignments,	3
3.	CO3	Lecture, Case analysis	Assignments, Case study	2, 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 (COs) to the Programme Outcomes (POs)

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					

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

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz (10)	Assignments & Case Study (10)	Group Projects (20)
Remember			
Understand	10		10
Apply		10	10
Analyze			
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Mark

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

Course Name		**Technology and Innovation Management**
Course Type		**Programme Elective**
Course Code		**BM-O07**
Course Credit		**3**
Objectives		The objectives of the course are: • to expose students to a variety of perspectives on technological innovation, build on an active learning process, and prepare for work experiences in the future. • to enable students to view the management of technological innovation from a resource and knowledge-based perspective, which sees technological innovations as a driving force of the competitive advantage of organizations through a combination of internal resources and external linkages.
Course Outcome		After the completion of the course, students will be able to CO1:understand the diversity of types of innovation, innovators and innovation environment. CO2: understand the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness CO3: Pinpoint the role of technology in innovation both in theory and in practice. CO4: to describe what are the key concepts of resource-based view and its relevance to innovation strategy
Pre-Requisite		Basic knowledge of Operations Management and Marketing Management
Course Outline		**Module I** Why do we need Technology Management for Engineering products manufacturing? Advantages, the resistance of transformation, into technology management & Benefits of Technology Management, Technologies Adoption- Technology Strategy – Top management commitment – product life cycle reduction because of dynamic market conditions – Cost pressures – Making required profit in less time. Benefits of Technology Management in Product Life Cycle Management.

		Module II
		Planning Technology Management, Project Management Tools – Hoshin Kanri X Matrix, Business objectives – Key focus areas –key performance indicators – executable action plans – fixing the responsibility with authority at execution level.
		Module III
		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.
		Module IV
		Innovation Management, Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation Creating Organizational innovative effectiveness.
		Module V
		Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved, Absorption, Adaption and adoption of Technology, Technology considerations in Lean environment
Evaluation		• Continuous Evaluation (Quiz, Assignments, Short Term Project): 40 marks • End-Sem Evaluation: 60 marks
Suggested Readings		**Text Books:** • Khalil, T. A. (Ed.). (2019). *Technology management: Key to competitiveness and wealth creation*. New Delhi: Tata Mc-Graw Hill. • O'Sullivan, D., & Dooley, L. (2018). *Applying Innovation*. New Delhi: Sage. **Reference Books:** • Kahn, K. B. (2018). New product planning. New Delhi: Response Books. • Trott, P. (2017). *Innovation Management and New Product Development*. Pearson (5th edition). • Kahn, K. B. (2016). The PDMA Handbook of new product development. Wiley (3rd Edition). • Schilling, M. A. (2015). Strategic Management of Technological Innovation. McGraw-Hill Irwin (4th Ed). • Christensen, C. M. (2018). The Innovator's Dilemma. Collins Business

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Assignments,	2
2.	CO2	Lecture and discussion through small cases. Topics for projects to be given.	Quiz, Assignments,	2
3.	CO3	Lecture, Case analysis	Assignments,	2, 3
4.	CO4	Lecture & case studies	Quiz, Minor project	3, 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)								
	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 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 & Case Study (10)	Group Projects (20)
Remember			
Understand	10		10
Apply		10	10
Analyze			
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

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

Course Name		**Advanced Optimization Techniques**
Course Type		**Programme Elective**
Course Code		**BM- O08**
Course Credit		**3**
Semester		
Course Objectives		The objectives of the course are: ● To make the students understand some advanced concepts in the areas of Operations Research/Management Science (OR/MS) related to business decision making; ● To familiarize the students with uses of advanced analytical methods in OR/MS to improve managerial decisions; and

		● To equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.
Course Outcomes		After the completion of the course, students will be able to
		CO1: Learn the model-building approach of OR/ MS for formulation of unstructured problems.
		CO2: Develop skills with advanced OR/MS tools using relevant software packages like Excel Solver and LINGO.
		CO3: Solve decision-making problems under certainty, risk and uncertainty.
		CO4: Solve problems using simulation and probabilistic inventory control models.
Prerequisite		Basic knowledge of calculus, probability and statistics
Course Outline		**Module I**
		Advanced Linear Programming Methods
		Simplex Directions and Matrix method of solving Linear Programming Problems (LPP), Bounded Variables Techniques in Solving LPP, Revised Simplex Method, Interior Point Methods of solving LPP (Karmarkar's Method), Chance Constrained Linear Programming
		Module II
		Non-Linear Programming
		Classical Optimization, Quadratic Programming, Non-Linear Dynamic Programming
		Module III
		Stochastic Process
		Introduction, Markov Processes, Martingales, Random Walk, Brownian Motion, Queueing Processes
		Module IV
		Multi-criteria Decision Making
		Analytical Hierarchy Process (AHP), Fuzzy AHP (FAHP), Fuzzy Logic and Systems, Fuzzy Multi-Criteria Decision Making, Multi-objective Fuzzy Linear Programming, TOPSIS, Fuzzy TOPSIS
		Module V
		OR in Practice
		OR for Improving processes, Reducing Costs, Increasing Efficiency, and improving customer satisfaction. Use of

		Mathematical Models and algorithms to optimize Business Decision -Making
Evaluation		**Continuous Evaluation (Quiz, Assignments, Software Competency Test):** 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings		**Text Books:** ● Taha, Hamdy A. (2010). *Operations Research*, Pearson (9th ed.). ● Anderson, D., Sweeney, D.J., Williams, T.A., Camm, J.D. (2019). *An introduction to management science: quantitative approaches to decision making* (14th ed.). Cengage Learning. **Reference Books:** ● Hillier, F., Lieberman, G.J. (2014). *Introduction to operations research* (10th ed.).Mc Graw-Hill Education. ● Powell, S. G., Baker, K. R. (2017). Business analytics: *The art of modelling with spreadsheets*. Wiley.

Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (COs)	Blooms Taxonomy Level	Teaching and Learning Activity	Assessment Method
1	**CO1,2,4**	2,3,3	Frameworks of Models through unstructured problem, Small cases, problem solving, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
2	**CO1,2,4**	2,3,3	Frameworks of Models through unstructured problem. Small cases, problem solving, laboratory sessions	Quiz, Assignments, Hands-On test, Written-test
3	**CO1,2,4**	2,3,3	Frameworks of Models through unstructured problem, Problem solving,	Quiz, Assignments, Hands-On test, Written-test

| 4 | **CO1-4** | 2,5,3,3 | Frameworks of Models through unstructured problem, Problem solving, laboratory sessions | Quiz, Assignments, Hands-On test, Written-test |
| 5 | **CO1,2** | 2,3 | Frameworks of Models through unstructured problem, Problem solving, Case study | Quiz, Assignments, Written-test |

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	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	-

End Semester Examination (ESE)- 60 Marks

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

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

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

Course Name		**Project Management**
Course Type		**Programme Elective**
Course Code		**BM-O09**
Course Credit		**3**
Course Objective		The objectives of the course are: • To provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project and • To know the role of project management techniques and how to mobilize finance for domestic and international projects.
Course Outcome		After undergoing the course, a student will be able to: CO1: Understand the foundations of project management, characteristics, processes, planning, risk factors in project management, and project organization. CO2: 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. CO3: Interpret and execute the project identification selection process, and able to assess the project accordingly. CO4 :Understand the project financing and implementation
Pre-Requisite		Operations Management, Excel, Quality Management

Course Outline		**Module I**
		Project Preparation
		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.
		Module II
		Project Planning
		Project Planning, The Planning Process-Overview, Communication, Scope planning, Work Breakdown Structure (WBS) & Decomposition, validate scope, Traditional approaches of project scheduling: Gantt Chart, Network scheduling – PERT & CPM. Critical Chain Project Management, Project Crashing.
		Module III
		Project Appraisal
		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.
		Module IV
		Project Cost Management, Financing and Implementation
		Cost estimates, budget, Resource allocation. Control & 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.
		Module V
		Project organisation & conflict management
		Formal organization structure, organization design, types of project organizations, Conflict: origin & consequences, managing conflict, team methods for resolving conflict

		Continuous Evaluation (Quiz, Assignment, Presentation): 40 marks
Evaluation		End-Semester Evaluation : 60 marks
Suggested Readings:		**Text Books :** ● Larson, E.W. & Gray, C.F. (2021). Project Management: The Managerial Process (8th ed.), McGraw-Hill. ● Mantel, S., Meredith, J., Shafer, S. & Gopalan, M.R. (2014). Project Management Core Textbook, 2nd Indian ed., Wiley, India. **Reference Books :** ● Chandra, P. (2017). Projects: Planning Analysis, Selection, Financing, Implementation and Review, McGraw Hill. ● Nicholas, J. M. (2012). Project Management for Business and Technology - Principles and Practice, Pearson Education.

Facilitating the achievement of Course Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CO1	Lecture and discussion through small cases	Quiz	2
2.	CO2	Lecture and discussion	Assignment	2
3.	CO3	Lecture & Problem discussion	Presentation	4
4.	CO4	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)

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	2	2	3						
CO 2	2	2	3						
CO 3	2	2	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

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

Course Name		**Logistics and Warehouse Management**
Course Type		**Programme Elective**
Course Code		**BM-O10**
Course Credit		**3**
Objectives		The objectives of this course are to provide the student with: ● An understanding of the primary differences between logistics and supply chain management; ● Understand the warehouse infrastructure strategies and operating processes. ● Apply the layout design concept in the warehouse. ● Evaluate the performance measurement of warehouses. ● Assess the risk, safety, security and losses associated with warehouses.

Course Outcomes		After the completion of the course, students will be able to CO 1: Understanding the logistics functions of any business organization CO 2: Demonstrate the right warehouse infrastructure strategies and warehouse operation processes. CO 3: Apply warehouse layout design in warehouses. CO 4: Analyse the different parameters of performance measurement of the warehouse management system CO 5: Assess the risk, safety, security and losses of a warehouse.
Prerequisite		Basic knowledge of Operations Management and Supply Chain Management
Course Outline		**Module I** **Logistics Management** Inbound, Outbound and Intra firm Logistics, Warehouse Management, Packaging, Material Handling, 3-PL,4-PL, Reverse Logistics, and Logistics Management in disruptive situations., Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services, International Logistics **Module II** **Warehouse Processes** Introduction; Warehouse; The role of the warehouse and warehouse manager; Warehouse infrastructure strategies; Receiving, put-away; Pick preparation; Picking strategies & Equipment; Order-picking methods; Processes from replenishment to dispatch **Module III** **Warehouse Design and Storage** Warehouse design and layout; Storage equipment; Handling equipment; Specialized equipment **Module IV** **Performance Management** People management in the warehouse; Benchmarking; Industry practices for performance measurement; Industry KPIs **Module V** **Health and Safety in Warehouse** Health and safety; Risk; Security and losses **AI in Warehouse Automation** Application of Artificial Intelligence: in improving warehouse performance and easing Supply Chain disruptions, in transforming 3PL warehouse Management , competitive advantage of using an artificial intelligence based Warehouse Management system
Evaluation		**Continuous Evaluation**

		(Quiz, Assignments, Internal Examination, Short Term Project, Presentation) **:** 40 marks
		End Semester Evaluation **:** 60 marks
Suggested Readings		**Text Books:** ● Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Gwynne Richards, Kogan Page publishing **Reference Books:** ● Inventory control and Management, Donald Waters, 2e, Wiley student edition ● Warehouse Management and Inventory Control, J. P. Saxena, Vikas publication

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	CO1,2	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	CO1,2,3	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	CO1,2,3	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 entrepreneurial skills in dealing with business problems

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

9.5 Specialization Area: Business Analytics

BUSINESS ANALYTICS
BM-BA01 Data Mining
BM-BA02 Data Visualization
BM-BA03 Data Analytics using R
BM-BA05 Big Data Analytics
BM-BA08 Social Media Analytics
BM-BA10 Mobile Analytics
BM-BA11 Predictive Modelling and Analysis
BM-BA12 Prescriptive Analytics
BM-BA13 Database Management Systems
BM-BA14 Block Chain Technology

Course Name		**Data Mining**
Course Type		**Programme Elective**
Course Code		**BM-BA01**
Course Credit		**3**
Semester		**II**
Objective		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.
Course Outcome		After undergoing the course, a student will be able to: CO1:Understand the functionality of the various data mining component CO2: Apply different data preprocessing techniques CO3: Analyse data using data mining techniques and prediction CO4: Apply classification and clustering technique for business decision CO5: Understand and apply the functionality of the various data warehousing component
Pre-Requisite		Data base Management System
Course Outline		**Module I** **Introduction** 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 **Module II** **Data Pre-processing** Why Pre-process the data , Data cleaning ,Data Integration, Data Transformation , Data Reduction , Data Discretization **Module III** **Data Mining Techniques, Classification and Prediction** Association Rule Mining, The Apriori Algorithm, Multilevel Association Rules, Multidimensional Association Rules, Constraint Based Association Mining Issues regarding Classification and Prediction, Decision Tree induction, Bayesian Classification, Back Propagation, Classification Methods, Prediction, Classifiers accuracy

		Module IV
		Clustering Techniques
		Cluster Analysis, Clustering Methods, Hierarchical Methods, Density Based Methods, Outlier Analysis, Introduction to Advanced Topics: Web Mining, Spatial Mining and Temporal Mining
		Module V
		Data Warehousing
		Need for data warehousing, The building blocks of a Data warehouse, Architecture and Infrastructure: Data Warehouse Architecture, Infrastructure and Metadata Management
		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
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings:		**Text Books** 1. J. Han and M. Kamber , 2001, Data Mining: Concepts and Techniques, Morgan Kaufmann, New Delhi. 2. Popover Pang, Michael Steinbach, Vipin Kumar (2016). Introduction to Data Mining . Pearson 3. M. H. Dunham, 2003, Data Mining : Introductory and Advanced Topics , Pearson Education, Delhi. 4. S.N. Sivananda and S. Sumathi, 2006, Data Mining, Thomson Learning, Chennai.

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
CO5	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			

Course Name		**Data Visualization**
Course Type		**Programme Elective**
Course Code		**BM-BA02**
Course Credit		**3**
Semester		
Course objective		Objective of this course are: • To understand the principles and significance of data visualization • To familiarize students with popular data visualization tools • To develop practical skills in data visualization
Course Outcome		Upon completion of the course, a student will be able : CO1: Understand the basics of data visualization and its importance CO2: Apply effective data visualizations tools in order to provide new insights into the data or communicate information to others CO3: Analyse business data using useful tools for visualisation CO4: Evaluate data through different visualisation tools and codding CO5**:** Creation of dashboard to visualize and analyze data with Excel.
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Data Visualization and Tools** Overview of data visualization principles and importance, Introduction to popular data visualization tools: Excel, Tableau, Power BI, and R, Understanding the capabilities and features of each tool, Hands-on exercises to get started with basic visualizations in each tool, Comparison of strengths and limitations of different tools. **Module II** **Data Visualization Techniques in Excel** Exploring Excel's visualization capabilities: charts, graphs, and pivot tables, Techniques for creating effective visualizations in Excel, Advanced Excel functions and formulas for data analysis and visualization, Customizing and formatting visualizations in Excel, Case studies and practical exercises using Excel for data visualization

		Module III
		Advanced Data Visualization with Tableau
		Introduction to Tableau and its interface, Creating interactive dashboards and storyboards in Tableau, Advanced visualization techniques: mapping, forecasting, and trend analysis, Integrating multiple data sources and blending data in Tableau, Hands-on workshops and case studies demonstrating advanced Tableau functionalities
		Module IV
		Power BI for Data Visualization and Analytics
		Overview of Power BI features and components, Importing and transforming data in Power BI Desktop, Creating interactive reports and dashboards in Power BI, Using DAX (Data Analysis Expressions) for advanced calculations, Sharing and collaborating on visualizations with Power BI Service, Practical exercises and case studies showcasing Power BI's capabilities
		Module V
		Data Visualization with R
		Introduction to R programming language and its visualization libraries (ggplot2, plotly, etc.), Creating static and interactive visualizations using R, Customizing and styling visualizations with R, Advanced data visualization techniques with R, Integrating R visualizations into other tools like Excel, Tableau, and Power BI, Hands-on labs and projects to apply R for data visualization tasks
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation : 60 marks
References		**Text Books :**
		1. John Walkenbach, Excel 2012 Bible, Wiley
		2. Microsoft Business Intelligence Tools for Excel Analysts (WILEY) , by Michael Alexander, Jared Decker & Bernard Wehbe , 2016
		3. Alexander, M., & Walkenbach, J. (2013). Excel dashboards and reports (Vol. 17). John Wiley & Sons.

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
CO5	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 Marks**		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

Course Name		**Data Analytics Using R**
Course Type		**Programme Elective**
Course Code		**BM-BA03**
Course Credit		**3**
Semester		**III**
Objectives		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. 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.
Course Outcome		After completion of the course, a student will be able to: CO1: Understand the characteristics of datasets and compare the trivial data and big data for various applications (CO1) CO2: Apply tools for descriptive analysis through various plot and descriptive statistics (CO2) CO3: Analyze data for prediction through predictive analysis (CO3) CO4: Evaluate R/R-Studio syntax for statistical analysis (CO4) CO5: Develop models using R/R studio syntax to facilitate business decision (CO5)
Pre-Requisite		Basic Programming & Mathematics
Course Outline		**Module I** **Introduction to Data Analytics and R Programming** Overview of Data Analytics: Importance, applications, and basic concepts, Introduction to R Programming Language: Installation, RStudio, basic syntax, data types, and data structures, Data Import and Export in R: Reading and writing data from/to different file formats, Basic Data Manipulation in R: Data cleaning, filtering, sorting, and transforming **Module II** **Exploratory Data Analysis (EDA) with R** Understanding Exploratory Data Analysis (EDA) techniques, Data Visualization in R: Basic plotting functions, ggplot2 package, Descriptive Statistics: Summary statistics, histograms, boxplots, and

		scatter plots, Advanced Data Visualization Techniques: Heatmaps, bar charts, and interactive visualizations
		Module III **Statistical Analysis with R** Introduction to Statistical Analysis: Probability distributions, hypothesis testing, and inferential statistics, Performing Statistical Tests in R: t-tests, chi-square tests, ANOVA, Correlation and Regression Analysis: Pearson correlation, linear regression, and logistic regression, Time Series Analysis: Decomposition, forecasting, and trend analysis using time series data **Module IV** **Data Mining and Machine Learning with R** Introduction to Data Mining and Machine Learning concepts, Machine Learning Algorithms in R: Decision trees, random forests, k-nearest neighbors (k-NN), support vector machines (SVM), and clustering algorithms, Model Evaluation and Validation: Cross-validation, ROC curves, confusion matrices, Feature Selection and Dimensionality Reduction techniques **Module V** **Advanced Topics in Data Analytics with R** Text Mining and Sentiment Analysis: Processing textual data, sentiment scoring, and text visualization, Web Scraping and API Integration: Retrieving data from websites and APIs using R, Big Data Analytics with R: Introduction to R packages for big data analysis (e.g., dplyr, data.table), Real-world Case Studies and Applications: Application of R in various industries such as finance, marketing, healthcare, and retail Project Work: Hands-on project to apply data analytics techniques learned throughout the course on a real dataset
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books** • Gardener, M. (2012). *Beginning R: The Statistical Programming Language*. Wiley Publications. • Braun, W.J., & Murdoch, D.J. (2007). *A First Course in Statistical Programming with R*. Cambridge University Press, New York • Moore, D.S., & McCabe, G.P. & Craig, B.A. (2014). *Introduction to the Practice of Statistics*. W.H. Freeman

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
Facilitating the achievement of Course outcomes				
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
CO5	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			

Course Name		**Big Data Analytics**
Course Type		**Programme Elective**
Course Code		**BM-BA05**
Course Credit		**3**
Semester		
Objectives		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
Course Outcome		Learning outcomes CO1: Understand basics of Big Data. CO2: Appreciate the various Big Data Platforms. CO3: Understand the various Big Data storage and processing techniques. CO4: Learn about the "Big data" in enterprises. CO5: Appreciate the Big Data lifecycle.
Pre-Requisite		Basic IT Knowledge, Basic Mathematics
Course Outline		**Module I** **Introduction to Big Data** 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. **Module II** **Fundamentals of Big Data Analytics** 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. **Module III** **Big Data Platforms** 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 computing services) coupled with open source tools and technology.

Big Data Storage and Processing

Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, Shared-Everything/Nothing Architecture, SCV).

Module IV

"Big Data" in the Enterprise

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.

Module V

The Big Data Analysis Lifecycle (From Dataset Identification to Integration, Analysis and Visualization)

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 & Cloud Computing

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books** 1. Books and Other Reading materials will be suggested by the concerned Faculty Member

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
CO5	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			

Course Name		**Social Media Analytics**
Course Type		**Programme Elective**
Programme Code		**BM BA08**
Course Credit		**3**
Semester		
Objectives		**Objective of this course are**: ● The newest strategies (by social platform) to draw organic traffic to social media sites. ● 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. ● To learn how to leverage influencer marketing and see if it is right for your overall marketing goals. ● To demonstrate the use of social media analytics and making relevant strategies in the present business scenario.
Course Outcome		Upon completion of the course, a student will be able : **CO1:** To highlight on the importance of content across various social media platforms. **CO2:** To understand key social media analytics tools and techniques. **CO3:** To apply social media analytics for complex issues, think critically, strategize and communicate effectively for an effective throughput. **CO4:** To analyse the data retrieved from Instagram **CO5:** To evaluate and create social media analytics in twitter and linked in
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Digital strategy in social media:** Meaning and scope of digital strategy, how to differentiate the strategies of SEO, SEM and SMM, Building Customer Avatar, Social media and the CVJ, Social Media Success cycle, Goal setting, Building your brand **Module II** **Social Media Planning, Scheduling and Analysis:** Content types, Content creation, monthly social media calendar, Social media scheduling, social post analysis **Module III** **Facebook marketing and analysis:**

		Building awareness, stacking engagement, growing leads, converting sales, organic army, CTA, Dashboard analysis **Module IV** **Instagram:** Instagram and the CVJ, Optimize your profile, Establish your purpose and Goals, Optimize your content, Influence, Engagement, Monetize your content, Stories, Analysis of Dashboards **Module V** **Winning on LinkedIn and Twitter** Aware, Engage, Subscribe, Convert, Excite, optimizing on LinkedIn, building your Twitter strategy, Social Listening, Optimizing Twitter, Dashboard analysis through social listening tools.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
References		**Text Book:** **Reference Books:** ● *Social Media Marketing Workbook: How to Use Social Media for Business*, Book by Jason McDonald ● *Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content*, Book by Ann Handley ● *Creating Value with Social Media Analytics: Managing, Aligning, and Mining Social*. Book by Gohar F. Khan

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
CO5	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			

Course Name	**Mobile Analytics**
Course Type	**Programme Elective**
Course Code	**BM-BA10**
Course Credit	**3**
Semester	
Objectives	**Objective of this course are**: In this master class, you will learn ● Identify the elements of a mobile marketing strategy and examine the various considerations associated with choosing a mobile platform.

	● Develop an Email marketing plan designed to meet your goals and objectives ● Analyze and optimize mobile and email marketing efforts to improve business deliverability
Course Outcome	Upon completion of the course, a student will be able to: CO1: Understand the importance of mobile marketing, its testing methods and analysis CO2: Learn how to craft email campaigns that get delivered, get opened, and most importantly...get clicked. CO3: Learn how to optimize, track and measure results in Mobile apps and Email's.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	**Module I** **Mobile Marketing:** 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 **Module II** **Testing Methodologies and Tools for Analytics:** 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. **Module III** **Email Marketing:** Importance of Email, Types of Email, Content creation across the various stages of email campaign **Module IV** **Email Analysis**: Creating emails and analysis using various applications, Designing short-term and long-term strategies and analysis of the funnel (TOFU, MOFU and BOFU) **Module V** **Optimization, Tracking and Measuring results:** Getting more open and clicks, benchmarking your results, Email Deliverability, Monitoring and tracking deliverability
Evaluation	**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
References	**Text Book:** **Reference Books:** ● *Mobile Marketing for Dummies* - Book by Michael Becker, John Arnold, Wiley India ● *Mobile Marketing In A Week: Build The Ultimate Mobile Marketing System In Seven Simple Steps*- Book by Nick Smith

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
CO5	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

A. 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			
B. End Semester Examination (ESE) - 60 Marks			
Bloom's Taxonomy Level	**Test Mark**		
Remember			
Understand	15		
Apply	15		
Analyze	15		
Evaluate	15		
Create			

Course Name		**Predictive Modelling and Analysis**
Course Type		**Programme Elective**
Course Code		**BM-BA11**
Course Credit		**3**
Semester		
Objectives		**Objective of this course are**: In this master class, you will learn ● To provide students with a comprehensive understanding of the foundational concepts of predictive modelling.

		● To familiarize students with different types of data and the process of data preparation for predictive modelling. ● To provide an overview of various predictive modelling techniques and their applications.
Course **Outcome**		Upon completion of the course, a student will be able to: CO1: Understand the principles and significance of exploratory data analysis (EDA) in predictive modelling. CO2: Apply data preparation techniques, exploratory data analysis, and statistical analysis methods to real-world datasets. CO3: Apply regression analysis techniques, classification algorithms, decision trees, clustering algorithms, and advanced predictive modelling techniques to solve business problems. CO4: Analyze regression models, classification models, decision trees, clustering models, and association rules to interpret results and make informed decisions. CO5: Develop predictive models for forecasting future trends, identifying patterns, and making data-driven decisions.
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Foundations of Predictive Modelling:** Introduction to Predictive Modelling, Types of Data and Data Preparation, Exploratory Data Analysis (EDA), Introduction to Statistical Analysis, Overview of Predictive Modelling Techniques **Module II** **Regression Analysis and Forecasting:** Linear Regression, Multiple Regression, Logistic Regression, Time Series Analysis, Forecasting Methods **Module III** **Classification and Decision Trees:** Classification Algorithms (e.g., K-Nearest Neighbors, Naive Bayes), Decision Trees and Ensemble Methods (e.g., Random Forest, Gradient Boosting), Model Evaluation and Performance Metrics, Feature Selection and Importance **Module IV** **Clustering and Association Analysis**: Clustering Algorithms (e.g., K-Means, Hierarchical Clustering), Association Rule Mining (e.g., Apriori Algorithm), Dimensionality Reduction Techniques, Evaluation of Clustering and Association Models **Module V** **Advanced Topics in Predictive Modelling:**

		Support Vector Machines (SVM), Neural Networks and Deep Learning, Text Mining and Sentiment Analysis, Model Interpretability and Explainability, Case Studies and Applications in Business
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
References		**Text Book:** ● *Predictive Analytics for Business Strategy: A Comprehensive Introduction* by Jeff Tanner and Tom J. Fawcett **Reference Books:** ● *An Introduction to Statistical Learning: with Applications in R" by* Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani ● *"Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by* Foster Provost and Tom Fawcett ● *"Python for Data Analysis" by* Wes McKinney ● *"Machine Learning: A Probabilistic Perspective" by* Kevin P. Murphy ● *"Deep Learning" by* Ian Goodfellow, Yoshua Bengio, and Aaron Courville

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
CO5	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

A. 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			

B. End Semester Examination (ESE) - 60 Marks

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

Course Name	**Prescriptive Analytics**
Course Type	**Programme Elective**
Course Code	**BM-BA12**
Course Credit	**3**
Semester	
Objectives	**Objective of this course are**: In this master class, you will learn ● To gain a comprehensive understanding of prescriptive analytics, including its definition, components, and the role it plays in decision-making processes within organizations. ● To acquire proficiency in various optimization techniques such as linear programming, integer programming, non-linear programming, dynamic programming, and network optimization, and understand their applications in solving complex business problems. ● To develop the ability to analyze decision problems using decision analysis methods like decision trees, utility theory, multi-criteria decision making, and game theory, and apply these techniques to make informed and strategic decisions in diverse business contexts..

Course **Outcome**		Upon completion of the course, a student will be able to: CO1: Understand the role and importance of prescriptive analytics in decision-making processes, including its ethical implications and various types of prescriptive models. CO2: Apply optimization techniques, decision analysis methods, and simulation modelling in real-world datasets. CO3: Analyze and solve complex business problems, such as supply chain optimization, resource allocation, pricing strategies, and risk management. CO4: Analyze and evaluate the effectiveness of different optimization techniques, decision analysis methods, and simulation models in addressing specific business challenges and scenarios. CO5: Develop and implement prescriptive analytics solutions for real-world applications, including the design and execution of projects that apply prescriptive analysis techniques to solve business problems.
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Prescriptive Analysis:** Overview of Prescriptive Analytics, Role of Prescriptive Analysis in Decision Making, Types of Prescriptive Models, Ethical Considerations in Prescriptive Analysis **Module II** **Optimization Techniques:** Linear Programming, Integer Programming, Non-linear Programming, Dynamic Programming, Network Optimization **Module III** **Decision Analysis:** Decision Trees, Utility Theory, Multi-Criteria Decision Making, Game Theory **Module IV** **Simulation and Monte Carlo Methods**: Simulation Modeling, Monte Carlo Simulation, Applications of Simulation in Business Decision Making, Sensitivity Analysis **Module V** **Case Studies and Applications:** Real-world Applications of Prescriptive Analysis in Various Industries, Case Studies on Supply Chain Optimization, Resource Allocation, Pricing Strategies, and Risk Management, Project Work: Application of Prescriptive Analysis Techniques to Solve Business Problems
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks

References		Text Book: • *Prescriptive Analytics: Theory and Applications",* John Smith, XYZ Publishers, 1st Edition **Reference Books:** ● *"Prescriptive Analytics: Methods and Techniques" by* Jane Doe ● *"Optimization Models for Decision Making" by* Robert Johnson ● *"Decision Analysis: Principles and Applications" by* David Brown ● *"Case Studies in Prescriptive Analytics" edited by* Mary White

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

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
CO5	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

A. 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			

B. End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**Database Management Systems**
Course Type		**Programme Elective**
Course Code		**BM-BA13**
Course Credit		**3**
Semester		
Objectives		**Objective of this course are**:
		In this master class, you will learn
		• To provide students with a comprehensive understanding of database systems, including their purpose, architecture, and the importance of data models in organizing and managing data effectively.
		• To equip students with the knowledge and skills necessary to design relational databases using Entity-Relationship (ER) diagrams, Unified Modeling Language (UML), and normalization techniques, ensuring data integrity and optimizing database performance.
		• To familiarize students with relational algebra and calculus for performing database operations such as selection, projection, join operations, and grouping, and to understand the principles of transaction management, concurrency control, and database recovery systems to maintain data consistency and reliability.
Course **Outcome**		Upon completion of the course, a student will be able to: CO1: Understand database design principles, ER diagrams, normalization techniques (1NF, 2NF, 3NF, BCNF)

		CO2: Understand relational algebra, and calculus, as well as SQL queries and constraints.
		CO3: Apply database design concepts and normalization techniques to create efficient relational database schemas.
		CO4: Analyze database constraints, views, and transaction management protocols to identify potential issues and optimize database performance.
		CO5: Design and implement relational database schemas, ER diagrams, and SQL queries to solve complex business problems.
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Databases and Transactions and Data Models:** Database system fundamentals, Purpose and significance of database systems, Views of data: relational databases and database architecture, Transaction management and importance of data models, Basic building blocks and business rules, Evolution of data models and degrees of data abstraction **Module II** **Database Design, ER-Diagram, and Unified Modelling Language:** Database design principles and methodologies, Entity-Relationship (ER) Model and its constraints, ER-Diagrams and resolving ERD issues, Weak entity sets and Codd's rules, Relational schemas and UML Relational database model, Features of good relational database design and normalization (1NF, 2NF, 3NF, BCNF) **Module III** **Relational Algebra and Calculus:** Types of constraints and integrity constraints, Introduction to views and data independence, Security and updates on views, Comparison between tables and Views SQL, Data definition, aggregate function, Null Values, nested subqueries, Joined relations, Triggers, and Database Language: SQL (DDL, DML, DCL), QBE **Module IV** **Constraints, Views, and SQL**: Types of constraints and integrity constraints, Introduction to views and data independence, Security and updates on views, Comparison between tables and Views SQL, Data definition, aggregate function, Null Values, nested subqueries, Joined relations, Triggers, and Database Language: SQL (DDL, DML, DCL), QBE **Module V** **Transaction Management and Concurrency Control:** ACID properties and transaction states, Types of schedules and serializability, Precedence Graph, Recoverable Schedule, Cascade-less Schedule, Concurrency control protocols: Lock-based concurrency control (2PL), Deadlocks, Timestamp-based methods, Optimistic methods, Database recovery systems and their importance

Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
References		**Text Book:** • *"Database Management Systems" by* Raghu Ramakrishnan and Johannes Gehrke • *"Database Systems: A Practical Approach to Design, Implementation, and Management" by* Thomas Connolly and Carolyn Begg • *"Fundamentals of Database Systems" by* Ramez Elmasri and Shamkant Navathe **Reference Books:** ● *"Database System Concepts" by* Abraham Silberschatz, Henry F. Korth, and S. Sudarshan ● *"Database Modelling and Design: Logical Design"* by Toby J. Teorey, Sam S. Lightstone, and Thomas P. Nadeau ● *"Modern Database Management" by* Jeffrey A. Hoffer, Ramesh Venkataraman, and Heikki Topi ● *"Database Design for Mere Mortals: A Hands-On Guide to Relational Database Design" by* Michael J. Hernandez

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

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
CO5	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

A. 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			

B. End Semester Examination (ESE) - 60 Marks

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

Course Name	**Block Chain Technology**
Course Type	**Programme Elective**
Course Code	**BM-BA14**
Course Credit	**3**
Semester	
Objectives	**Objective of this course are**: In this master class, you will learn ● To provide students with a comprehensive understanding of the fundamental concepts and principles underlying blockchain technology, including its history, evolution, and key components such as decentralization, distributed ledger, and consensus mechanisms. ● To equip students with the knowledge and skills necessary to analyze different types of blockchains, including public, private, and consortium blockchains, and to evaluate their respective use cases and applications across various industries. ● To enable students to develop proficiency in blockchain implementation and development, including setting up a blockchain environment, building blockchain applications, and deploying smart contracts, utilizing relevant tools, frameworks, and best practices in blockchain development.
Course Outcome	Upon completion of the course, a student will be able to: CO1:Understand the architecture and components of blockchain systems

	CO2:Understand cryptographic techniques like hash functions and digital signatures. CO3:Apply knowledge to set up a blockchain environment. CO4:Analyze security threats and privacy issues in blockchain technology. CO5:Synthesize their understanding of blockchain technology to explore integration with existing systems.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	**Module I** **Introduction to Blockchain Technology:** Overview of Blockchain Technology, History and Evolution of Blockchain, Key Concepts: Decentralization, Distributed Ledger, Consensus Mechanisms, Types of Blockchains: Public, Private, Consortium, Use Cases and Applications of Blockchain **Module II** **Blockchain Architecture and Components:** Blockchain Architecture: Nodes, Blocks, Chains, Cryptography in Blockchain: Hash Functions, Digital Signatures, Smart Contracts: Introduction and Use Cases, Consensus Algorithms: Proof of Work, Proof of Stake, Practical Byzantine Fault Tolerance (PBFT), Ethereum Virtual Machine (EVM) and Solidity **Module III** **Blockchain Implementation and Development:** Setting Up a Blockchain Environment, Building Blockchain Applications, Smart Contract Development and Deployment, Tools and Frameworks for Blockchain Development, Testing and Debugging Blockchain Applications **Module IV** **Blockchain Security and Privacy**: Security Threats in Blockchain: Double Spending, 51% Attack, Sybil Attack, Security Measures: Encryption, Key Management, Secure Multi-Party Computation, Privacy and Anonymity in Blockchain, Regulatory Compliance and Legal Considerations, Case Studies on Blockchain Security Incidents **Module V** **Blockchain Integration and Future Trends:** Integration of Blockchain with Existing Systems, Interoperability and Standards in Blockchain, Scalability Challenges and Solutions, Emerging Trends in Blockchain Technology, Potential Future Applications and Impacts of Blockchain.
Evaluation	**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks

References		Text Book: • *"Blockchain Basics: A Non-Technical Introduction in 25 Steps"* by Daniel Drescher • *"Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications"* by Imran Bashir • *"Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World"* by Don Tapscott and Alex Tapscott **Reference Books:** ● *"Blockchain: Blueprint for a New Economy" by* Melanie Swan ● *"The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology" by* William Mougayar

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
CO5	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

A. 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			

B. End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

9.6 SPECIALIZATION AREA: DIGITAL MARKETING

DIGITAL MARKETING
BM-DM 01 Strategic Digital Marketing
BM-DM 02 Optimizing the website (SEO)
BM-DM 03 Integrated Digital Media Campaign (SEM) and Mobile Marketing
BM-DM 04 Context and Social Media Marketing (SMM)
BM-DM 05 Content Writing
BM-DM 06 Copy Writing
BM-DM 07 Email Marketing
BM-DM08 Online and Web Analytics
BM-DM09 Pre-Processing and Data Visualization
BM-DM 10 Affiliate Marketing

Course Name		**Strategic Digital Marketing**
Course Type		**Programme Elective**
Course Code		**BM-DM 01**
Course Credit		**3**
Semester		**III**
Course Objective		The objectives of the course are: • To translate some of the key marketing and business models that will help to shape your digital marketing strategy • To review the history of digital marketing to give some perspective to your digital strategic plan • To describe online market presence, segmentation and the 4 Ps of marketing and their implications for digital marketing
Course Outcome		After studying this course, the students will be able to: CO 1: Understand the concepts of Digital Marketing CO 2: Apply various digital marketing tools to execute their marketing activity CO 3: Analyse the performance of various digital channels CO 4: Develop a digital plan for organization CO 5: Design and implement a digital marketing strategy
Pre- Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Digital Marketing** Digital marketing; Internet users; Digital Marketing Strategy; Digital Advertising Market in India; Skills required in digital Marketing; Digital Marketing plan. **Module II** **Marketing 1.0 to 4.0** 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 Metrices; Industry archetypes and best practices **Module III Copywriting** 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 **Module IV** **Content writing** 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

		Module V **Basics of SEO, SEM, SMM** SEO basics; Introduction to Google Ads and Analytics; Social media marketing basics
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** 1. Digital Marketing, *Mc Graw Hill Education*, Seema Gupta, 2018 Marketing 4.0 by Philip Kotler

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 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

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

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
				Programme Outcomes (POs)					
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	-	-	-	-

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	

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

Course Name		**Optimizing the Website (SEO)**
Course Type		**Programme Elective**
Course Code		**BM-DM 02**
Course Credit		**3**
Semester		**III**
Course objective		**The course has the following objectives:** ● To find and utilize the right keywords for the right niche when developing content ● 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 ● To make use of analytics to see how well your SEO tactics work and which areas could use improvement
Course Outcome		After studying this course, the students will be able to: CO 1: Understand the concepts of Search Engine Optimization CO 2: Analyse website data using Google Analytics CO 3: Data monitoring for website improvisation CO 4: Develop On-Page & Off-Page SEO Optimization strategy
Pre- Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to SEO** Introduction, Importance: Search Ecosystem components: What drives Search Ecosystem: SEO pros and cons: SEO careers **Module II** **How search engine work** International search engines - Yandex, Baidu, Naver, Qwant; Search Engine Mechanism; Search Engine Crawling; Crawling and Indexing; Storing and Ranking; Sitemaps **Module III** **Types of SEO** 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 **Module IV** **On-page and off-page Optimization** On-page factors - Title Tags, Meta Description, Header Tags, Image Alt Text, Keyword Stuffing, Cloaking; Perfectly optimized page; Top Ranking Factors 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
		Module V
		Market and Analyse Your Optimized Website
		Conducting Competitive Audit; Why You Should Not Rely on Rankings; Create a Marketing Plan; Analytics and Measurement
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation : 60
		marks
Suggested Readings		**Text Books:** ● Introducing SEO: Your quick-start guide to effective SEO practices, Aravind Shenoy & Anirudh Prabhu (auth.) ● The Art of SEO, 3rd Edition: Mastering Search Engine Optimization by Eric Enge & Stephan Spencer & Jessie Stricchiola

Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1 & 2	CO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
3 & 4	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
5	CO3, CO4	Lab Practice	Assignments	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 to the Program Outcomes

Course Outcomes (CO)	Programme Outcomes (PO)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	-	1	-	-	-	-	-
CO2	1	-	1	3	3	-	-	-	-
CO3	-	2	2	1	1	-	-	-	-
CO4	-	-	3	-	-	1	-	-	-

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	

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

Course Name		**Integrated Digital Media Campaign (SEM) and Mobile Marketing**
Course Type		**Programme Elective**
Course Code		**BM-DM 03**
Course Credit		**3**
Semester		**III**
Course objective		**The objectives of the course are:** ● To write effective ad copy, target relevant audiences using Search Engine Marketing (SEM) tools ● To be proficient in the Google Ads platform by gaining hands-on experiential learning in a simulated environment ● To measure success and optimise SEM campaigns using analytics
Course Outcome		After studying this course, the students will be able to: CO 1: Understand the concepts of Search Engine Marketing CO 2: Apply the concepts to address SEM issues CO 3: Creating campaigns for search engine marketing CO 4: Evaluate and monitor campaign effectiveness CO 5: Run campaigns for internet sales, lead generation, and brand development using skills and methods for a high return on investment
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Paid Search** Keywords - The building blocks of Search campaigns; 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. **Module II** **Google Ads** 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

		Module III
		Display Advertising & Shopping Ads
		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
		Module IV
		Programmatic Buying
		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
		Module V
		Paid Search Analytics
		Measuring success; Reporting and Optimisation
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
Suggested Readings		**Text Book :** 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	CO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2 & 3	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO3	Lab Practice	Assignments	4
5	CO4, CO5	Lab Practice	Assignments	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 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	-	-	-

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	

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

Course Name	**Context and Social Media Marketing (SMM)**
Course Type	**Programme Elective**
Course Code	**BM-DM 04**
Course Credit	**3**
Semester	**III**
Objectives	**The objectives of this course are:** • To develop an engaging and effective social media strategy for your business • To build an inbound social media strategy that delights your customers and grows your bottom line • To leverage the power of social media to transform your business and your career
Course Outcome	After studying this course, the students will be able to: CO 1: Understand the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses CO 2: Develop social media goals to achieve successful online campaigns CO 3: Analyse the impact of various social media marketing activities CO 4: Appreciate the etiquettes of working cooperatively within a social media community and build positive reputation within the community CO 5: Develop effective social media marketing strategies for various types of industries and businesses
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	**Module I** **Core Concepts of Social Media** Introduction & Importance; Social-Media and Customer Value; Social Media Success Cycle; Goal Setting and Research; Building your brand **Module II** **Social Media Planning and Scheduling** Social Media Planning; Content Types and Creation; Monthly Social content calendar; Social Media Scheduling; Social Post Analysis **Module III** **Facebook Marketing** Building Awareness; Stacking Engagement; Growing Leads; Converting into Sales; Organic growth strategies; Call to Action

		Module IV
		Instagram Marketing
		Instagram and the CVJ; Optimize Your Profile; Establish Your Purpose & Goals; Content Types; Optimizing Your Content, Influencing; Engagement on Instagram; Monetize Your Content; Stories; Optimizing Instagram; Call To Action
		Module V
		Twitter and LinkedIn
		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
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
References		**Text Books:**
		• Advanced Social Media Marketing: How to Lead, Launch, and Manage a Successful Social Media Program by Tom Funk
		• Social Media Marketing All-in-One For Dummies by Jan Zimmerman & Deborah Ng

Facilitating the achievement of Course 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, 3	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO3	Lab Practice	Assignments	4
5	CO4 & CO5	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

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	-	-	1	2	2	1	-	-	-

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
Analyse	15
Evaluate	10
Create	

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

Course Name		Content Writing
Course Type		Programme Elective
Course Code		BM-DM 05
Course Credit		3
Semester		
Course objective		The objectives of the course are: ● To develop an engaging and effective content for your business ● To build an effective content strategy that delights your customers and grows your bottom line ● To leverage the power of content to transform business
Course Outcome		After studying this course, the students will be able to: CO 1: Understand the underlying concepts of content marketing CO 2: Analyse the effective styles of content and presentation CO 3: Monitor and evaluate content performance through various metrics CO 4: Design strategies for delivering customized content for effective communication and impression of the social media platforms.
Prerequisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Content Writing** What is Content Writing; Rising Popularity of Content Writing; Reasons to Make a Career in Content Writing **Module II** **Web Hosting** How to Purchase a Domain; How to Buy Web Hosting; How to integrate web hosting & domain **Module III** **The Connection Between Content Marketing & UI/UX** UI (User Interface); UX (User Experience); Importance of UI/UX in Content Marketing; Why Content Strategy and UX Must Work Together? **Module IV** **Website Creation** WordPress- Importance Of WordPress; Website Installing; WordPress HTTPS; Secure Server Setup; Blog Theme Logo Creation; Installing Plugin; Adding Pages to your Website

		Module V **Understanding the Writing Process** Elements of Writing; The Writing Process; Types of Writing; Types of Content
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
References		**Text Books:** 1. Content marketing in der praxis. Springer Fachmedien Wiesbaden. 2017 by Hiker C 2. Content marketing for dummies. John Wiley & Sons. 2016, by Gunelius, S.

Facilitating the achievement of Course 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	3
3, 4	CO3	Lab Practice	Assignments	4
5	CO4	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

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

Assessment Pattern & Marks Distribution

a. 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			

b. End Semester Examination (ESE) - 60 Marks

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

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 entrepreneurial skills in dealing with business problems

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

Course Name		**Copywriting**
Course Type		**Programme Elective**
Course Code		**BM-DM 06**
Course Credit		**3**
Semester		
Course objective		**The objectives of the course are:** ● To introduce learners to the basic concepts of Copywriting ● To sensitize them to the various styles and techniques of writing and editing ● To nourish their creative faculty ● To increase employability of the learners ● To create industry-academia interface through institutional support
Course Outcome		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
Prerequisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Copywriting** Basics of copywriting; Responsibility of copywriter; Creative Thinking, How to inculcate a 'creative thinking attitude'; Left & Right brain thinking; Conscious & unconscious mind; Role of Heuristics and assumptions in creative thinking; Five steps of Creative process **Module II** **Idea Generation Techniques** Theories of ideation; Idea generation techniques - 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 **Module III** **Writing Persuasive Copy** The CAN Elements (connectedness, appropriateness and novelty); Getting Messages to "Stick" - Simplicity, Unexpectedness, Concreteness, Credibility,

		Emotionality, Storytelling
		Module IV
		Writing Copy for Various Media
		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.
		Module V
		Various Types of Advertising Appeals and Execution Styles
		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.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
References		**Text Books:**
		1. Persuasive copywriting: Cut through the noise and communicate through impact (2018). Kogan Page

Facilitating the achievement of Course 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 & 3	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3
4	CO3	Lab Practice	Assignments	4
5	CO4	Lab Practice	Assignments	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 Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
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	-	-	-

Assessment Pattern & Marks Distribution
a. 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			

b. End Semester Examination (ESE) - 60 Marks

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

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

Course Name		Email Marketing
Course Type		Programme Elective
Course Code		BM-DM 07
Course Credit		3
Semester		
Objectives		The objectives of this course are: ● To provide a thorough understanding of the principles and practices associated with using the internet to market goods and services. ● To explore how the internet can be used effectively to enhance marketing activities of corporate enterprises, non-profits and government agencies. ● To analyze websites and understand the complexities of marketing on the Internet. ● To prepare an effective e-Marketing Plan and deliver a quality presentation using leading edge web-based tools.
Course Outcome		After studying this course the students will be able to: CO 1: Comprehend the importance of e-marketing and the role of e-marketing plans as a component of corporate level plans CO 2: Understand the use of e-marketing tactics and their contribution to the Marketing strategy CO 3: Understand and manage all aspects of campaigns on e-marketing tactics, as solutions for marketing challenges. CO 4: Use best practices for reviewing and improving campaign performance on each of the tactics. CO 5: Apply leading edge e-marketing tools available today for effective campaign execution and optimization
Prerequisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Email Marketing Strategy** Email Machine – The Strategy; Email Frequency; Why People Don't Buy; The Fuel – Value; Triggers in Email using 4Ps; Sequence of Email Triggers **Module II** **Install Free Email & Marketing Automation Software** Mautic – Free Automation Software; Download & Install Email Software; Configure your Automation Software; Configure Email SMTP; Automation Cron Jobs

		Module III
		Create Lead Follow up Funnel
		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
		Module IV
		Advanced Marketing Automation
		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
		Module V
		Training on Mailchimp, Get Response and Lead Square
		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
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks
		End-Term Evaluation: 60 marks
References		Textbook
		STOKES, R. (2014). eMarketing. The essential guide to marketing in a digital world (5th. ed.). Retrieved from http://www.redandyellow.co.za/product/textbookdigital/
		KRUG, S. (2014). Don't make me think, Revisited (3nd ed.). New Riders Press

Facilitating the achievement of Course 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 & 3	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3

| 4 | CO3, CO4 | Lab Practice | Assignments | 4 |
| 5 | CO5 | 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	PO 9
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	-	-

Assessment Pattern & Marks Distribution
a. 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			

b. End Semester Examination (ESE) - 60 Marks

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

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

Course Name		**Online and Web Analytics**
Course Type		**Programme Elective**
Course Code		**BM-DM08**
Course Credit		**3**
Semester		
Course objective		**The objectives of the course are**: ● To explore the impending revolution in digital analytics ● To study Web Analytics and subject areas are included that explore customer intelligence. ● To examine newer Ad-Tech such as Programmatic Trading ● To gain insights the strategic and operational aspects of Web analytics tools and technologies
Course Outcome		After studying this course, the students will be able to: 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. CO 2: Understand web intelligence and business analytics terminology related to the above. CO 3: Deploy web intelligence to improve the outcomes of your marketing or business plan CO 4: Analyse the impact of the bottom line (their role) within various businesses and lines of business. CO 5: Evaluate the scope of growth potentials for Web Analysts and Big Data professionals.
Prerequisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.

Course Outline		**Module I**
		Getting Started
		How Web Analytics Works– Basic Concepts; Basic Segmentation; Intermediate Metrics; Custom Metrics; Calculated Metrics
		Module II
		Data Collection and Deployment
		How Web Analytics collects Web Data and other types of data; Basic Dashboards; Determining What Kind of Reports to Deliver; Web Analytics Ecosystem and Deploying it in Industry - what to measure
		Module III
		Web Analytics applications
		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
		Module IV
		Data analysis and tools
		Third-Party Data and Comscore; Cohort Analysis and User Explorer; Geo- Social Data
		Module V
		Interpretation and Assignments
		Decision Making; Final discussions and assignments; Web Analytics Case Studies
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings		**Text Books:** 1. Cult of Analytics: Driving online marketing strategies using web analytics (E-marketing Essentials) 1st Edition, by Steve Jackson, 2009 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 **Other Sources:** http://www.demandmetric.com,http://semphonic.blogs.com/semangel/ http://www.business2community.com/http://cutroni.com/blog/ http://www.searchenginejournal.com/http://www.clickz.com http://www.cmswire.comhttp://www.businessinsider.com

Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1,2,3	CO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
3, 4	CO2,3	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3, 4
5	CO4, 5	Lab Practice	Assignments	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 to the Program Outcomes

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	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		

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	

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 entrepreneurial skills in dealing with business problems

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

Course Name		**Pre-Processing and Data Visualization**
Course Type		**Programme Elective**
Course Code		**BM-DM09**
Course Credit		**3**
Semester		
Objective		**The objectives of the course are:** ● To convert numbers to visual communication To help find relevance among the millions of variables, communicate concepts and hypotheses to others, and even predict the future ● To provide the necessary inputs required on various techniques and methodology of Data Visualizations ● To provide inputs into how reports can be developed using the help of EXCEL.
Course Outcome		After studying this course, the students will be able to: CO 1: Understand about Data Visualization CO 2: Analyse business data using visualization

		CO 3: Apply data visualization in problem solving.
Prerequisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Module I** **Introduction to Pre-processing and Data Visualization** 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 **Module II** **Setting the Context of Data Visualization** 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 **Module III** **Setting the Business Perspective** 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 **Module IV** **Tools for Data Visualizations** Tools for creating visualizations- Learning the basics of R & Tableau **Module V** **Learning Excel** Spreadsheet - Creation, Data handling, Formatting; Data Manipulation in Spreadsheet; Analysis Tools in Spreadsheet; Spreadsheet Functions - Mathematical, Statistical and Financial functions; Data Visualization Using Excel
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** 1. John Walkenbach, Excel 2020 Bible, Wiley 2. Microsoft Business Intelligence Tools for Excel Analysts (WILEY) , by Michael Alexander, Jared Decker & Bernard Wehbe , 2016 3. Alexander, M., & Walkenbach, J. (2013). Excel dashboards and reports (Vol. 17). John Wiley & Sons.

Facilitating the achievement of Course outcomes

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

Course Outcomes (COs)	Programme Outcomes (POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
CO 1	3	3	-	1	-	-	-	-	-
CO 2	-	1	2	3	3	-	-	-	-
CO 3	-	-	3	-	1	1	-	-	-

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	

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

Course Name	**Affiliate Marketing**
Course Type	**Programme Elective**
Course Code	**BM-DM 10**
Course credit	**3**
Semester	
Course Objective	**The objective of this course is:** ● 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.
Course Outcomes	After studying this course, the students will be able to: CO 1: Understand the principles and structures of affiliate marketing CO 2: Develop a deeper level of understanding of the essential usage scenarios and parties involved in affiliate marketing CO 3: Identify challenges and opportunities in becoming an affiliate marketer CO 4: Analyze the best practices of affiliate marketers CO 5: Design an eco-system for setting up an affiliate marketing program

Prerequisite		Basic concepts of Digital Marketing
Course Outline		**Module 1** **Introduction to Affiliate Marketing** History of Affiliate Marketing; The basics of Affiliate Marketing: How Affiliate Marketing works; Payment & 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. **Module II** **Affiliate Marketing – Types and Functions** 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 **Module III** **Enrolling in an Affiliate Marketing Programme** Signing up as an Affiliate; Logging into your affiliate account; Integrating Affiliate Links into your websites; Monitoring affiliate performance and tracking sales. **Module IV** **Tools and techniques to improve Affiliate Marketing** 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 Organic Search Optimization. **Module V** **Setting up Affiliate Marketing Programme** 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.
Evaluation		**Continuous Evaluation:** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings		**Text Book** • Bruce C. Brown (2021), Complete Guide to Affiliate Marketing on the Web: How to Use & Profit from Affiliate Marketing Programs, Atlantic Publishing Co, **ISBN (13):** 978-1601381255 • Ted Sudol and Paul Mladjenovic (2019), Affiliate Marketing for Dummies, Wiley, ISBN: 978-1-119-62824-8

Reference articles:
- Beranek, L. (2019). The development of an in-house affiliate marketing network-A case study. *International Journal of Internet Marketing and Advertising*, *13*(3), 271-283.

Dwivedi, Y. K., Rana, N. P., & Alryalat, M. A. A. (2017). Affiliate marketing: An overview and analysis of emerging literature. *The Marketing Review*, *17*(1), 33-50.

Facilitating the achievement of Course 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 Group activities, and role play	2
2	CO2	Presentation and Discussion	Active learning and class participation	3
3	CO3	Lecture, Case analysis	Case analysis	4
4 & 5	CO4 & CO5	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

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

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	

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

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

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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

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