`

MASTER OF BUSINESS ADMINISTRATION

(Two-Year Full-Time Programme)

2025-27 BATCH

PROGRAMME STRUCTURE & SYLLABUS

DESIGNED AS PER
NATIONAL EDUCATION POLICY(NEP) 2020

BIRLA SCHOOL OF MANAGEMENT
BIRLA GLOBAL UNIVERSITY
IDCO PLOT - 2, GOTHAPATNA, BHUBANESWAR -751029, ODISHA
www.bgu.ac.in
Telephone : 0674 -7103001-10

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1. ABOUT THE UNIVERSITY

Birla Global University (BGU) is a self-financed Private Unitary University and has been established by the enactment of Birla Global University Odisha Act, 2015, with its 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. The Governor of Odisha is the Chancellor of the University.

The University has been established with the goal of being the best destination for aspiring new-generation professionals. It is committed to redefining 'quality' in education with state-of-the-art facilities, the best infrastructure and the finest faculty. Presently, the University operates with seven 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, Birla School of Applied Sciences and Birla School of Engineering & Technology.

The vision, mission and values of Birla Global University are stated below.

1.1 Vision

To create and disseminate knowledge in a global context while pursuing Excellence, innovation and Inclusiveness

1.1 Mission

- To globalise through international collaborations and the 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

1.3 Values

- **HONESTY AND INTEGRITY** – We believe in being truthful and adhering to the highest ethical standards in personal and professional conduct.
- **EMPATHY** – We recognize the needs of human development and respect diverse social, cultural and economic perspectives.
- **TRANSPARENCY** – We believe in openness and assume responsibility as well as accountability in all our dealings and actions.
- **FREEDOM** – We value the freedom of thought and expression to develop one's creativity and innovation in pursuit of academic excellence.
- **RESPECT** – We foster a culture of respecting self and others.
- **COLLABORATION** – We encourage teamwork and partnership in all endeavors for knowledge creation, acquisition and dissemination.

2. ABOUT BIRLA SCHOOL OF MANAGEMENT

The Birla School of Management (BSoM) was established as one of the schools of BGU in the year 2016. Within a short span of its existence, it has become one of the preferred B-Schools in the eastern part of India. It has been at the forefront of modern education, creating opportunities for its students to be global business leaders and entrepreneurs of tomorrow with the best knowledge and technical know-how. The school provides unique experiential and blended learning platforms to its students on a technologically enabled campus where they are constantly moulded by a pool of competent and committed faculty resources who engage them both inside and outside the classrooms, providing them with excellent learning experiences, facilitated by smart classrooms with multi-media facilities.

The vision, mission and values of Birla School of Management are stated below.

2.1 Vision:

To be a globally recognized institution pursuing excellence in management education and fostering innovation and entrepreneurship for nurturing socially responsible leaders.

2.2 Mission:

- Collaborate with International educational institutions for research and to broaden the horizon of learning for students and faculty
- Focus on quality management, teaching, and research
- Sensitise students to be socially responsible and to respect diversity and inclusiveness
- Incubate an entrepreneurial mindset among students

2.3 Unique Value Proposition (UVP)

Tagline: Co-creating socially responsible business leaders

We develop holistic leaders through industry-aligned curricula.

We are known for:

- Experiential learning
- Inculcating values and ethics of the Birla Conglomerate
- Industry participation in curricula design and developing leadership skills
- Social immersion and collaborative learning opportunities
- International exposure

3 ABOUT THE MBA PROGRMME

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 specialised 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 organisation by achieving excellence with values.

The MBA programme is designed as per the **UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025 (UGC Notification dated 26 March 2025) and UGC's Curriculum & Credit Framework for the Postgraduate Programmes in line with the National Education Policy (NEP) 2020.**

The programme aims at attaining the following Graduate Attributes, Programme Educational Objectives, Programme Outcomes and Programme Specific Outcomes.

3.1 Graduate Attributes

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

3.2 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 enabling management graduates to come up 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 support 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 society.

3.3 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

The curriculum is designed as per the 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 experts from industry and academia, incorporating valuable inputs for learning contemporary management lessons.

3.4 Duration of the Programme

The duration of the **MBA programme is two years, divided into four semesters.**
During the first and second semesters, the students are provided with extensive teaching in a number of core courses. The students are required to undertake a Summer Internship Project (SIP) after the second semester.

3.5 Exit Point:

There shall only be one exit point. **Students who exit at the end of 1st year shall be awarded a Postgraduate Diploma in Business Administration.** However, he/she has to complete the Summer Internship Project (4 Credits) before the award of the Diploma.

In the third and fourth semesters, the students are required to study both core and specialisation/elective courses and undertake research as per the following options:

After the first year, a student can opt for any one of the following options:

(i) Only coursework in the third and fourth semesters
(ii) Coursework in the third semester and Research in the fourth semester
(iii) Only Research in the third and fourth semesters

Those students who choose the first option of only coursework in the third and fourth semesters will study 10 elective courses in two areas of specialisation (6 courses in the major and 4 courses in the minor area). Those students who choose the second option will pursue one area of specialisation with 6 elective courses in the third semester and a research work leading to submission of a Master's Thesis in the fourth semester. Any student who chooses the third option will study an Advanced Research Methodology Course in Semester-III and pursue a comprehensive research work that demonstrates his/her mastery of a specific field of study in management, leading to a Master's Thesis 1 in Semester-III and a Master's Thesis 2 in Semester IV under the guidance of a faculty member. Details of the Research Track are mentioned in Section 5 of this Syllabus.

3.6 Curriculum Components, Credit Distribution and Course Levels

Curriculum Components		**Course Level**	**Credits**		
			Coursework	**Research Thesis/ Project/Patent**	**Total Credits**
1st Year(Semesters –I & II)		400	47	-	47
Exit Option at the End of 1st Year with Postgraduate Diploma in Business Administration					
2nd Year (Semesters – III & IV)	Coursework in Sem III and Research in Sem IV	500	20	20	43
	Only Coursework	500	43	-	43
	Only Research	-	-	43	43

Course Levels
(As per UGC's Curriculum & Credit Framework for Postgraduate Programmes)

400-499: Theoretical and practical courses, which would include lecture courses with practicum, seminar-based courses, term papers, research methodology, advanced laboratory experiments, research projects, hands-on training, and internship

500-599: Course that provides an opportunity for original study or investigation in the major or field of specialisation, on an individual and more autonomous basis.

3.7 Important Components of the Programme

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

- Fundamentals of Management - 6 bridge Courses (non-credit) to be offered during the Immersion programme.
- 24 Discipline Specific Core Courses (DSC *as abbreviation*)
- 10 Discipline Specific Elective Courses (6 Major and 4 Minor Discipline Specific Courses) from Marketing, Finance, Human Resources, Operations Management, Digital Marketing and Business Analytics Specialisation areas (DSE *as abbreviation*)
- 4 Multi- Disciplinary Courses (MDC *as abbreviation*)

- 2 Value Added Courses (VAC *as abbreviation*)
- Experiential Learning through Summer Internship, Social Immersion Programme, Industry visits, Live projects and lab-based learning experiences
- Focus on Research through Master's Thesis and Independent Research Project(Dissertation)
- Capstone Project/Simulation/Case analysis

3.8 Programme Highlights

3.8.1 Immersion Programme

The Academic orientation begins with an immersion programme. A well-designed bridge course with 6 Non-credit courses (60 Hours) on Fundamentals of Management, covering the Principles of Management, Understanding Self, Business Etiquette, Quantitative Techniques, Accounting and Economics, is offered for bridging the gaps amongst students coming from diverse academic backgrounds(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 the theatre workshop and finally the staging of drama by students.

3.8.2 Core & Elective Courses

The programme offers 28 core courses and 10 elective courses in areas of specialisation, viz. Marketing, Finance, HR and Operations Management and Business Analytics. Core courses are offered more in the first year, whereas specialisation courses are offered in Semester III and IV. An elective will be offered only when 10% of the total student' strength opt for it.

There are options for dual specialisations (total 10 electives- 30 credits: Major-6 electives for 18 credits and Minor-4 4 electives for 12 credits) and single specialisation (6 electives for 18 credits) with Research (Master's Thesis-20 credits). Students can have the third option for having no elective courses and have a Master's Thesis (40 Credits) in the 2nd year.

3.8.3 Experiential Learning Opportunities

Students get experiential learning opportunities as an integral part of the MBA programme are provided to students through Summer Internship (6-8 weeks), Social Immersion Programme (with extensive field work), Industry visits (4-5 days), and Live Projects (7 -15 days). All students use the Language Lab to enhance their English communication skills.

3.8.4 Learning a Foreign Language

Besides English, students have the opportunity for learning a foreign language, especially the French Language.

3.8.5 International Exposure

The opportunities for international exposure are provided to the students of MBA through the International Students' Exchange Programme to study courses for 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.

4 PROGRAMME STRUCTURE OF MBA (2025-27 BATCH)

	Subject & Code	Course Type	Lectures (hours per week)	Tutorial (hours per week	Practical (hours per week)		Credit
A	**BRIDGE COURSE: FUNDAMENTALS OF MANAGEMENT**						
	1. Understanding Self 2. Principles of Management 3. Business Etiquettes 4. Introduction to Management Accounting 5. Introduction to Economics 6. Quantitative Techniques	**10 hours per course Total= 60 hours**					**Non-Credit**
	SEMESTER-I						
B	**BM-101:** Accounting for Decision Making	DSC	1	1			2
	BM-124: Microeconomics	MDC1	1	1			2
	BM-104: Organisational Behaviour	DSC	1	1			2
	BM-117: Marketing Management	DSC	1	1			2
	BM-120: Operations Management	DSC	1	1			2
	BM-121: Quantitative Methods for Business Decision	DSC	1	1			2
	BM-208: Leadership and Change Management	DSC	1	1			2
	BM-118: Managerial Communication	DSC	1	1			2
	BML-106: Business Communication Lab	DSC	-	-	2		1
	BM-122: Introduction to Business Analytics	DSC	1	1			2
	BM-123: EXCEL and R Programming	DSC	1	1			2
	BM-226: Design Thinking & Critical Thinking	DSC	1	1			2
	BM-308: French Language	MDC	2	1			Non-credit
	BM-116: Developing Self for Corporate Readiness (DSCR)-I*	VAC	1		2		Non Credit
					Total Credit Semester-I		**23**
	***DSC**-Discipline Specific Course, **MDC**-Multi-Disciplinary Course, **VAC**-Value Added Course, **DSE**-Discipline Specific Elective*						
	* **DSCR** course is meant for providing special training and guidance to students for making them industry-ready/placement-ready, especially in terms of personality grooming, aptitude tests, resume writing, and arts and skills for participating in the Group Discussion and personal Interviews. Details are given in the syllabus.						

	SEMESTER-II					
C	**BM-108**: Financial Management	DSC	1	1		2
	BM-109: Human Resource Management	DSC	1	1		2
	BM-201: Cost and Management Accounting	DSC	1	1		2
	BM-205: Research Methodology	DSC	1	1		2
	BM-207: Management Information System	DSC	1	1		2
	BM-219: Macroeconomics	MDC 2	1	1		2
	BM-220: Marketing Technology	DSC	1	1		2
	BM-221: Artificial Intelligence & Machine Learning for Business	MDC3	1	1		2
	BM-222: Responsible Management and Corporate Citizenship(Social Immersion-Part-I)	DSC	1	1		2
	BM-227: Entrepreneurship	DSC	1	1		2
	BM-228: Professional Writing and Presentation	DSC	1	1		2
	BM-302: Business Law & IPR Management	MDC4	1	1		2
	BM-209: Developing Self for Corporate Readiness (DSCR)-II	VAC	1		2	Non Credit
					Total Credits Semester -II	**24**

Students can choose any one of the following options after the second Semester. They have to decide and inform the Academic Programme Office in the Second Semester.

Option 1: Only Coursework in the Third and Fourth Semesters

Option 2: Coursework in the Third Semester and Research in the Fourth Semester

Option 3: Only Research in the Third and Fourth Semesters

Option 1: Only Coursework in the Third and Fourth Semesters

	Semester -III					
D	Elective-I	DSE	2	1		3
	Elective-II	DSE	2	1		3
	Elective-III	DSE	2	1		3
	Elective-IV	DSE	2	1		3
	Elective-V	DSE	2	1		3
	Elective-VI	DSE	2	1		3
	Elective-VII	DSE	2	1		3
	BM-402: Strategic Management	DSC	2	1		3
	BM-222: Responsible Management and Corporate Citizenship (Social Immersion-Part II)	DSC	1		2	1
	Total Credits Semester -III					**25**
	Semester -IV					
E	Elective-VIII	DSE	2	1		3
	Elective-IX	DSE	2	1		3
	Elective-X	DSE	2	1		3

	BM-303:CAPSTONE Business Simulations	DSC	1	1		3
	BM-222-: Responsible Management & Corporate Citizenship (Social Immersion-Part-III)	DSC	1		2	1
	BM- P02 : Summer Internship Project					5
	Total Credits Semester -IV					**18**
	Total Credits (All Semesters)					**90**

	Option 2: Coursework in the Third Semester and Research in the Fourth Semester **Semester –III: Coursework**					
D	Elective-I	DSE	2	1		3
	Elective-II	DSE	2	1		3
	Elective-III	DSE	2	1		3
	Elective-IV	DSE	2	1		3
	Elective-V	DSE	2	1		3
	Elective-VI	DSE	2	1		3
	BM-402: Strategic Management	DSC	2	1		3
	BM-411 Advanced Research Methodology	DSE	1	1		3
	BM-222: Responsible Management and Corporate Citizenship (Social Immersion-Part II)	DSC	1		2	1
	Total Credits - Semester III					**25**
	Semester –IV: Research					
.**E**	Domain-Specific Course-1*	DSE	**3**	**2**	**1**	**3**
	Research Ethics*	DSE	**1**	**1**	**1**	**2**
	BM -P04: Master's Thesis-1**	DSE			12	**12**
	BM-222: Responsible Management and Corporate Citizenship (Social Immersion-Part III)	DSC	1		2	**1**
		Total Credits - Semester IV				**18**
		Total Credits (All Semesters)				**90**

Option 3: Only Research in the Third and Fourth Semesters

	Semester – III					
D	**BM-411** Advanced Research Methodology	DSE	2	1		**3**
	Domain-Specific Course 1*	DSE	2	1		**3**
	Research Ethics*	DSE	1	1		**2**
	BM -P04: Master's Thesis 1#				12	**12**
	BM-402: Strategic Management	DSC	2	1		3
	Total Credits in Semester III					**23**

	Semester – IV					
	Domain-Specific Course 2	DSE	2	1		**3**
	Techniques of Research Writing	DSE	1		2	**2**
	Research Tools	DSE	2	1		**3**
E	Master's Thesis 2	DSE			12	**12**
	Total Credits in Semester IV					**20**
	Total Credits (All Semesters)					**90**

5 DETAILS OF THE COURSES

5.1 Details of the Core Courses

SEMESTER-I

Name of the Course	Credits
BM-101: Accounting for Decision Making	2
BM-124: Microeconomics	2
BM-104: Organisational Behaviour	2
BM-117: Marketing Management	2
BM-120: Operations Management	2
BM-121: Quantitative Methods for Business Decision	2
BM-208: Leadership and Change Management	2
BM-118: Managerial Communication	2
BML-106: Business Communication Lab	1
BM-122: Introduction to Business Analytics	2
BM-123: EXCEL and R Programming	2
BM-226: Design Thinking & Critical Thinking	2
BM-308: French Language	Non Credit
BM-116: Developing Self for Corporate Readiness (DSCR)-I	Non Credit
Total Credits	**23**

Course Name		**Accounting for Decision Making**
Course Type		**Discipline-Specific Core**
Course Code		**BM-101**
Course Credit		**2**
Semester		**I**
Objectives		At the end of the course, the students will be able to : • Develop understanding of financial statements and utility of the financial statement to stakeholders. • Analyze financial statements for decision making and performance. • Make better judgment by utilizing analytical and pragmatic decision-making tools of accounting.
Course Outcomes		**CO1**.Understand the concepts with the preparation of final accounts and corporate accounts **CO2.**Understand the concepts of Revenue recognition, Inventory valuation, Depreciation, Intangible assets, DTA &DTL, Off off-balance sheet items **CO3**.Apply Accounting standards/IND AS in the preparation of financial statements **CO4**Analyse the financial statement for decision-making purposes and preparing responsibility and sustainability reporting.
Pre-Requisite		Immersion Programme
Course Outline		**Module I** Overview of Accounting; Accounting Equation; Accounting Process; Trial Balance Preparation of Financial Statements; Accounting Policy Choice: Fair Value Accounting, Income Measurement and Revenue Recognition, Inventory Valuation, Depreciation, Intangible Assets; Deferred Taxes; Consolidation of Financial Statements; Off-balance sheet Items; Ethical Issues. Cash accounting & accrual accounting systems **Module II** Corporate Accounts specially share capital & debentures **Module III** Financial Statement Analysis including Cash Flow Statement **Module IV** Statement of Changes in Working Capital, Revised Reporting Guidelines for Financial Statements, CMA Data Analysis , CDR **Module V** Introduction to Indian Accounting Standard. IFRS overview, Creative accounting, Major accounting frauds and Forensic Audit, Business Responsibility and Sustainability Reporting (BRSR) (SEBI)
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short

		Term Project): 50 marks **End-Term Evaluation** : 50 marks
References		*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. 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 Learning Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching and Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
1.	CO1	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	2
2.	CO2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	4
3.	CO3	Lecture, Case analysis, role play and activity	Case analysis and designing some games	3
4	CO 4	Lecture, Case analysis, role play and activity	Case analysis, Exercise and Presentation	3
Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating				

Mapping of the Course Outcomes to the Programme Outcomes								
Course Outcomes (CO)	**Programme Intended Learning Outcomes (PILO)**							
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	
CO 1	2							
CO 2		2						
CO 3		1	2					
CO 4		1				2	1	

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial (High)

Programme Intended Learning 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

Course Name		**Microeconomics**
Course Type		**Multi-Disciplinary Core**
Course Code		**BM-124**
Course Credit		**2**
Semester		**I**
Objective		**The objectives of this course are:** • To introduce the students to the demand and supply forces in economy • To sensitize students about the implications of microeconomic concepts for managerial decisions • To highlight the interaction of government and market forces in the economy • To equip students with the ability to critically analyze production • and market strategies of firms in various industry for managerial decision-making
Course Outcome (CO)		**Upon successful completion of the course a student will be able to:** CO1: Understand microeconomic concepts and their importance for managerial decisions. CO2: Analyse the business issues and role of managers for effective, rational economic decisions. CO3: Apply the microeconomic concepts of cost, nature of production and its relationship to profit maximisation. CO4: Evaluate competition strategies, including costing, pricing, product differentiation, and market environment. CO5: Develop managerial decisions and business models
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	Description	CO Mapping
	Module I Demand- Supply Analysis and Consumer Choice Concepts of demand and Supply , Elasticity of Demand and Demand Forecasting, Consumer Preferences, Utility Functions, ***Consumer Choice***- Indifference Curve Analysis, Behavioral Aspects of Choice, Optimal choice Revealed Preference	CO1
	Module II Production, Cost and Revenue ***Production*** - Inputs and Production Functions: With single input and with more than one input, Substitutability Among Inputs, Returns to Scale: Cobb-Douglas Production Function, ***Costs*** - Minimization of Cost, Cost Curves, Economies of Scale, Short run and Long run cost Analysis, Estimating Cost Functions(Shepharrd's Lemma and Duality).***Revenue***- Relation between average revenue, marginal revenue and elasticity of demand, importance of revenue curve	CO2
	Module III 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. ***Imperfect Competition and Strategic Behavior***-Monopoly, Monopolistic Competition, Monopsony and Oligopoly.	CO3
	Module IV Economics of Strategy ***Welfare Economics:*** Analysis of Externalities, The case of public goods-Conditions of pareto Optimality, Theory of second best, The compensation criteria-New Welfare economics. ***Game Theory and Its Application*** - The Concept of Nash Equilibrium ,The Prisoners Dilemma, Dominant and Dominated Strategy	CO1,CO2
	Module V Risk and Information Economics ***Evaluating Risky Outcomes***-Utility Functions and Risk Preferences, ***Bearing and Eliminating Risk***- Risk Premium, ***Asymmetric Information***- Moral hazard and Adverse Selection, Auctions	CO5,CO4
Evaluation	**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks	
Suggested Readings:	**Text books:** • Truett, Lila J, Trutt, Dale. B and Rani, L " Managerial Economics-Analysis, Problems and Cases" 8th Edition, Wiley • Salvatore, D. and Rastogi, S., (2022), Managerial Economics: Principles and Worldwide Applications, 11th edition, Oxford Higher Education **Reference Books:** • Besanko, D. Braeutigam, R and Chakraborty, T, "Microeconomics-An Indian Adaptation "6th Edition, Wiley • Mankiw, G. (2019), Principles of Microeconomics, 6th Edition,	

	Cengage. • Varian, H. R., Microeconomic Analysis, third edition, W.W. Norton and Co., 1992.

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 ofsmall 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					
CO 5					3				3

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcome Details:

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

PO1: Understand the economic concepts and practices in different domains of business operations

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

PO3: Analyze 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 economic and financial 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	5		5
Understand	10	5	5
Apply		5	
Analyze		5	
Evaluate			

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Understand	10
Apply	20
Analyze	10
Evaluate	10
Create/Develop	10

Course Name		**Organizational Behaviour**
Course Type		**Discipline-Specific Core**
Course Code		**BM-104**
Course Credit		**2**
Semester		**I**
Course 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 Intended Learning Outcome		After studying this course, the students will be able: CO 1: To demonstrate the dynamics of individual and group behaviour in organizations. CO 2: To apply the issues related to attitude, perception and emotion of human beings in organizations. CO 3: To analyse the factors contributing to motivation, stress . CO 4: To appraise the interaction of individual and the organization in group behaviour.
Pre-Requisite		Foundation Course in Principles and Practices of Management
Course Outline		**Module I** **The Individual:** Meaning, significance, and scope of OB, Challenges and opportunities in OB, Impact of hybrid work models and digital disruption on individual behaviour. Personality: Meaning and determinants of personality, Major personality traits and attributes, Person-Job Fit Theory, Personality measurement tools. Values and Attitudes: Formation and types of values, Cross-cultural values, Attitude-behaviour link, Job-related attitudes: satisfaction, involvement, and commitment, Attitude change strategies Perception and Attribution: Meaning and factors influencing perception, Attribution Theory and perceptual errors, Decision making, Cognitive biases and decision making in a fast-paced work environment, Digital distractions and attention management **Module II** **Motivation and Employee Well-Being:** Motivation: Meaning, Early theories of motivation, contemporary theories of motivation, motivating employees through various measures. Emotional Intelligence(EI): Meaning, EQ competence framework, measuring and improving EQ; Application of EI in building empathy and confidence, Work life balance: Meaning and significance; stress management - sources and consequences of stress, individual differences, managing stress, Burnout and digital fatigue in remote work settings,

		Employee well-being, Flexible work policies, mindfulness, and resilience training **Module III** **Building and Leading Effective Teams:** Foundations of Group Behaviour, Stages of group development, group structure and processes, group decision making**,** Understanding work teams, types of teams, creating effective teams Contemporary issues in managing teams, Virtual team dynamics and collaboration tools, Use of AI to monitor team performance and communication patterns **Module IV** **Power and Conflicts :** Power and Politics**,** Bases of power, power tactics, organizational politics; Conflict and Negotiation, Process of conflict, functional and dysfunctional conflict, managing conflict, bargaining strategies, negotiation process, issues in negotiation. **Module V** **Organizational Design, Culture, and Change in the Digital Era:** Organization Structure: Elements of structure, common organizational designs, new design options, why structures differ, Agile and flat organizations in the digital era, Role of AI in redefining job roles and structures Organizational Culture, Meaning, surface manifestations, functions, creating and sustaining culture, Diversity, equity, and inclusion (DEI) as cultural priorities Organizational Change, Forces for change, level of change, resistance to change, overcoming resistance to change, Industry 4.0 and digital transformation in organizations, Emerging workplace norms: hybrid work, gig economy, digital nomadism
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings:		**Text Book:** • Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational behaviour by pearson 18e. Pearson Education India. • Nelson, D. L., Quick, J. C., & Khandelwal, P. (2016). Organizational behavior: A South Asian perspective. Delhi: Cengage Learning India. **Reference Books:** • Khanna, S. & Pareek, Udai (2016). *Understanding Organizational Behaviour*. New Delhi: Oxford University Press. • McShane, S. L., Von Glinow, M. A., & Radha, S. R. (2019). *Organizational Behavior* New Delhi: Oxford University Press. • Harvard Business Review • People Matters

Facilitating the achievement of Course Learning Outcomes

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

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 to obtain 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)**	**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	20
Analyze	20
Evaluate	10
Create	

Course Name		**Marketing Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-117**
Course Credit		**2**
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: CO1: Understand the concepts, philosophies and application of digital technology in marketing. CO2: Understand and apply the marketing mix elements. CO3: 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 to obtain 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		**Operations Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-120**
Course Credit		**2**
Semester		**I**
Course 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** **Process Planning and Design** Introduction to Operations Management, History & Evolution of Operations Management, Decisions in Operations Management, Process Analysis and Improvement, Process Strategies (Simulation: Lemonade Stand by Coolmaths Games) (HBR Case 1) **Module II** **Forecasting and Inventory Management** Forecasting, Forecasting Methods Inventory Management, Types of Inventories, Economic Order Quality (EOQ): Assumptions and Model (HBR Case 2) **Module III** **Total Quality Management (TQM)** Introduction to Quality, Dimensions of Quality, TQM Framework, 7 Quality Control (QC) Tools

		Module IV **Supply Chain Management** 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** (Class Test, Group Assignments, Case Analysis Presentations & Reports): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings		**Text Books:** • 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 Outcome				
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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Quantitative Methods for Business Decision**
Course Type		**Discipline-Specific Core**
Course Code		**BM-121**
Course Credit		**2**
Semester		**I**
Objectives		The objectives of the course are: • To develop students' understanding of statistical and probabilistic techniques essential for business analysis and decision-making. • To equip students with the skills to apply regression, time series, and forecasting techniques to real-world business data. • To impart knowledge of optimization techniques like Linear Programming and Decision Analysis for efficient resource allocation and decision-making. • To enable students to analyze complex business situations using Game Theory and Queuing Models for strategic and operational decision-making.
Course		After studying the course, the student should be able to:

Outcome		CO1: Apply statistical and probability tools to summarize, interpret, and make inferences from business data. CO2: Use regression and time series models for trend analysis and forecasting in business contexts. CO3: Formulate and solve Linear Programming and Decision Analysis problems for business optimization. CO4: Analyze strategic and operational business scenarios using Game Theory and Queuing Theory models.
Pre-requisite		Basic knowledge of mathematics, including algebra and arithmetic operations, Fundamental understanding of data interpretation and logical reasoning, familiarity with spreadsheet tools such as Microsoft Excel for basic calculations and data handling and an analytical mindset and interest in problem-solving and decision-making processes in business contexts.
Course Outline		**Module I** **Introduction to Statistics & Probability** Statistics – Definition, Types. Types of Variables – Organizing Data: Descriptive Measures. Basic definitions and rules for probability, conditional probability, independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson, Uniform, and Normal distributions.
		Module II **Correlation, Regression and Time Series Analysis** Correlation analysis, KPCC, SRCC, Regression analysis, estimation of regression line. Time series analysis: Variations in time series, cyclical variations, seasonal variations and irregular variations. Trend analysis: Fitting of linear, parabolic and exponential trend. **Module III** **Linear Programming Problem (LPP**) Formulation of LP models, meaning of solution, Graphical method for solving LP problems, Solving LPP using Solver, Applications of LP in Marketing, Finance, Operations Management, Transportation Problem. Assignment Problem. **Module IV** **Decision Analysis:** Decision Analysis: Terminologies, Pay-off, Opportunity Loss, Types of decision-making environments, Decision-Making under uncertainty, Decision-Making under Risk, Decision Tree Analysis. **Game Theory:** Concept of Game Theory, Two-person zero-sum, Saddle Point, Maximin & Minimax principle, Principle of Dominance, Probability approach, and Graphical Methods for solving Game Problem, Nash Equilibrium. **Module V** **Queuing Theory:**

		Waiting line Models: Introduction to theory of queues, Service Disciplines, standard terminologies, Arrival Rate, Service Rate, Traffic Intensity, M/M/1 Queuing Model.
Evaluation		**Continuous Evaluation** (Surprise Class Test, Quizzes, Group Assignments, Case Analysis Presentations & Reports): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings		**Text Books:** • Levin, R. I., Rubin, D. S., & Stinson, J. P. (2017). *Statistics for management* (7th ed.). Pearson Education. • Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Quantitative Methods for Business* (13th ed.). Cengage Learning. **Reference Books:** • Gupta, S. P., & Kapoor, V. K. (2020). *Fundamentals of Mathematical Statistics* (12th ed.). Sultan Chand & Sons. • Taha, H. A. (2017). *Operations Research: An Introduction* (10th ed.). Pearson. Vohra, N. D. (2017). *Quantitative Techniques in Management* (5th 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
I	CO1	Lectures, Demonstrations, Problem Solving	Quizzes, Class Tests, Assignments	Level 2: Understanding; Level 3: Applying
II	CO2	Case Analysis, Excel-based Labs, Group Discussion	Practical Assignments, Mid-term Exam	Level 3: Applying; Level 4: Analyzing
III	CO3	Hands-on with Solver Tool, Illustrative Cases	Lab Tasks, Problem Sets, Class Participation	Level 3: Applying
IV	CO4	Simulation Games, Decision Tree Activities, Case-Based Teaching	Case Studies, Scenario-based Exams	Level 4: Analyzing; Level 5: Evaluating
V	CO5	Concept Demonstrations, Spread sheet Simulations	End-Term Exam, Assignments	Level 3: Applying; Level 4: Analyzing

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)									
CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2		3					
CO2		2		3					
CO3	2	3		3				2	
CO4		2		3	1				

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

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

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	

Course Name		**Leadership and Change Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-208**
Course Credit		**2**
Semester		**I**
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: Understand the key concepts and orientations of leadership theories CO2: Assess their leadership styles and the application of different leadership styles in different situations CO3: Analyse key qualities, skills, competencies and values of leadership and apply them for practical teamwork, problem solving and conflict management CO4: 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
Course Outline		**Module I: Leadership Concepts and Approaches/Theories** 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.

		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, and Toxic Leadership; Tactical Use of Leadership Styles and Emotional Intelligence to Influence Others. **Module III: Leadership Qualities, Competencies and Values** Essential Leadership Qualities and Competencies; Qualities of Strategic Leaders of the World's Most Admired and Innovative Companies; Work Values: Values and Virtues of a Corporate Leader. Leadership Lessons from the Indian Knowledge System **Module IV: Building Leaders for the Future** Realities of VUCA/ BANI World, Risks and Success Factors; Qualities and Values for Future Leaders; Leadership Pipeline- Ram Charan's Model; Succession Planning; Developing Leadership for the Next Orbit; Managing Stretch for high performance. **Module V Managing Change at the 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. **An Additional Component of the Course to be covered through Coursera (As part of the Internal Assessment):** • Leadership and Managing Diversity
Evaluation		**Continuous Evaluation** (Surprise Quizzes, Assignments, Case Study Presentations: 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings:		**Text Book:** ● Yukl, Gary A., William L Garner (2020) *Leadership in Organizations*, 9th Edition, New York, Pearson ● Northouse, P. G. (2018). *Leadership: Theory and Practice*. Sage Publications. **Reference Books:** • Ram Charan, Stephen Drotter, Jim Noel & Kent Jonasen(2024) *Leadership Pipeline: Developing Leaders in the Digital Age, 3rd Edition,* John Wiley & Sons Inc ● 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		3	3				
CO 4	2	3		3	3		3		2
CO 5	2	3	3	3			3		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 to obtain 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 (20)**	**Group Assignment & Presentations (10)**	**Individual Assignment (10)**
Remember			
Understand	5		5
Apply	5		5
Analyse	5	5	10
Evaluate	5	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	**MANAGERIAL COMMUNICATION**
Course type	**Discipline-Specific Core**
Course Code	**BM-118**
Course Credit	**2**
Semester	**I**
Objectives	• To enable the students to develop an understanding of effective and strategic management and leadership communication • To enable the students to demonstrate impactful verbal and non-verbal skills in small presentations, meetings and writing using digital tools • To enable students to demonstrate group communication skills in a diverse workplace • To acquire business 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 various organisational contexts & use the digital tools for communication CO2: Demonstrate effective leadership communication with clarity, confidence, and empathy CO3: Apply the key communication styles & strategies to be able to communicate effectively in a diverse group for problem-solving and decision-making CO4: Apply principles of Verbal Communication Skills to demonstrate speaking skills in presentations and conversations using digital tools CO5: Analyse the process, planning, structure, language and tone to write business emails, correspondence and the use of technology
Pre-Requisite	Knowledge of Reading Comprehension, Speaking and Writing of the English language at the graduate level
Course Outline	**Module I: Advances in Business Communication** Advances in Business Communication; Strategic Models of Business Communication; Cross-cultural Communication; Improving Inter-cultural Sensitivity; Communication: Meaning, Significance & Barriers; Principles of Effective Communication; Communication in Organisations; Corporate Communication & Its Recent Trends; Communication Breakdown-Cardinal Mistakes; Communication and Digital Tools **Module II: Leadership and Communication** Leadership Presence and Communication; Empathy, Giving/Receiving Constructive Feedback; Strategic Storytelling and Vision Communication; Understanding Audience, Ethos-Pathos-Logos, Persuasive Techniques;

	Assertiveness Style of Communication; Crisis Communication **Module III: Effective Team & Diversity Management** Rethinking Communication: Group Development and Decision Making; Concept of Identity; Managing Conflict & Diversity; Team Collaboration; Communication Between Genders **Module IV: Effective Verbal Communication** Making Presentations; Creating Impactful Visuals; Learning the Art of Pecha Kucha Presentation; Group Process and Communication; Interpersonal Skills & Conversations **Module V: Written Communication** Principles of Effective Writing; Three Steps of Writing Process; Writing Topic Sentence; Effective Emails & Business Letters; Memos, Minutes of Meeting; Job Offer Letter; Writing with Technology: Collaborative Writing; AI & ChatGPT
Pedagogy	• Group Discussion & Presentation • Workshop for Writing • Case Study Discussion • Lectures • Flipped Classroom
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* (15th ed.). Pearson, New Delhi • Deborah J. Barrett. Leadership Communication; McGraw-Hill Education' 4th Edition (2013) • Veltsos & Hynes.(2024). Managerial Communication: Strategies and Applications, Sage Publications • Chaturvedi P. D (2024). The Art and Science of Business Communication: Skills, Concepts, Cases, and Applications, Pearson, New Delhi. 5th Edition **Reference:** • 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).McGraw-Hill Education • Raman & Singh (2016). *Business Communication*. (2nd Edn). OUP, Delhi • Lewis, Norman. (2015). Word Power Made Easy.Bloomsbury, New Delhi

	• Business Communication Asha Kaul Prentice Hall of India Professional Communication Aruna Koneru Tata McGraw-Hill

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	3
2.	CO2	Classroom Presentations & Role-play	Small Group Presentation/ Conversation	4
3.	CO3	Classroom discussion & Role Play	Group Discussions	5,6
4.	CO4	Classroom Presentation & Case Study	Case Study Discussion	6
5.	CO5	Writing Workshop & Class Assignments	Individual & group writing assignments	4,5

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 in solving 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 lifelong 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	PSO 5
CO 1	2	1	2	-	1	2	3	-	-	2	2	1	2	-
CO 2	2	2	-	-	2	-	3	-	-	1	2	-	2	-
CO 3	2	2	2	-	2	-	3	-	-	2	2	-	2	-
CO 4	2	2	-	-	2	-	3	-	-	2	2	-	2	-
CO 5	2	2	-	-	2	--	3	-	-	2	2	-	2	-
Average	2	2	2	-	1.6	2	3	-	-	1.8	2	1	2	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Weightage/Marks Distribution for each CO

Cos	Weightage/ Marks out of 100
CO: Understand the role of effective communication in various organisational contexts- interpersonal & intercultural	20
CO2: Apply principles of speaking skills, active listening and constructive feedback in professional presentations &business meetings	20
CO3: Apply the key communication styles & strategies to be able to communicate effectively in a diverse group for problem-solving and decision-making	15
CO4: Analyse negotiation process, strategies & conflict management skills	30
CO6: Evaluate the purpose, process, planning, structure and language requisite to write business reports & proposals	15

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

Bloom's Category	**Quiz** (5)	**Case Study** (10)	**Presentation & GD (10)**	**Lab (Listening & Writing)** (15)
Understand	5			
Apply			10	10
Analyse		10		
Evaluate				5

End Semester Evaluation (ESE)- 60 Marks

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

Course Name		**Business Communication Lab**
Course type		**Discipline-Specific Core**
Course Code		**BML-106**
Course Credit		**1**
Semester		**I**
Objectives		The course objectives are to • Improve active listening and note-taking skills • Develop fluent and confident spoken English • Develop comprehension skills through business article reading. • Enhance business writing through structured communication tasks.
Course Outcome (CO)		**At the end of the course, the students will be able to:** CO1: Demonstrate enhanced listening skills by accurately interpreting business conversations, interviews, and presentations in English, focusing on accent neutralization and comprehension of global English. CO2: Speak effectively in social and professional settings using fluent and confident spoken English, suitable for group discussions & business meetings CO3: Read and critically analyse business texts including reports, case studies, articles, and emails, identifying key arguments, tone, and organisational structure. CO4: Produce clear and coherent written communication for various business purposes, such as emails, reports, proposals, and summaries,

		emphasising appropriate tone, grammar, and clarity. CO5: Apply interpersonal communication strategies in simulated real-world management contexts, demonstrating an understanding of cross-cultural nuances and professional etiquette.
Pre-Requisite		Knowledge of Reading Comprehension, Speaking and Writing of the English language at the graduate level
Course Outline		**Module I: Listening Skills** • Develop active and empathetic listening abilities for professional and interpersonal settings. • Understand and interpret spoken English in business contexts (meetings, presentations, interviews). • Recognise tone, intention, and non-verbal cues in spoken communication. **Module II: Speaking Skills** • Improve fluency, pronunciation, and clarity in professional conversations. • Participate confidently in discussions, meetings, group activities, and public speaking. **Module III: Reading Skills** • Comprehend and analyze business-related texts such as reports, memos, emails, and proposals. • Identify key information, interpret data, and evaluate written communication critically. • Expand vocabulary and understanding of business terms through reading. **Module IV: Writing Skills** • Write clear, concise, and professional emails, reports, and business letters. • Use correct grammar, punctuation, and structure in formal writing. • Draft resumes and cover letters **Module V: International Phonetic Alphabet & Grammar** • Recognise and name the symbols for vowels, consonants, diphthongs, and suprasegmental features. • Convert simple English words into their IPA representations. • Identify and correctly use parts of speech, sentence structures, and verb tenses. • Employ complex structures like passive voice, conditional sentences, and reported speech.
Pedagogy		✓ Lab-based Activities
Evaluation		✓ Continuous Internal Evaluation- 100 Marks

Unit No.	Course Outcomes (CO)	Teaching & Learning Activity	Assessment Method
1.	CO1	Listening to audio clips, business presentations, and case audio analysis	Listening tests, Audio-based Q&A, Note-taking exercises
2.	CO2	Mock presentations, group discussions, role-plays, JAM sessions	Oral presentations, GD performance, Peer & faculty evaluation
3	CO3	Reading comprehension exercises, case study reading, and article discussions	Comprehension tests, Case-based MCQS, and Summary writing
4	C04	Business writing labs, report drafting, peer reviews, and editing practice	Written assignments, Resume/cover letter submission, Lab tests
5	CO5	Business vocabulary games, grammar correction drills, and workplace scenario tasks	Vocabulary quizzes, Grammar tests, Application-based activities

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)**								
	P01	**P02**	**P03**	**PO4**	**P05**	**P06**	**P07**	**P08**	**P09**
CO 1	1	1	1	-	1	-	3	-	-
CO 2	1	1	1	-	1	-	3	-	-
CO 3	1	1	1	-	1	-	3	-	-
CO 4	1	1	1	-	1	-	3	-	-
CO 5	1	1	1	-	1	-	3	-	-
Average	1	1	1	1	1	-	3	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Course Title		**Introduction to Business Analytics**
Course Type		**Discipline-Specific Core**
Course Code		**BM-122**
Course Credit		**2**
Semester		**I**
Objectives		The course aims to provide students with foundational knowledge and practical skills in business analytics, focusing on data-driven decision-making. It introduces key analytical tools, data visualization techniques, and decision models used in solving business problems.
Course Outcome		After completion of the course, a student will be able to: CO1:Understand the role of analytics in business decision-making. CO2:Demonstrate proficiency in data handling, preparation, and basic visualization CO3:Apply descriptive, predictive, and prescriptive analytics techniques in solving business problems. CO4:Use spreadsheet and data analysis tools (Excel, SPSS/PYTHON) for practical problem-solving. CO5:Interpret and communicate analytical results effectively to stakeholders.
Pre-Requisite		Basic understanding of statistics and Microsoft Excel.
Course Outline		**Module I: Introduction to Business Analytics** Definition, Evolution and Scope of Business Analytics; Data types and sources; Role of analytics in business performance. **Module II: Descriptive Analytics** Summary statistics, data visualization (charts, dashboards), frequency distributions, cross-tabulations, data cleaning, handling missing values. **Module III: Predictive Analytics** Linear regression, logistic regression, introduction to machine learning concepts; Use cases in marketing, HR, and finance. **Module IV: Prescriptive Analytics** Decision trees, optimization models, sensitivity analysis, simulation; Introduction to Excel Solver and What-if Analysis. **Module V: Business Analytics Tools and Applications** Hands-on with Excel, basics of SPSS/PYTHON, data import, analysis, report generation. Real-world applications and case studies from retail, banking, healthcare.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books** • Pinder, J. P. (2022). *Introduction to Business Analytics Using Simulation*, Academic Press. • Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2020), *Business Analytics*, Cengage AU.

		• Pochiraju, B., & Seshadri, S. (2019) *Essentials of Business Analytics*: *An Introduction to the Methodology and its Applications, Champaign,* Springer.

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, Real-world examples	Quiz, MCQs	Understand (L2)
2	CO 2	Hands-on Excel demo	Assignment, Lab	Apply (L3)
3	CO 3	Case study, Problem solving	Presentation	Analyze (L4)
4	CO 4	Excel/SPSS lab work	Lab Test	Apply (L3)
5	CO 5	Case-based discussion	Report Writing, Viva	Evaluate (L5)
Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating				

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	1	1	-	1	-	-	-	-	-
CO 3	-	1	-	1	-	-	-	1	-
CO 4	-	-	-	1	1	-	-	-	-
CO5	-	-	-	-	1	1	1	-	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	2.5		
Apply	2.5	2.5	10
Analyze	2.5		10
Evaluate	2.5	2.5	
Create		5	

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	10
Apply	10
Analyze	20
Evaluate	20
Create	

Course Title		**EXCEL and R Programming**
Course Type		**Disciple-Specific Core**
Course Code		**BM-123**
Course Credit		**2**
Semester		**I**
Objectives		This course provides hands-on training in using Microsoft Excel and R for solving business problems. The focus is on building practical data skills in cleaning, transforming, visualizing, and analyzing data, with applications in marketing, finance, HR, and operations.
Course Outcome		After completing the course, students will be able to: CO1: Understand the role of spreadsheets and statistical software in business decision-making. CO2: Perform basic and intermediate business operations using Microsoft Excel. CO3: Use R for data import, cleaning, transformation, and statistical analysis. CO4: Apply Excel and R for descriptive analytics and decision support.

		CO5: Interpret analytical results and visualize insights using charts, dashboards, and R plots.
Pre-Requisite		Basic computer literacy and fundamental understanding of business functions.
Course Outline		**Module I: Introduction to Excel for Business** Basic Excel interface; data entry and formatting; excel shortcuts; use of alt and ctrl; formulas and functions; relative and absolute referencing; sorting and filtering. **Module II: Excel for Decision Making** IF statements, VLOOKUP, HLOOKUP, DGET, INDEX-MATCH, Pivot Tables; data validation; conditional formatting; What-If Analysis, Goal Seek. **Module III: Introduction to R and RStudio** Installing R and RStudio; R environment and syntax; data types and structures; vectors, matrices, data frames, lists. **Module IV: Data Handling in R** Data import/export (CSV, Excel), data cleaning (NA handling, string manipulation), dplyr and tidyr for data transformation. **Module V: Data Visualization and Analysis** Descriptive statistics, histograms, boxplots, scatter plots; basic correlation and regression; creating basic dashboards in Excel and plots using ggplot2 in R.
Evaluation		**Continuous Evaluation** Lab Exercises, Quizzes, Assignments, Presentations: 40 marks **End-Term Evaluation**: 60 marks [Practical Exam + Conceptual Questions]
Suggested Readings		**Text Books:** • Winston, W.L. (2014). *Microsoft Excel Data Analysis and Business Modeling*, Microsoft Press. • Matloff, N. (2011). *The Art of R Programming*, No Starch Press. • Grolemund, G. (2014). *Hands-On Programming with R*, O'Reilly. **Software Used:** • Microsoft Excel (2016 or later) • R and RStudio (latest versions)

Facilitating the achievement of Course outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1	CO 1	Demo, Lecture	Quiz, MCQ	Understand (L2)
2	CO 2	Excel Lab	Lab Assignment	Apply (L3)
3	CO 3	Hands-on with RStudio	Code-based Assessment	Apply (L3)
4	CO 4	Data Analysis Use Case	Mini Project	Analyze (L4)
5	CO 5	Dashboard & Visualization Creation	Report, Viva	Evaluate (L5)

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

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	1	1	-	1	-	-	-	-	-
CO 3	-	1	-	1	-	-	-	-	-
CO 4	-	-	-	1	1	-	-	-	-
CO5	-	-	-	-	1	1	1	-	-
Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)									

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 organisational 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	3		
Apply	3	3	5
Analyze	4	3	5
Evaluate		4	10
Create			

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	10
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	10

Course Name		**Design Thinking and Critical Thinking**
Course type		**Discipline-Specific Core**
Course Code		**BM-226**
Course Credit		**2**
Semester		**I**
Objectives		● To introduce the principles of both design thinking and critical thinking as complementary innovation frameworks. ● To develop human-centred problem discovery, empathy mapping, and ideation skills. ● To enhance divergent, convergent, and lateral thinking for opportunity framing. ● To equip learners to prototype solutions using agile and iterative methodologies. ● To enable strategic application of design thinking and critical thinking in business transformation and entrepreneurship.
Course Outcome		After completing this course, students will be able to: CO1: Understand the foundational frameworks of design thinking. CO2: Apply empathy and observational tools to discover deep-rooted human needs. CO3: Understand critical thinking, techniques for generating innovative ideas. develop, prototype, and refine solutions through iterative experimentation. CO4: Apply critical thinking in business operations. CO5: Understanding lateral thinking, its barriers, benefits and how it fosters creativity.
Prerequisite		● Basic exposure to customer needs and group work dynamics. ● Interest in real-life problem solving, creativity, and open-mindedness.
Course Outline		**Module I: Foundations of Design Thinking** Origin and philosophy of design thinking, comparison with analytical thinking, principles of empathy, collaboration, experimentation; need for creative intelligence in business.

		Module II: Empathy and Problem Discovery Techniques of empathy-driven inquiry, ethnographic interviews, empathy maps, personas, journey maps, latent needs identification, reframing design challenges creatively **Module III: Techniques for Ideation & Prototyping, Iteration and Agile Innovation** Divergent and convergent thinking models, brainstorming, mind mapping, SCAMPER technique, lateral thinking, Six Thinking Hats, "How Might We" framing. MVP development, rapid prototyping, storyboards, wireframes, feedback mechanisms, lean start-up principles, design pivots and agile cycles. **Module IV: Critical Thinking** Types of thinking, What is critical thinking (Nature and Scope of Critical Thinking), Components of Critical Thinking, Forms of Critical Thinking, Steps of critical thinking, Critical thinking vs Problem Solving, Inductive and Deductive Reasoning, Introduction to decision analysis frameworks, Ethical Dilemmas, Barriers to Critical Thinking, Application of Critical Thinking. **Module V: Lateral Thinking** What is lateral thinking, , Lateral Thinking vs. Vertical Thinking, Techniques of Lateral Thinking (How to Develop Lateral Thinking), Barriers to Lateral Thinking, Benefits of Lateral Thinking (Lateral Thinking for Marketers), Fostering Creativity
Evaluation		• **Continuous Internal Evaluation (CIE)**: 40 marks (Assignments, Empathy Journal, Idea Pitch, Prototyping Exercise, Peer Feedback) • **End Semester Evaluation (ESE)**: 60 marks (Case-based Written Test + Innovation Project Presentation)
Suggested Readings		**Textbooks:** • Brown, T. (2020). *Change by Design: How Design Thinking Creates New Alternatives for Business and Society*. Harvard Business Press. • Kelley, T., & Kelley, D. (2013). *Creative Confidence: Unleashing the Creative Potential Within Us All*. Crown Publishing. • Liedtka, J., Ogilvie, T., & Brozenske, R. (2019). *The Designing for Growth Field Book*. Columbia Business School Publishing. **Reference Books:** • De Bono, E. (2009). *Six Thinking Hats*. Penguin Books. • Martin, R. (2009). *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Harvard Business Press. • Kumar, V. (2013). *101 Design Methods: A Structured Approach for Driving Innovation in Your Organization*. Wiley.

Facilitating the Achievement of Course Outcomes				
Module No.	**COs**	**Teaching and Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
1	CO1	Case discussions, creativity games, intro design challenge	Quiz, Reflection Logs	2
2	CO2	Field observations, empathy mapping, ethnographic interviews	Empathy journal, Peer feedback	3
3	CO3	Brainstorming workshops, mind-mapping, creative sprints, Prototype sprint, MVP development, storyboarding.	Idea Pitch, Group Activities, Prototype Showcase, Feedback Log	4
4	CO4	Role plays, group discussion, debates	Case Analysis, Group Presentation	4
5	CO5	Case discussions, business simulation, brainstorming	Final Project, Scenario based discussions	5
Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating				

Mapping of Course Outcomes (COs) to Programme Outcomes (POs)									
CO \ PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	2								
CO2		2		2					
CO3			3						
CO4			3		2				
CO5			3	2		3	3		3

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**IA 1 (15)**	**IA 2 (15)**	**Assignments & Presentation (10)**
Understand	10		
Apply	5	5	
Analyze		5	5
Evaluate		5	5

End Semester Examination (ESE) – 60 Marks	
Bloom's Taxonomy Level	**Marks**
Understand	10
Apply	20
Analyze	20
Evaluate	10

Course Name		**Developing Self for Corporate Readiness(DSCR)-I**
Course type		**Value-Added Course(Non Credit)**
Course Code		**BM -116**
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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 organisational 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

5.1.2 Semester-II Courses	
BM-108: Financial Management	2
BM-109: Human Resource Management	2
BM-201: Cost and Management Accounting	2
BM-205: Research Methodology	2
BM-217: Management Information System	2
BM-219: Macroeconomics	2
BM-220: Marketing Technology	2
BM-221: Artificial Intelligence & Machine Learning for Business	2
BM-222: Responsible Management and Corporate Citizenship (RMCC)-I (Social Immersion- Part I)	2
BM-227: Entrepreneurship	2
BM-228: Professional Writing and Presentation	2
BM-302: Business Law & IPR Management	2
BM-209: Developing Self for Corporate Readiness (DSCR)-II	Non Credit
Total Credits	**24**

Course Name		**Financial Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-108**
Course Credit		**2**
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: CO1: Understand the concept of Financial Management and its applicability in Managerial Decisions and Corporate Capital Structure CO2: Apply the Concept of Time Value of Money in Financial Decision Making Process. CO3: Analyze financing options available to firms, Tradeoffs between debt and equity, and Criteria for deciding the optimal financing mix to significantly impact Investment Decisions. CO4: Evaluate factors important to take appropriate Dividend and Liquidity Decisions of firms. CO5: 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
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Human Resource Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-109**
Course Credit		**2**
Semester		**II**
Objective		The objectives of the course are: • To sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts; • To familiarize the students with human resource policies and practices that they need to know regardless of their field of managerial functions; • To highlight the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives; and • To provide basic concepts, techniques, and practices of human resource management in diverse contexts.
Course Outcome		After undergoing the course, a student will be able: CO 1: To explain the dynamics of managing people from real-world examples. CO 2: To develop appropriate recruitment and selection strategies for an organization. CO 3: To apply and design the training and development initiatives in organization. CO 4: To analyse the factors that play a role in compensation

		decisions and employee motivation. CO 5: To design strategies for better employee relations and inclusion and diversity in organizations.
Pre-Requisite		Principles of Management and Organisational Behaviour
Course Outline		**Module I** **Introduction to Human Resource Management**: Human Resource Management- Meaning, Significance, Objectives; Evolution and development of Personnel Management and HRM; Human Resource Philosophy and Policy; Key Roles, Functions and Activities of HRM, Strategic Human Resource Management. **Module II** **Acquisition and Development of Human Resources**: HR Planning; Job Design, Job Analysis, Role Analysis; Recruitment; Selection; Socialization, Orientation and Placement, Training and Developing Human Resources; Performance and Potential Appraisal; Career Planning and Development; Succession Planning, The influence of AI, IoT in Recruitment, Training and employee engagement; **Module III** **Compensation and Maintenance of Human Resources**: Job Evaluations; Wage and Salary Administration; Incentive Plans and Fringe Benefits, Maintaining Human Resources, Empowerment and Participation; Health, Safety and Security, Separation Function, Resignation, Termination, Exit interview & Absconding. **Module IV** **Managing Industrial Relations:** Dynamics of Industrial Relations; Types of Grievances, Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Labour Laws Reforms and Amendments **Module V** **Issues in Human Resource Management:** Virtual Organizations; Human Resource Outsourcing; Human Resources Accounting and Audit; HRM and Technology – HRIS, Automation; Best HRM Practices in organizations; Changing HRM practices in Industry 4.0, Emergence of new workplace norms in managing people; Inclusion of different types of employees.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested		**Text Books:** • Sengupta, Amitabha. (2024). *Human Resource Management:*

Readings:		*Concepts, Practices, and New Paradigms* (2nd ed.). New Delhi: Sage Publications. • Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14th ed.). London: Kogan Page. • Aswathappa, K. (2017) *Human Resource Management: Text and Cases.* (8thed.) New Delhi: McGraw Hill. **Reference Books:** • Dessler, G., & Varkkey, B. (2023). Human Resource Management (17th ed.). Pearson Education. • Verhulst, S. L., & DeCenzo, D. A. (2023). Fundamentals of Human Resource Management (14th ed.). Wiley Publication • DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016) *Human Resource Management* (12th ed.). Wiley. • Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8thed). Essex: Pearson. • Ivancevich, J.M. (2017). *Human Resource Management* (11thed.). New York: McGraw Hill. • Venkat Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations* (*2nded.).* New Delhi: Oxford University Press.

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 organisational 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)**	**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	20
Analyze	20
Evaluate	10
Create	

Course Name		**Cost and Management Accounting**
Course Type		**Discipline-Specific Core**
Course Code		**BM 201**
Course Credit		**2**
Semester		**II**
Objectives		This course seeks • To give an understanding of the ways in which management accountants can provide relevant information for a variety of decisions to be made in managing any organisation. • 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; • To give an understanding of the role of responsibility accounting

		and performance measurement.
Course Outcome		At the completion of this course, a student will be able to CO1: Understand basic cost terminology and how it can be used in managing a business organisation. CO2: Analyse traditional and contemporary approaches to cost allocation and apportionment. CO3: Analysing various methods and techniques of Costing in the Managerial decision-making process. CO4: Apply the concepts of transfer pricing, life cycle costing, and target costing in contemporary practices.
Pre-Requisite		Students must come prepared to the class by going through the relevant chapter/s of the text book prescribed.
Course Outline		**Module I** Managerial Accounting in a dynamic business environment, role of management accountant, Financial Ratio Analysis and their interpretations **Module II** Basic cost concepts, Cost allocation, and Product costing in Job-Order Costing, Service Department Costing, allocation and absorption of overheads, Activity-Based Costing (ABC) and ABC Management, cost pool, cost drivers and driver rate, Inventory Analysis **Module III** 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 **Module IV** Standard Costs and Variance Analysis–material, labour and overheads **Module V** Budgeting and Budgetary Planning & Control, functional budgets, master budget, zero base budgeting, Decentralization and Transfer pricing, concepts of target costing & life cycle costing
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 50 marks **End-Term Evaluation** : 50 marks
References		**Text Book** • Kishore, R. M. (2012). *Cost Accounting and Financial Management*, Taxman Publications. • Lal, J. (2009). *Cost Accounting*, 4th Edition. Tata McGraw-Hill Education. **Reference Books** • Drury, C. (2012). *Management and Cost Accounting* (8th ed.). Andover, Cengage Learning EMEA. • Dyson, J. R. (2010). *Accounting for Non-Accounting Students* (8th ed.). Harlow, Financial Times • Hansen, D.R. and Mowen, M.M. (2006), *Cost Management:*

		Accounting and Control, Thomson Higher Education, Ohio.

Facilitating the achievement of Course Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching and Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
1.	CO 1,	Lecture and discussion through small cases	Active learning and application with the help of small group exercises, quiz	1, 2, 3
2.	CO 2	Lecture, presentation and activity. Topics for short term projects to be given.	Case analysis, Exercise and Presentation	3, 4
3.	CO 3	Lecture and Case analysis,	Case analysis, Exercise and Presentation	3. 4
4	CO 3	Lecture and Case analysis,	Case analysis, Exercise and Presentation	3. 4
5	CO 4	Lecture and Case analysis,	Case analysis, Exercise and Presentation	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	3	2							
CO 2	3	3							
CO 3	2	3	3				1		
CO 4	3	3	3	0	0	0	0	0	0

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

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

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

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

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

PO6: Examine ethical and societal concerns relating to multiple stakeholders

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

PO8: Demonstrate entrepreneurial skills in dealing with business problems

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

Assessment Pattern & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks			
Bloom's Category	Quiz (15)	Group Assignment & Presentations (15)	Individual Assignments (10)
Remember			
Understand	15		
Apply		5	
Analyse		5	5
Evaluate		5	5
Create			

End Semester Examination (ESE)- 60 Marks	
Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	15
Analyse	15
Evaluate	10

Course Name		**Research Methodology**
Course Type		**Discipline-Specific Core**
Course Code		**BM-205**
Course Credit		**2**
Semester		**II**
Objectives		The objectives of the course are: • to understand the principles and types of scientific research and their applications. • to develop skills in designing research studies, including formulating problems, selecting methods, and collecting data. • to gain proficiency in analysing data, interpreting results, and presenting research findings effectively
Course Outcome		After studying this course, the students should be able to: CO1:Understand business research's fundamental concepts, types, and Ethical considerations. CO2:Demonstrate how to review relevant literature to formulate research Problems, objectives, and hypotheses. CO3:Evaluate an appropriate research methodology, including sampling Methods and data collection techniques. CO4:Analyse and interpret quantitative and qualitative data using statistical tools and software. CO5:Develop a structured research report and present findings effectively For decision-making in a business context.
		Basic Statistics & Probability
Course Outline		**Module I** **Introduction to Research** Definition, Objectives, and Importance of Research in Business, Types of Research, Research Process and Characteristics of Good Research, Ethical Issues in Research **Module II** **Research Problem & Research Design** Identifying and Defining a Research Problem, Formulation of Research Questions and Hypotheses, Review of Literature: Purpose, Sources, and Process, Research Design: Exploratory, Descriptive, and Causal Research, Concept of Sampling, Sampling Techniques (Probability & Non-Probability), Sample Size Determination **Module III** **Data Collection Methods** Primary Data Collection: Surveys, Interviews, Observations, and Questionnaires, Secondary Data Collection: Sources and Evaluation, Measurement and Scaling Techniques: Types of Scales: Nominal, Ordinal, Interval, Ratio, Attitude Scales: Likert Scale, Semantic Differential Scale, Thurstone Scale **Module IV** **Data Preparation and Analysis** Editing, Coding, Tabulation, and Data Cleaning, Introduction to Software Tools (e.g., Excel, SPSS), Descriptive Statistics, Inferential Statistics: Parametric & Non-Parametric Test (Z, T, Chi-Square and ANOVA),

		Bivariate Analysis: Correlation & Regression; Multivariate Analysis: Multiple Regression, Factor Analysis, Cluster Analysis **Module V** **Report Writing** Types of Report, Report Structure, References and Bibliography (APA Format), Plagiarism and Citation Ethics
Evaluation		**Continuous Internal Evaluation (CIE):** 40 Marks **End Semester Evaluation (ESE):** 60 marks
Suggested Readings		**Text Books:** • Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods* (9th ed.). Cengage Learning. • Cooper, D. R., & Schindler, P. S. (2023). *Business research methods* (14th ed.). McGraw-Hill Education. **Reference Books:** • Aguinis, H. (2024). *Research methodology: Best practices for rigorous, credible, and impactful research*. SAGE Publications. • Booth, W. C., Colomb, G. G., Williams, J. M., Bizup, J., & Fitzgerald, W. T. (2024). *The craft of research* (5th ed.). University of Chicago Press. • Chawla, D., & Sondhi, N**.** (2016). *Research methodology: Concepts and cases* (2nd ed.). Vikas Publishing House • Kumar, R. (2022). *Research methodology: A step-by-step guide for beginners* (5th ed.). SAGE Publications. Kothari, C. R., & Garg, G. (2023). *Research methodology: Methods and techniques* (5th ed.). New Age International Publishers. • Malhotra N.K. (2019) *Marketing Research*, An Applied Orientation, Pearson Education, Inc • Mangal, S. K., & Mangal, S. (2024). *Research methodology in behavioural sciences*. PHI Learning.

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 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					

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	10

Course Title		**Management Information System**
Course Type		**Discipline-Specific Core**
Course Code		**BM-217**
Course Credit		**2**
Semester		**II**
Objectives		The course introduces the role of Management Information Systems (MIS) in managerial decision-making and strategic business processes. Emphasis is placed on system types, design thinking, digital transformation, and applying MIS concepts to solve real-world business school problems through cases, projects, and lab sessions.
Course Outcome		After completion of this course, students will be able to: CO1:Understand the concept, types, and role of MIS in organizational effectiveness. CO2:Analyze how MIS supports decision-making across key functional areas of business. CO3:Apply MIS tools to typical management problems (e.g., enrolment, operations, CRM in B-schools). CO4:Design a basic MIS for a business school function (e.g., placement, examination, student lifecycle). CO5:Evaluate the strategic impact of digital transformation and emerging technologies (AI, cloud, IoT) in business.
Pre-Requisite		Basic computer literacy and fundamental understanding of business functions.
Course Outline		**Module I: Introduction to Management Information Systems** Definition, characteristics, and importance of MIS; MIS vs IT; Components of MIS (hardware, software, data, procedures, people); Case: MIS in university admissions. **Module II: MIS and Decision Support Systems** Types of decisions (structured/unstructured); Decision Support Systems (DSS); Executive Information Systems (EIS); Business Intelligence overview; Case: MIS in placement tracking.

		Module III: MIS in Business Functions Role of MIS in HR, Finance, Marketing, and Operations; Transaction Processing Systems; CRM and SCM systems; Case: MIS in student life-cycle management in B-Schools. **Module IV: Systems Development and Business Modelling** System Development Life Cycle (SDLC); Requirement analysis; System design and documentation; ERP and SAP overview; Mini-project: MIS for library/inventory/canteen. **Module V: Strategic and Emerging Issues in MIS** Digital transformation and business innovation; Cloud computing, mobile technologies, AI/ML in MIS; MIS security and ethical issues; MIS audit and control. **Overall Lab:** Excel dashboards for admissions/placement tracking; MIS mock design project for a B-School function (library, attendance, fee management); Mini-case study implementation using Google Forms + Sheets + Looker Studio (Data Studio); MIS use-case simulations with MS Access or basic ERP demo tools
Evaluation		**Continuous Evaluation** Quizzes, Case Analysis, Presentations, MIS Design Lab Work: 40 marks **End-Term Evaluation**: 60 marks [Practical Exam + Conceptual Questions]
Suggested Readings		**Textbooks:** • Laudon, K.C., & Laudon, J.P. (2020). *Management Information Systems: Managing the Digital Firm*, Pearson. • O'Brien, J. A., & Marakas, G. M. (2014). *Management Information Systems*, McGraw Hill. • Turban, E., & Volonino, L. (2018). *Information Technology for Management*, Wiley. **Tools Suggested:** • MS Excel, MS Access, Google Workspace (Forms, Sheets, Looker Studio), Tableau (basic), SAP simulation (optional)

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, Case Study	Quiz	Understand (L2)
2	CO 2	Interactive Examples, Simulations	Assignment, Case Analysis	Analyze (L4)
3	CO 3	Function-Based Cases	Lab Test, Presentations	Apply (L3)
4	CO 4	MIS Design Activity, Mini-Project	Design Project, Viva	Create (L6)
5	CO 5	Discussion, Research Paper Review	Report, Class Test	Evaluate (L5)

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

	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	1	1	-	1	-	-	-	-	-
CO 3	-	1	-	1	1	-	-	-	-
CO 4	-	-	-	1	1	1	1	-	-
CO5	1	1	1	-	1	1	1	1	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**Quiz/MCQs (10)**	**Case/Use Case (10)**	**Lab/MIS Design (10)**	**Presentation/ Viva (10**
Remember				
Understand	2.5			2.5
Apply	2.5	2.5		2.5
Analyze	2.5	2.5		2.5
Evaluate	2.5	2.5	5	2.5
Create		2.5	5	

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	10
Apply	10
Analyze	20
Evaluate	20
Create	

Course Name		**Macroeconomics**	
Type of Course		**Multi-Disciplinary Core**	
Course Code		**BM-219**	
Course Credit		**2**	
Semester		**II**	
Objective		**The objectives of this course are:** • To introduce the students to various macroeconomic aggregates and accounting methodologies. • To sensitise students to examine the linkages between the dynamics of financial markets and the real economy. • To equip students with the ability to critically evaluate the macroeconomic policy options and their implications for business decisions • To develop skills and ideas for modelling with macroeconomic factors for managerial decisions.	
Course Outcome (CO)		**Upon successful completion of the course a student will be able to:** CO1: Understand and interpret macroeconomic aggregates such as output, unemployment, inflation, productivity, saving, investment etc. CO2:Apply the macroeconomic concepts for policy evaluation and business decision. CO3:Analyze the linkages between financial market and macroeconomic policies. CO4:Evaluate casual linkages in short run and long run growth fluctuations. CO5: Develop skill and approach for analyzing macro-economic and business environment for rational business decision	
Pre-Requisite		**None**	
Course Outline		**Description**	**CO Mapping**

		Module I: Macroeconomic Indicators The Nature and Scope of Macroeconomics. Methods of National income accounting, Circular Flow of Income, Macroeconomic Indicator and interpretation for macroeconomic modeling and analysis	CO1
		Module II: Macroeconomic Theory – Consumption, Saving and Investment Classical Vs Keynesian Model, The Principle of Effective Demand, Consumption, Saving and Investment Functions, Concept of Multiplier-Consumption, Investment and Foreign Trade Multiplier, The Principle of Acceleration and Super Multiplier.	CO1, CO2
		Module III: Product and Money Market Equilibrium IS and LM Model, The Product and Money Market Equilibrium, General Equilibrium of Product and Money Market, Modern Macro Economics: Adaptive Expectations Rational Expectations, Supply Side Economics, Business Cycle -Role of Technological Shocks	CO2, CO 3
		Module IV: Open Macroeconomics Macroeconomic Stability: Monetary and Fiscal Policy, Inflation, Inflation and Unemployment tradeoff , Money Supply and Role of Banking and Non-Banking Institutions Balance of Payments: Disequilibrium and methods of adjustment, Geopolitical Risk and macroeconomic integration. Regional blocks, Role of international institutions	CO2 , CO3
		Module V: Business Environment Economic and Non-economic environment of business, Technological role of business Environment and Strategic decision making. Role of Government for creating business ecosystem-Recent Issues	CO4 , CO5
Evaluation		**Continuous Evaluation:** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks	
Suggested Readings:		**Text books:** • N.GregoryMankiw(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: • William.H.Branson (2005). Macroeconomic Theory and Policy, Third Edition, All India Traveller Book Seller Publishers, New Delhi. • VivekMoorthy. (2020) Applied Macroeconomics: Employment, Growth and Inflation.1st Edition, I K International Publishing House Pvt. Ltd
		Reports: • Economic Survey Published by Ministry of Finance, Govt. of India • Annual Budget published by Ministry of Finance, Govt. of India • Quarterly Reports published by Reserve Bank of India and International Monetary Fund **Other Materials:** Case studies and published articles will be shared in the class from time to time

Facilitating the achievement of Course Learning Outcomes				
Module No.	**Course Outcomes (CILO)**	**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
4.	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	3	2							
CO 2			3	3			3		
CO 3		3		2	2			2	
CO 4	3								3
CO5			3			2			
Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High									

Programme Outcome Details:

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

PO1: Understand the economic concepts and practices in different domains of business operations

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

PO3: Analyze 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 economic and financial 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: Recognise 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	5		
Apply	5	5	
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	10

Course Name		**Marketing Technology**
Course type		**Discipline-Specific Core**
Course Code		**BM-220**
Course Credit		**2**
Semester		**II**
Objectives		This course serves as a marketer's guide to Marketing Technology (MarTech) in the digital age. As technology reshapes consumer expectations and behavior, marketing professionals must embrace emerging tools like artificial intelligence (AI), augmented/virtual reality (AR/VR), and the metaverse to create value-driven, high-tech customer experiences. Through a combination of experiential learning, real-world case studies, and hands-on workshops with no-code/low-code platforms, students will learn to assess, strategize, and apply MarTech innovations throughout the customer journey. The major objectives of the course are: • To identify and understand the technologies behind major MarTech tools (e.g., AI, AR/VR, CRM). • To analyze the impact of emerging technologies on marketing strategies and customer experiences. • To evaluate the managerial implications of deploying MarTech across different touchpoints. • To design effective and innovative MarTech strategies to enhance customer engagement. To collaborate with technical experts using a foundational understanding of MarTech capabilities.
Course Outcome (CO)		**At the end of the course, the students will be able to:** CO1: Explain the fundamental concepts of MarTech and their role in modern marketing. CO2: Understand the use of various tools to create MarTech-enabled solutions CO3: Examine how different technologies impact customer journeys and behaviours CO4: Assess the suitability of various MarTech tools for solving specific marketing challenges. CO5: Design and prototype a MarTech strategy aimed at enhancing real-

		world customer experience.
Pre-Requisite		Knowledge of the Fundamental Marketing Principles
Course Outline		**Module I: Foundations of MarTech and Customer Experience** The changing landscape of consumer behavior in the digital age; Overview of MarTech; Kotler's 5A model; High-tech touchpoints and future customer journeys. **Module II: Artificial Intelligence & Automation in Marketing** AI and machine learning in personalized marketing; CRM automation & robotic process automation (RPA); Generative AI and visual search applications. **Module III: Chatbots & Conversational Marketing** Natural language processing and chatbot design; Role of large language models (LLMs) in customer engagement; Building chatbot avatars for service delivery **Module IV: Immersive Experiences with AR/VR & O2O Commerce** Introduction to AR/VR and online-to-offline (O2O) commerce; Designing immersive retail environments; Tools and platforms for AR/VR content creation **Module V: Metaverse & Future Marketing Leadership** Exploring Web4, NFTs, and virtual brand experiences; Community building and branding in the metaverse; Future roles and skillsets for modern marketers.
Pedagogy		• Presentation • Lectures • Case Studies
Evaluation		✓ Internal Continuous Evaluation (ECE)-40 Marks ✓ End Semester Evaluation (ESE)-60 Marks
Suggested Reading:		**Text Books:** • Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. John Willey & Sons. • Kotler, P., Kartajaya, H., & Setiawan, I. (2023). Marketing 6.0: The Future Is Immersive. John Wiley & Sons.

Facilitating the Achievement of Course Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching & Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
Module I	CO1, CO3	Lectures, Case Studies & Presentations	Quiz	1 & 4
Module II	CO2, CO3	Lectures, Case Studies & Presentations	Tool-based Assignment	2,3,&4
Module III	CO3, CO4	Lectures, Case Studies & Presentations	Presentation	4 & 5

Facilitating the Achievement of Course Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching & Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
Module IV	CO2, CO5	Lectures, Case Studies & Presentations	Quiz	4
Module V	CO4, CO5	Lectures, Case Studies & Presentations	Group Project Report	4 &5
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:

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

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

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High

Assessment Tools & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks				
Bloom's Category	**Quiz** (10)	**Written Assignments** (5)	**Presentation (10)**	**Project** (15)
Understand	5			
Apply				5
Analyze	5	5	5	5
Evaluate			5	5
Create				

End Semester Evaluation (ESE)- 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Understand	15
Apply	15
Analyze	20
Evaluate	10

Course Title		**Artificial Intelligence and Machine Learning for Business**
Course Type		**Multi-Disciplinary Core**
Course Code		**BM-221**
Course Credit		**2**
Semester		**II**
Objectives		This course introduces the fundamental concepts and applications of Artificial Intelligence (AI) and Machine Learning (ML) in solving business problems. It aims to equip students with basic skills to understand, interpret, and apply AI/ML techniques in domains like marketing, finance, operations, and human resource management.
Course Outcome		After completion of the course, a student will be able to: **CO1**: Understand the foundational principles of Artificial Intelligence and Machine Learning in a business context. **CO2**:Apply machine learning algorithms to structured business datasets using no-code and low-code tools. **CO3**:Analyze business problems using supervised and unsupervised learning models. **CO4**: Interpret AI/ML outcomes to support managerial decision-making. **CO5**: Identify ethical and strategic implications of AI in business practices.
Pre-Requisite		Basic knowledge of statistics, Excel, and interest in business problem-solving.
Course Outline		**Module I: Introduction to AI and ML for Business** Overview of AI and ML, evolution, scope, business use cases, difference between AI, ML, and Data Science; AI in strategic management. **Module II: Data Preparation and Visualization** Types of data (structured/unstructured), data wrangling, feature engineering,

		visual analytics using tools like Power BI/Excel. **Module III: Supervised Learning Techniques** Linear regression, logistic regression, decision trees, evaluation metrics (accuracy, precision, recall), business use cases. **Module IV: Unsupervised Learning Techniques** Clustering (k-means, hierarchical), dimensionality reduction (PCA), use cases in customer segmentation, market basket analysis. **Module V: AI Strategy and Ethics** AI in business strategy, responsible AI, ethical implications of AI, explainable AI, job displacement and upskilling.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings		**Text Books:** 1. Shalev-Shwartz, S., & Ben-David, S. (2014). *Understanding Machine Learning: From Theory to Algorithms*, Cambridge University Press. 2. Provost, F., & Fawcett, T. (2013). *Data Science for Business*, O'Reilly. 3. Mitra, S. (2021). *Artificial Intelligence and Business Strategy*, McGraw Hill. **Reference Tools**: Google Teachable Machine, Orange, RapidMiner, Excel ML Add-ins, Weka.

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, Concept discussion	Quiz, MCQs	Understand (L2)
2	CO 2	Tool-based demonstrations	Assignment, Lab	Apply (L3)
3	CO 3	Case study, simulations	Lab test, Presentation	Analyze (L4)
4	CO 4	Use-case evaluation, reports	Project report, Viva	Evaluate (L5)
5	CO 5	Discussion on case laws, articles	Assignment, Debate	Understand/Evaluate

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

	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	1	1	-	1	-	-	-	-	-
CO 3	-	1	-	1	-	-	-	1	-
CO 4	-	-	-	1	1	-	-	-	-
CO5	-	-	-	-	1	1	1	-	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	2.5		
Apply	2.5	2.5	10
Analyze	2.5		10
Evaluate	2.5	2.5	
Create		5	

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	10
Apply	10

Analyze	20
Evaluate	20
Create	

Course Name		**Responsible Management and Corporate Citizenship (RMCC)** **A Social Immersion Project**
Course Type		**Discipline-Specific Core**
Course Code		**BM-222**
Course Credit		4 Credits for all students except those who opt for only the Research Track 2 Credits for the students who opt for only the Research Track in Sem-III & IV. They will study only Part I of the course in Semester II.
Semester		Sem II (Part I), Sem III (Part II) and Sem IV (Part III)
Objectives		The objectives of the course are: • To sensitise students about Responsible Management education and corporate citizenship; • To develop self-reflection and the right attitude of the students about their civic responsibilities towards achieving SDGs; • To help students realise the hardships and adversities of underprivileged 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 become responsible citizens with commitments towards sustainable development.
Course Outcomes		After studying this course, the students should be able to: CO 1: Demonstrate 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 the development of the underprivileged section of society
Pre-requisite		Immersion Course on Principles of Management
Course Outline		**<u>Part-I (SEM-II)- Total 20 hours of Direct Teaching</u>** **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), Planning for Field Work in Part II - Project Planning and Action Plan Preparation **Module IV:** **<u>Part-II (SEM-III): Fieldwork</u>** **Module IV: Field Work (45 Hours)** Field visits, project activities, and reflection from the field experience **<u>Part-III (SEM-III): Report Preparation, Presentation and Viva-Voce</u>** **Module V: Report Writing & Presentations (15 Hours)** Data Analysis, Problem Assessment, Report Preparation, 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 **Final evaluation will be done in the Semester IV.**
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, 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 and 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	2	3	2	3	2	2	2
CO 2	2	3		3	3	3	2	2	
CO 3	2	2		3	3	2			
CO 4	2	3		3	3			3	2

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 organisational 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		**Entrepreneurship**
Course type		**Discipline-Specific Core**
Course Code		**BM-227**
Course Credit		**2**
Semester		**II**
Objectives		● To cultivate an entrepreneurial mindset and understanding of the startup ecosystem. ● To equip students with tools for opportunity recognition, business model development, and venture planning. ● To provide practical insights into startup financing, marketing, and scaling strategies. ● To develop skills for effective pitching and stakeholder engagement.
Course Outcome		Upon successful completion of the course, students will be able to: CO1: Understand the entrepreneurial process and ecosystem dynamics. CO2**:** Identify and evaluate business opportunities using structured frameworks. CO3**:** Develop viable business models and strategic plans for new ventures. CO4**:** Apply marketing and financial strategies to launch and grow start-

		ups. CO5: Demonstrate effective communication and pitching skills to stakeholders.
Prerequisite		Basic knowledge of business fundamentals and a keen interest in innovation and entrepreneurship.
Course Outline		**Module I: Entrepreneurial Mind-set and Ecosystem** Explore the characteristics of successful Entrepreneurs, the importance of Innovation, and the structure of Start-up Ecosystems, including Incubators, Accelerators, and Funding Sources. **Module II: Opportunity Recognition and Validation** Learn techniques for identifying Market Gaps, conducting Feasibility Analyses, and validating Business Ideas through customer feedback and lean Start-up Methodologies. **Module III: Business Model Development** Utilize tools like the Business Model Canvas to design and assess Business Models, focusing on Value Propositions, Customer Segments, and Revenue Streams. **Module IV: Marketing and Financial Strategies** Understand Entrepreneurial Marketing Tactics, Pricing Strategies, and Financial Planning, including Budgeting, Forecasting, and Funding Options. **Module V: Pitching and Stakeholder Engagement** Develop compelling Business Pitches, learn Storytelling Techniques, and engage with Potential Investors, Partners, and Customers effectively.
Suggested Readings		**Textbooks:** • Scarborough, N.M., & Cornwall, J.R. (2015). *Essentials of Entrepreneurship and Small Business Management* (8th ed.). Pearson. • Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. Wiley. **Reference Books:** • Ries, E. (2011). *The Lean Startup*. Crown Business. • Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual*. K&S Ranch.
Evaluation		• **Continuous Assessment (Assignments, Case Studies, Presentations):** 40 marks • **End Semester Evaluation (Business Plan and Pitch Presentation):** 60 marks

Facilitating the Achievement of Course Outcomes				
Module No.	**COs**	**Teaching and Learning Activities**	**Assessment Methods**	**Bloom's Taxonomy Level**
1	CO1	Lectures, Guest Talks	Quizzes, Reflection Papers	Understand
2	CO2	Workshops, Market Research	Feasibility Reports	Analyze
3	CO3	Group Projects, Case	Business Model	Apply

		Studies	Presentations	
4	CO4	Simulations, Financial Planning Exercises	Marketing Plans, Financial Reports	Evaluate
5	CO5	Pitching Sessions, Peer Reviews	Pitch Decks, Stakeholder Feedback	Create
Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating				

Mapping of Course Outcomes to Programme Outcomes									
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	3								
CO2		3							
CO3			3						
CO4				3					
CO5					3				

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**IA 1 (15)**	**IA 2 (15)**	**Assignments & Presentation (10)**
Understand	10		
Apply	5	5	
Analyze		5	5
Evaluate		5	5

End Semester Examination (ESE) – 60 Marks	
Bloom's Taxonomy Level	**Marks**
Understand	10
Apply	20
Analyze	20
Evaluate	10

Course Name	**PROFESSIONAL WRITING AND PRESENTATION**
Course type	**Discipline –Specific Core**
Course Code	**BM-228**
Course Credit	**2**
Semester	**II**
Objectives	The course aims to provide management students with a deeper understanding of the latest developments in Business Communication and the application of these tools to communicate more professionally in speaking and writing contexts. It will enable them to develop impactful presentation and public speaking skills. The course focuses on improving students' effective writing skills, which are requisite for writing business reports and proposals.
Course Outcome (CO)	**At the end of the course, the students will be able to:** CO1:Understand the planning, process & formats, tools & templates of business reports CO2:Apply the principles of visual communication to demonstrate visually appealing charts & graphs in reports & presentations CO3:Write a business report with a Conclusion & References CO4:Demonstrate effective presentation skills with purpose, techniques, visual and verbal appeal CO5:Present their ideas with persuasive techniques of storytelling in presentation & public speaking
Pre-Requisite	Knowledge of Reading Comprehension, Speaking and Writing of the English language at the graduate level

Course Outline		**Module I: Planning & Process of Writing** The Optimal 6-Step Process for Business Writing; Analysing your Audience; Know the purpose & significance of Business Writing; Persuasive Writing: Academic Writing VS Business Writing **Module II: Report Writing** Types of Reports: Report Organization: How to Assemble a Well-organised Report, Writing the Body of the Report, Writing Introduction, Problem Statement, Scope, Hypothesis, Preparing Questionnaire; Writing Literature Review, Methodology, Placing & Interpretations & Integration of Visuals; Conclusion & Recommendation, Writing Reference; Effective Collaborative Writing **Module III: Writing Prefatory & Supplementary Parts** Title Page to Executive Summary, Abstract & Synopsis, Referencing, List of Illustrations, Writing Letter of Authorisation, Acceptance & Letter of Transmittal; Writing a Cover Letter; PowerPoint for Report, Short Reports-Letter & Memo Format; Language of Precision & Ambiguity **Module IV: Impactful Presentation & Power of Visuals** Narrowing & Structuring a Business Topic, Informative to Persuasive Talk, Purpose and Central Idea, Audience Profile; Techniques to Capture Interest of the Audience **Module V: Public Speaking Skills** Public Speaking Skills, Aristotle Model for Effective Public Speaking, Style of Delivery, Employ Vocal Variety, Linguistic & Visual Variety, Body Movement and Non-verbal Elements; Story-telling; Power of Visuals.
Pedagogy		• Workshops for Writing • Writing Assignment & Collaborative Writing • Class Presentations • Flipped Classroom
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). *BusinessCommunication Today* (15th ed.). Pearson, New Delhi • Lehman, D. Carol (2020). BCOM, 10th Edition **Reference Books** • 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). McGraw-Hill 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	Writing	2
2.	CO2	Writing workshop & assignments	Writing Assignment in Lab	3, 4
3.	CO3	Project, Class presentations of the progress	Project Presentations & Assignments	5
4.	CO4	Classroom Discussion, Mock Presentations	Group & Individual Presentation	4,5
5.	CO5	Visual Communication Workshop & Training	Class Presentations	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 to obtain solutions for organisational 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. Recognise and appreciate eco-sensitivity for a sustainable environment

Programme Specific Outcomes

1. To illustrate the knowledge of management in solving 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 lifelong 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	1	1	1	3	-	-	2	2	1	3	
CO 2	2	1	1	1	1	1	3	-	-	2	2	1	3	-
CO 3	2	2	1	2	1	1	3	-	-	2	2	1	3	-
CO 4	2	1	-	1	1	-	3	-	-	2	2	1	3	-
CO 5	2	1	1	1	2	-	3	-	-	2	2	1	3	-
Average	2	1.2	1	1.2	1.2	1	3	-	-	2	2	1	3	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd 3-Substantial (High)

Weightage/Marks Distribution for each COs

Cos	Weightage / Marks out of 100
CO1: Understand the planning, process & formats, tools & templates of business reports	15
CO2: Apply the principles of organising information to be able to create visually appealing charts & graphs in reports & presentations	25
CO3: Evaluate various business-related problems to be able to identify the problem and write a long-format business report with appropriate structure and language	20
CO4: Analyse various business topics of relevance & present ideas with purpose, techniques, visuals and verbal appeal	20
CO5: Apply the power of persuasive techniques of storytelling in presentation	20

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

Bloom's Category	**Assignment** (5)	**Writing Assignments**(10)	**Presentation (10)**	**Report** (15)
Understand	5			
Apply		5	5	5
Analyse		5		
Evaluate			5	10
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Understand	10
Apply	30
Analyse	15
Evaluate	5

Course Name		**Business Law and Intellectual Property Rights**
Course Type		**Multi-Disciplinary Core**
Course Code		**BM-302**
Course Credit		**2**
Semester		**II**
Objectives		• To provide a comprehensive understanding of the legal and IPR frameworks that govern business operations. • To apply contract, company, banking, and IP law in managerial decisions and strategic planning. • To interpret legal risks, compliance mechanisms, and governance obligations in both tangible and intangible business assets. • To explore commercialization and strategic management of intellectual property in start-ups and corporations
Course Outcomes		**CO1**: Understand core principles of business contracts and commercial legal systems. **CO2**: Apply corporate, banking, and governance laws in business operations. **CO3**: Analyze types, legal protection, and global systems of intellectual property. **CO4**: Evaluate the role of IPR in valuation, commercialization, and innovation strategy.
Pre-requisite		Principles of Management and Organizational Behaviour
Course		**Module I: Legal Framework for Business and Contracts**

Outline		Nature and classification of contracts, offer & acceptance, breach and remedies, contracts of guarantee and indemnity, agency and special trade contracts. **Module II: Company Law and Governance in Business** Types and incorporation of companies, legal entity doctrine, board of directors and shareholder rights, MOA & AOA, corporate veil and SEBI regulations. **Module III: Banking, Insurance, and Regulatory Laws** Negotiable Instruments Act, cheque dishonour, RBI's regulatory role, types of insurance, principles of indemnity & subrogation, emerging fintech regulations. **Module IV: IPR Laws: Patents, Trademarks, and Copyrights** Concept of IPR, patents (eligibility, infringement), trademarks (registration, dilution), copyrights (ownership, fair use), TRIPS, WIPO, Berne, and Madrid agreements **Module V: Strategic Management of IP and Innovation** IP valuation, licensing, franchising, startup IP strategy, IP audits, ESG-linked IP strategy, IP in digital economy, commercialization models.
Evaluation		• **Continuous Internal Evaluation**: 40 marks (Case Studies, Simulation Exercises, Quizzes, Group Work) • **End-Term Examination**: 60 marks
References		**Textbooks:** 1. Pathak, A. (2023). *Legal Aspects of Business* – Tata McGraw Hill 2. Sreenivasulu, N. S. (2023). *Law Relating to Intellectual Property* – LexisNexis 3. Gulshan, S. S. (2022). *Business Law Including Company Law* – Excel Books **Reference Books** • Bently, L. & Sherman, B. (2023). *Intellectual Property Law* – Oxford University Press • Kapoor, N. D. (2023). *Elements of Mercantile Law* – Sultan Chand • Cornish, W. R. & Llewelyn, D. (2022). *Intellectual Property: Allied Rights* – Sweet & Maxwell

Facilitating the Achievement of Course Learning Outcomes				
Module No.	**COs**	**Activities**	**Assessment Method**	**Bloom's Level**
1	CO1	Legal reasoning sessions	Quiz	2
2	CO2	Case discussion, simulation	Legal brief writing	3

3	CO3	Role-play board meetings	Governance report	4
4	CO4	Lecture & activity-based learning	Group assignments	4
5	CO4	Research papers, class debates	Research Project	5

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

Mapping of the Course Outcomes to the Programme Outcomes

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3								
CO2	3	2							
CO3	3	2	1						
CO4	3	3				2	2		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

Continuous Internal Evaluation (CIE) – 40 Marks			
Bloom's Category	**Quiz (10 Marks)**	**Group Assignment & Presentations (10 Marks)**	**Individual Assignment (20 Marks)**
Remember			
Understand	5		
Apply	5	5	
Analyse		5	10
Evaluate			5
Create			5

End Semester Evaluation (Fieldwork/ Research Project Report and Viva-Voce) – 60 Marks	
Bloom's Taxonomy Level	**Marks**

Remember	5
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	5

Course Name		**Developing Self for Corporate Readiness-II**
Course type		**Value-Added Course**
Course Code		**BM-209**
Course Credit		**Non-credit**
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			

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

5.1.3 CORE COURSES IN SEMESTER-III	
BM-402 : Strategic Management	2
BM- 411: Advanced Research Methodology	3
BM-222-: Responsible Management & Corporate Citizenship (Social Immersion-Part II)	1
BM-308 French Language	Non-credit
5.1.4 CORE COURSES IN SEMESTER-IV	
BM-303-CAPSTONE Business Simulations	2
BM-222-: Responsible Management & Corporate Citizenship (Social Immersion- Part III)	1

Course Name		**Strategic Management**
Course Type		**Discipline-Specific Core**
Course Code		**BM-402**
Course Credit		**3**
Semester		**III**
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	Individual and	2,3

		activity. discussion through cases and research papers	team-based tasks, Application to specific industries	
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 Title	**French Language – I**
Course Type	Multi-Disciplinary Course (MDC)
Course Code	BM-308
Credits	3
Semester	III
Course Objectives	• Introduce students to the basics of the French language (A1 level). • Develop oral and written comprehension skills for simple interactions. • Introduce fundamental grammar and essential vocabulary. • Familiarise students with cultural aspects of the Francophone world.
Course Outcomes (COs)	After completing this course, students will be able to: • **CO1:** Sound and pronunciation of French words; Use simple expressions for greetings, self-introduction, and asking basic questions. • **CO2:** Employ vocabulary related to family, professions, city, housing, and leisure. • **CO3:** Read and understand short texts (announcements, dialogues). • **CO4:** Write simple sentences (personal introduction, email, postcard). • **CO5:** Identify elements of Francophone culture and compare them with their own.

COURSE OUTLINE

Module	Contents	CO Mapping

I	We discover French:
	• **Objectives:**
	  ○ Discover the French language; Spell words using the French alphabet; Learn basic numbers
	• **Grammar:**
	  ○ Subject pronouns (*je, tu, il/elle*) ; Verbs: *être*, *s'appeler*; Definite articles ; Gender of country names
	• **Vocabulary:** Introduction and first names; Numbers; Country names; Days; Months and Seasons
	• **Activities:** Short dialogues, role-play for greetings, spelling practice games, interactive oral drills.
		CO1

II	We learn French for…
	
	• **Objectives:**
	  ○ Greetings; Introduce yourself and say goodbye; Ask for and give information; Give personal information; Introduce and identify a person; Ask question about identity and speak about your French class; Inform about a leaning object.
	• **Grammar:**
	  ○ *Tu* or *Vous*; Indefinite articles ; Interrogative words ; Personal Subject pronouns ; Verbs *Parler* and *s'appeler* in present tense ; *C'est* or *Il est/Elle est* ; Interoogative adjectives *quel(s), quelle(s) ;* Verb *avoir* in present tense and Possessive adjectives ; *Parce que* and *pour*
	• **Vocabulary:** Politeness; Nationalities; Professions; Introductions; Identities
	• **Activities:** Create an identity card, write a self-introduction, listen to short interviews, classroom survey on hobbies.
		CO2

III	Get to know each other:
	
	• **Objectives:**
	  ○ Name the countries and cities; Name and locate places in a city; Locate a palce and indicate a mode of transportation; Make acquaintances; Talk about a type of accommodation; Exchange information about an accommodation.
	• **Grammar:**
	  ○ Prepositions (Countries and cities name); Definite and Indefinite articles; Prepositions of place and Contracted articles; Verbs Aller, Habiter, Venir and Prendre in the present tense; Demonstrative adjectives.
	• **Vocabulary:** Names of countries and cities, Places in a city, Cardinal points and modes of transportation; Accomodation.
	• **Activities:** Role-play ordering at a café, reading a map, writing a postcard from a trip.
		CO3

IV	We speak the same language
	
	• **Objectives:**
	  ○ Speak about your family; Describe and characterize a person/people; Express preferences; Talk about yourself, your profession, your passion and your dream; Descrie your activities; Explain a health problem.
	• **Grammar:**
	  ○ Singular and plural possessive adjectives; The masculine, the feminine and the plural of descriptive adjective; Present tense of *er* ending verbs.
		CO4

	• **Vocabulary:** Family, Professions, Sports and artistic activities; Body parts. • **Activities:** Describe a photo of a living room, write a short email about your home, role-play finding an apartment.	
V	We speak about our daily routine: • **Objectives:** o Tell the time and schedule; Speak about your hobbies and daily routine; Talk about your workday; Speak about your outings; Propose an outing, invite, accept or refuse an invitation. • **Grammar:** o Different ways to tell time; Pronominal verbs; Verbs *Pouvoir, Devoir, Vouloir, Sortir, Partir, lire* and *écrire* in present tense; Pronoun *on*; Ask questions; Imperative • **Vocabulary:** Time and schedule; Daily routine and Habits; Outings • **Activities:** Plan a weekend activity, write a short message to invite someone, practice dialogues for accepting/refusing invitations.	CO5

EVALUATION

	Theory	
Mode of Evaluation	**Continuous Evaluation**	**End Semester Examination**
Weightage	40	60

TEXT BOOKS AND REFERENCES

Textbooks:

Nathalie, Hirschsprung, and Tony, Tricot, *Cosmopolite 1: Méthode de français (A1)*. Hachette, 2018.

References:

Nathalie, Hirschsprung, and Tony, Tricot, *Cosmopolite 1: Cahier d'activités (A1)*. Hachette, 2018.

Dondo, Mathurin Marius, *Modern French Course,* Oxford University Press, 1997.

FACILITATING THE ACHIEVEMENT OF COS

Module No.	COs	Teaching & Learning Activity	Assessment Tools	Bloom's Taxonomy Level
I	CO1	Lecture and presentation	Assignment and test on French Reading, Listening, Writing, Speaking	
II	CO2	Lecture and presentation	Assignment and test on French Reading, Listening, Writing, Speaking	

III	CO3	Lecture and presentation	Assignment and test on French Reading, Listening, Writing, Speaking	
IV	CO4	Lecture and presentation	Assignment and test on French Reading, Listening, Writing, Speaking	
V	CO5	Lecture and presentation	Assignment and test on French Reading, Listening, Writing, Speaking	

Bloom's Taxonomy:
K1: Remembering; K2: Understanding; K3: Applying; K4: Analyzing; K5: Evaluating; K6: Creating

CO, PO & PSO MAPPING

Course Code and Course Name		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4
French Language – I	**CO1**	2	3	2	1	2	3	2	1	3	2	1
	CO2	2	2	2	2	1	2	2	1	2	3	2
	CO3	1	2	2	1	-	3	2	1	-	2	1
	CO4	2	-	1	2	1	-	2	1	-	3	2
	CO5	1	2	3	1	2	3	1	2	3	1	2
	Avg.	1.6	1.8	2	1.4	1.2	2.2	1.8	1.2	1.6	2.2	1.6

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

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Evaluation 1 (10)	Evaluation 2 (10)	Evaluation 3 (10)	Evaluation 4 (10)
Remember (Reading comprehension)	2.5	2.5	2.5	2.5
Understand (Listening comprehension)	2.5	2.5	2.5	2.5
Apply (Writing skills)	2.5	2.5	2.5	2.5
Analyze (Speaking skills)	2.5	2.5	2.5	2.5
Evaluate				
Create				

End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Marks Allocated
Understand (Reading comprehension)	15
Apply (Listening comprehension)	15
Analyze (Writing skills)	15
Evaluate (Speaking skills)	15
Create	-

5.2 Details of Elective Courses

5.2.1 MARKETING ELECTIVES
BM-M01 Services Marketing
BM-M02 Sales and Distribution Management
BM-M04 Digital Marketing
BM-M07 Bottom of Pyramid Marketing
BM-M11: Strategic Marketing
BM-M13 Retailing & E-Commerce
BM-M114 Public Policy and Marketing
BM-M15 Product & Brand Management
BM-M16: Consumer Behaviour in a Digital World
BM-M17: Marketing Analytics

Course Name		**Services Marketing**
Course Type		**Discipline-Specific 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:** ● Valarie A. Zeithaml, Mary Jo Bitner, Dwayne Gremler ,*Services Marketing: Integrating Customer Focus Across the Firm(2022),* McGraw-Hill, 8th Edition ● Christopher Lovelock, Jochen Wirtz(2022) *Services Marketing: People, Technology, Strategy*, Pearson, 9th Global Edition **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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	

Course Name		**Sales and Distribution Management**
Course Type		**Discipline-Specific 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:** ● Tapan K. Panda, Sunil Sahadev(2023),*Sales and Distribution Management: Text and Cases***,** Oxford University Press, 3rd Edition ● Krishna K. Havaldar, Vasant M. Cavale(2022), *Sales and Distribution Management*, McGraw-Hill Education India, 3rd Edition **eference 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: pplying; 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	

Course Name		**Digital Marketing**
Course Type		**Discipline-Specific 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:** ● Dave Chaffey, Fiona Ellis-Chadwick(2023), *Digital Marketing*, Pearson, 8th Edition ● Gupta, S. (2020). *Digital Marketing*, McGraw-Hill Education, Second Edition **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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Bottom of the Pyramid (BOP) Marketing**
Course Type		**Discipline-Specific 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:** ● C.K. Prahalad (2022)*The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, Pearson, 5th Edition ● Singh, R. (2018). *Bottom of the pyramid marketing : making, shaping and developing BOP markets.* Emerald Publishing. **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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High

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	

Course Name		**Strategic Marketing**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-M11**
Course Credit		**3**
Semester		
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 Hospitability; 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:** ● Douglas West, John Ford, Essam Ibrahim (2022) *Strategic Marketing: Creating Competitive Advantage*, Oxford University Press ,4th Edition ● Kotler, Keller (2016): Marketing Management,4th edition 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

sessment Pattern & Marks Distribution **Continuous Internal Evaluation (CIE) - 40 Marks**			
Bloom's Category	**Internal Assessment1** (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		**Retailing & E-Commerce**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-M13**
Course Credit		**3**
Semester		
Objectives		The objectives of the course are: ● To familiarize the students with retail & e-commerce concepts ● To highlight the need for merchandise management and promotion in traditional retail & e-tail ● 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
Pre-Requisite		Basic understanding of retail formats
Course Outline		**Module I** **Introduction to Retailing & e-Commerce** Meaning, Functions and Scope of Retailing; Types of Retailers; E-tailing; Multichannel and Omni channel Retailing; **Significance of Online Retailing; Strategic e-Commerce Models** **Module II** **Retail Promotion & Merchandise Management** Visual Merchandising; Retail communication and promotion; Retail communication mix; Retail Branding; Private Labels; Campaign Applications using AI and Data Analytics; Merchandise Management; e-Commerce Merchandising; Category Management; Big Data and AI Algorithms in Merchandise Management **Module IV** **Retailing Strategy** Retail Market Strategy; Pricing Strategy; Retail Location Decisions, Information Systems and Supply Chain Management in Retailing; CRM in Retailing; Application of AI in Customer Management, Inventory Management, Marketing, Supply Chain and Delivery Fulfillments **Module V** Retail Store & E-Commerce 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; Web-Store Atmospherics; **E-Commerce Platform**

		Management and Online Selling; e-Commerce Customer Delivery Management
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings		**Text Books:** ● Michael Levy(2023) Barton Weitz, Dhruv Grewal, *Retailing Management*, McGraw-Hill,11th Edition ● 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Public Policy & Marketing**
Course type		**Discipline-Specific Elective**
Course Code		**BM-114**
Course Credit		**3**
Semester		
Objectives		This course is an overview of policy, managerial and marketing aspects regarding the utilities and services covered under the public policy. The course highlights the influence of market on the making, shaping and developing of public policy and vice-versa. The course will reflect on the changing nature of government, private partners and non-governmental organizations and view marketing from the critical perspective. The major objectives of the course are: • To explore the interrelationship between public policy and marketing, and understand how marketing influences and is influenced by the policy frameworks governing utilities and public services. • To critically examine the societal, ethical, and political dimensions of marketing practices, with a focus on issues such as commercialization, outsourcing, consumer rights, and vulnerable populations. • To analyze the role of various stakeholders—government, private sector, and non-governmental organizations—in shaping public policy and delivering public value through marketing mechanisms. • To develop critical thinking and empathy-driven perspectives in evaluating the impact of marketing on individual rights, social equity, and the voice of marginalized communities within the public policy landscape.

Course Outcome (CO)		**At the end of the course, the students will be able to:** **CO1:** Explain the foundational concepts of public policy and its interaction with marketing **CO2:** Evaluate the impact of marketing practices on individual rights, societal well-being, and public welfare **CO3:** Analyze the role of marketing in shaping policies across sectors like food, health, education, and labour **CO4:** Critically assess the ethical, political, and cultural dimensions of marketing in public and private spheres **CO5:** Interpret policy issues from the perspective of marginalized communities and develop empathy-driven insights
Pre-Requisite		Knowledge of the Fundamental Marketing Principles
Course Outline		**Module 1: Foundations of Public Policy and Marketing** Definition and scope of public policy; Marketing as a socio-economic force; Intersections of public policy and marketing; Historical evolution of marketing in public service domains; The policy-making process and stakeholder roles **Module 2: Marketing and the Welfare State** Market-oriented reforms and liberalization; Public-private partnerships in service delivery; Marketing strategies in essential services (healthcare, education, utilities); The ethics of marketing public goods **Module 3: Consumption as Freedom and Constraint** Amartya Sen's "Development as Freedom" and its marketing relevance; Market expansion vs. equitable access; Consumer choice and social justice; Marginalized voices and the politics of access **Module 4: Social Institutions and the Market** Case studies: Marketing in healthcare, food systems, and education; Corporate social responsibility and public health campaigns; Role of regulation and ethics in marketing these domains; Policy debates on affordability, access, and quality **Module 5: Critical Issues in Public Policy Marketing** Commercialization of childhood and motherhood (e.g., surrogacy, advertising to children); Labor ethics: Outsourcing, sweatshops, and marketing of global labor; Advocacy, activism, and public discourse shaping; Future of public policy marketing: AI, digital platforms, and surveillance capitalism
Pedagogy		Presentation, Lectures & Case Studies
Evaluation		Internal Continuous Evaluation (ECE)-40 Marks End Semester Evaluation (ESE)-60 Marks
Suggested Reading:		**Text Book:** • Lynn Frewer, Hans Van Trijp(2021), *Social and Public Policy Marketing***,** Routledge • Hill, M. E., & Rittenburg, T. L. (2019). *Marketing and public policy: Complexity, hurts and minefields*. Routledge.

Facilitating the Achievement of Course Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching & Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
Module I	CO1, CO3	Lectures, Case Studies & Presentations	Quiz	1 & 4
Module II	CO2, CO3	Lectures, Case Studies & Presentations	Tool-based Assignment	2,3,&4
Module III	CO3, CO4	Lectures, Case Studies & Presentations	Presentation	4 & 5
Module IV	CO2, CO5	Lectures, Case Studies & Presentations	Quiz	4
Module V	CO4, CO5	Lectures, Case Studies & Presentations	Group Project Report	4 &5
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

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)									
Course Outcomes	**Programme Outcomes (POs)**								
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	2		2				2		1
CO2						3	2		2
CO3	2		3	2		2			
CO4						3	2		1
CO5									

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Assessment Tools & Marks Distribution Continuous Internal Evaluation (CIE)- 40 Marks				
Bloom's Category	**Quiz (10)**	**Written Assignments (5)**	**Presentation (10)**	**Project (15)**
Understand	5			
Apply				5
Analyze	5	5	5	5
Evaluate			5	5
Create				

End Semester Evaluation (ESE)- 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Understand	15
Apply	15
Analyze	20
Evaluate	10

Course Name		**Product & Brand Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-M15**
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 product & brand ● **To incorporate core principles of product management and its strategic integration with branding** ● To develop a product & branding as marketing strategy
Course Outcome		After completion of the course, participants will be able: **CO 1:** Understand basic branding and product management principles **CO 2:** Identify challenges and opportunities in managing a brand and product portfolio **CO 3:** Apply classic and contemporary skills to branding and product strategies **CO 4:** Analyze marketing decisions on brand and product performance **CO 5:** Develop strategies to improve and leverage brand and product equity

Pre requisite	Basic concepts of Marketing and Consumer Behaviour
Course Outline	**Module I** **Understanding Brand & Product Fundamentals:** Brand – Concepts and Elements; Brand Identity and Image; Brand Purpose; The 3E's of Brand; **Product - Basic concept of product, Product Levels; Product Portfolio: Concept, Importance, Competition & Strategy; Product Portfolio Management: Concept and benefits** **Module II** **Developing Brand & Product Strategy:** Aligning business, brand and Behaviour; Customers Journey and Brand Differentiation; Brand Architecture; Brand Portfolio Management & Brand Extension; **New Product Development (NPD): Meaning, Importance, and Types; Reasons for failure of a new product** **Module III** **Packaging, Branding & Experience Management**: Brand Experience – Concepts and Dimensions; Digital Brand Experience; Designing Brand Experience and Applications of AI; **Packaging: Meaning, Importance, Types, Features; Factors influencing packaging decisions; Packaging Strategies; Legal and Ethical aspects of packaging; Green Packaging - Concept and importance; Product Labelling: Meaning, types, and importance** **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:** ● Kevin Lane Keller(2023) *Strategic Brand Management: Building, Measuring, and Managing Brand Equity***,** Pearson, 6th Global Edition ● Merle Crawford and Anthony Benedetto(2021)*New Products Management*, McGraw Hill, 2021, 12th Edition, International Edition, ● Keller, K.L. and Swaminathan, V. (2020), Strategic Brand Management: Building, Measuring, and Managing Brand Equity,

		5th 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. ● A.K.Chitale, Ravi Gupta, "Product Policy and Brand Management, Text and Cases", Second edition, PHI Learning Private Limited, 2013

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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Consumer Behaviour in a Digital World**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-M16**
Course Credit		**3**
Semester		
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 CO2: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*, Pearson, 14th Edition ● Kartikeya Kompella (2022) *Consumer Behavior in Digital Age*, Routledge, 1st Edition ● Szmigin, I., & Piacentini, M. (2018). *Consumer Behaviour*, Oxford University Press.

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High

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		**Marketing Analytics**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-M17**
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:** • Stephan Sorger(2023),*Marketing Analytics: Strategic Models and Metrics*, CreateSpace • 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 Taxonomy Level**
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									

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High

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

5.2.2: FINANCE
BM- F01 Behavioural and Sustainable Finance
BM-F03 Investment Management
BM- F04 Financial Reports, Analysis and Financial Valuation
BM-F06 Financial Derivatives and Risk Management
BM-F09 Corporate Taxation
BM-F10 Management Control System
BM-F11 Retail, Investment Banking & Insurance
BM-F12 Financial Ethics and Corporate Governance
BM-F13 Sustainability Accounting and Reporting
BM-F14 Fintech & Computational Finance Using R

Course Name		**Behavioural and Sustainable Finance**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F01**
Course Credit		**3**
Semester		
Objectives		The course objectives are: • To give a fundamental understanding of managing the finance by controlling biases in decision making. • 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. • To learn making the financial performance of a firm sustainable. • To gain the ability to solve financial management cases
Course Outcomes		Upon the successful completion of the course the students will be able to: CO 1:To understand behavioral and sustainable finance theories and prominent cognitive biases. CO2: To develop the skill to analyze the presence of cognitive bias in any financial decision. CO3: Sustainability goals and make its financial performance sustainable. CO 4: To learn about the brain and its functionality. 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		Text Book • Tripathi, T., Kumar Dash, M., & Agrawal, G. (Eds.). (2024). *Behavioral Finance and Decision-Making Models*, IGI Global. • Smith, J. A., Jones, B., & et al. (2024). *Behavioral Finance for Investors*, Wiley. • Sanjay.,T. (2024). *Sustainable investments in Green Finance*. IGI Global Study Material: 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, Level 6: Create				

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

Component Wise Module Assigned for the Course				
Component	Research	Artificial Intelligence	Digital Component	Simulation and Capstone
Module	V	V	V	III and IV

Course Name		**Investment Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F03**
Course Credit		3
Semester		
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. (2021). *Investment Analysis and Portfolio Management*-, Cengage, New Delhi, 10th Edition **Reference Book** Bodie Zvi, Kane Alex, Marcus Alan and Mohanty Pitabas. (2020). Investments, 11th Edition, TMH, New Delhi, 8th edition

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	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	Short quiz consisting of numerical	5

		&Discussion, Problem Solving and Spreadsheet modelling	problems. In-class problem solving. Preparation of Spreadsheet models	
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific Elective**
Course Code		**BM-F04**
Course Credit		3
Semester		
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** • Pandey IM (2018), *Financial Management***,** 11th Edition, Vikash Publishing • Damodaran, A (2006) *Damodaran on Valuation*, 2nd Edition, Wiley India, New Delhi **Reference Books** • Wild, et al (2024) "Financial Statement Analysis", 20th edition, Tata McGraw-Hill. • Penman, S (2020): "Financial Statement Analysis & Security Valuation", 14th edition Tata McGraw-Hill, • Palepu, et al (2020): "Financial Statement Analysis and Business Valuation", 14th edition Cengage Publications, 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, 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: 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High

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		**Financial Derivatives and Risk Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F06**
Course Credit		**3**
Semester		
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
Suggested Readings		Text Book • Hull John C. (2020). "*Options, Futures and Other Derivatives"*, 12th Edition, Pearson Education, New Delhi Reference Books • Kumar SSS. (2020), *Financial Derivatives,* 15th 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Corporate Taxation**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F09**
Course Credit		**3**
Semester		
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 ,* Taxmann, New Delhi, 64th Edition **Reference Books** • Singhania Vinod K(2021)" *Direct Taxes- Laws and Practice*, Taxmann, New Delhi,latest Edition
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 5)	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		**Discipline-Specific Elective**
Course Code		**BM-F10**
Course Credit		**3**
Semester		
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. (2020). *Cases in management accounting and control system,* Pearson., 4th edition 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 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
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific Elective**
Course Code		**BM-F11**
Course Credit		**3**
Semester		
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 (2020), *Retail Banking*, Macmillan Publishers • Agarwal O P (2021) , *Banking and Insurance*, Himalaya Publishing House, 8th Edition **Reference Books :** • Bihari S C (2020), Retail Banking Challenges and Latest Trends in India, , Himalaya Publishing House, 5th Edition • Sethi J, Bhatia N. (2021). *Elements Of Banking and Insurance*, Phi Learning, 7th Edition • Gupta P K, Gordon E. (2023). 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 Ethics and Corporate Governance**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F12**
Course Credit		**3**
Semester		
Objectives		The course objectives are: • To develop an understanding of ethics in finance. • To gain the ability to maintain transparency in business and achieve UN SDGs. • To set the moral and ethical compass of students and upcoming business managers.
Course Outcomes		Upon the successful completion of the course the students will be able to: CO : To understand ethics and corporate governance in Finance. CO2: To develop transparency in business. CO 3: To relate the course to sustainability and UN SDGs. CO 4: To understand the importance of moral and ethical grounding.
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 Financial Ethics:** • Meaning and importance of ethics in Finance. • Ethical issues in finance and investments. • Frameworks for ethical decision-making. • Case studies on Financial Scandals and Ethical Lapses. • Role of personal values and organizational culture. • Ethics in Financial Markets and financial Reporting. **Module 2:** **Principles of Corporate Governance:** • Definition and Objectives of Corporate Governance. • Evolution of Corporate Governance. • Theories of Corporate Governance (Agency Theory, Signaling Theory, Stewardship Theory, Stakeholder Theory, etc. • Key elements: Transparency, accountability, fairness, responsibility. **Module 3:** **Regulatory Framework:** • Global Corporate Governance Codes: OECD principles. • Indian framework: Companies Act 2013, SEBI guidelines,

		Clause 49 • Role of regulatory authorities (SEBI, MCA, RBI, etc.) • 'Sarbanes-Oxley Act (SOX) and its impact. **Module 4:** **Board of Directors and Committees:** • Composition and structure of boards. • Roles and responsibilities of Directors. • Types of Directors: Executive, Non-executive, Independent. • Board Committees: Audit committees, Nomination & Remuneration committee, Risk Management committee. **Module 5:** **CSR and Sustainability:** • Meaning and Evolution of CSR. • Corporate Governance and CSR. • ESG considerations. **Module 6:** **Risk Management and Internal Control** • Risk Management and Governance. • Designing internal control systems. • Role of Board and senior management in risk oversight. • Ethics in risk Management. **Emerging Trends and Global Perspectives** • Business ethics in the era of AI and Big Data. • Whistleblower Protection Laws. • Governance Challenges in start-ups and family-owned businesses. • Case Studies: Enron, Satyam, Volkswagen, Theranos, etc.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings		• Karatan., B. (2023). *Ethics in Finance,* Springer Nature. • 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; Level 6: Create				

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

Component Wise Module Assigned for the Course				
Component	Research	Artificial Intelligence	Digital Component	Simulation and Capstone
Module	V	V	V	III and IV

Course Name		**Sustainability Accounting and Reporting**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F13**
Course Credit		**3**
Semester		
Objectives		The course objectives are: • To develop an understanding of sustainability and ESG. • To learn about sustainability accounting and reporting standards and frameworks. • To learn about sustainability disclosure and measurement. • To understand sustainability regulations in India and the world.
Course Outcomes		Upon the successful completion of the course the students will be able to: CO 1: To develop an understanding of sustainability and ESG. CO2: To learn about sustainability accounting and reporting standards and framework. CO 3: To understand sustainability disclosure and measurement. CO 4: To understand sustainability regulations in India and the world.
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 Sustainability and CSR:** • Meaning and importance of sustainability and ESG. • CSR and its evolution. • UN SDGs. • Case studies on Sustainability. **Module 2:** **Foundations of Sustainability Accounting:** • Traditional Accounting vs Sustainability Accounting. • Triple Bottom Line (TBL) approach: People, Planet, Profit. • Materiality concept in sustainability reporting. • ESG Frameworks. **Module 3:** **Sustainability Reporting Standards and Frameworks:** • Global Reporting Initiative (GRI Standards). • Integrated Reporting (IR) • Sustainability Accounting Standards Board (SASB). • Task Force on Climate-related Financial Disclosures (TCFD). • CDP (formerly Carbon Disclosure Project) • European Sustainability Reporting Standars (ESRS).

		• United Nations Global Contact (UNGC). **Module 4:** **Measurement and Disclosure:** • Environmental Indicators. • Social Indicators. • Governance Indicators. • Metrics, KPIs, and Performance measurement. • Assurance and auditing of sustainability reports. **Module 5:** **Regulatory Environment:** • Mandatory vs Voluntary reporting. • EU Corporate Sustainability Reporting Directive (CSRD). • SEC climate disclosure rules. • Indian regulations: BRSR **Module 6:** **Sustainability Strategies and Integration** • Embedding sustainability into Corporate Strategy. • Risk management and Sustainability. • Sustainable Value Creation. • Stakeholder engagement and communication • Case Studies and Practical Applications. **Emerging Trends and Global Perspectives** • Sustainability accounting and reporting in the era of AI and Big Data. • Greenwashing and ethical reporting challenges. • Impact investing and sustainable finance.
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation** : 60 marks
Suggested Readings		1. Study Materials by the faculty

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; Level 6: Create				

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

Component Wise Module Assigned for the Course				
Component	Research	Artificial Intelligence	Digital Component	Simulation and Capstone
Module	V	V	V	III and IV

Course Name		**Fintech and Computational Finance Using R**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-F14**
Course Credit		**3**
Semester		
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:** **Text Books:** Chakraborty, S. (2020). *Fintech: Evolution or Revolution. Business analytics research lab India*. George Daroczi , Michael Puhle , Marton Michaletzsky ,Zsolt

		Tulassay, Kata Varadi and Agnes VidovicsDancs(2020) *Introduction to R for Quantitative Finance*, Packt Publishing. Mark J. Bennett, Dirk L. (2020). *Financial Analytics with R*, Cambridge University Press Basic econometrics by Gujarati **Reference Books** Nicoletti, B., Nicoletti, W., & Weis. (2020). Future of FinTech. Basingstoke, UK: Palgrave Macmillan. Chishti, S., & Barberis, J. (2020). The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries. 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.	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: 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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

5.2.3 HUMAN RESOURCE MANAGEMENT ELECTIVES
BM-H01 Learning & Development
BM-H02 Industrial Relations and Labour Laws
BM-H03 Managing People and Performance in Organizations
BM-H04 Employee Health and Well Being
BM-H05 Acquisition, Retention & Engagement
BM-H06 Strategic HRM
BM-H07 Compensation Management and HR Metrics
BM-H09 International HRM
BM-H12 Advancing HR with Analytics and AI
BM-H13 Managerial Competencies and Career Development

Course Name		**Learning & Development**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-H01**
Course Credit		**3**
Semester		
Objective		The course aims to equip the students of business management with concepts and practical techniques of managing need-based training programmes in business organisations, 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 organisational 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 an 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, Transfering 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** • Noe, R. A. (2023). *Employee Training and Development* (9th ed.). McGraw-Hill Education. **Reference Books** • Knowles, M. S., Holton, E. F., III, Robinson, P. A., & Caraccioli, C. (2025). The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development (10th ed.). Routledge. • Lynton, R., & Pareek, U. (2011). Training for Development (3rd ed.). Sage Publications. • Moskowitz, M. (2008). A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate. John Wiley & Sons. • Sleezer, C. M., Russ-Eft, D. F., & Gupta, K. (2014). A Practical Guide to Needs Assessment (3rd ed.). Wiley. • Phillips, P. P. (Ed.). (2025). ATD’s Handbook for Measuring and Evaluating Training (2nd ed.). Association for Talent Development.

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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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
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		**Industrial Relations and Labour Laws**
Course Type		**Discipline-Specific 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 Legislation in India** Labour Legislation: Introduction and classification of Labour Legislation; 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 Legislation** 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 developing 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, India **Reference Books** • Mamoria, S., C.B Mamoria, Gankar. (2023). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House • 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	2, 3

			project and End-Term Exam	
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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(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		**Managing People and Performance in Organizations**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-H03**
Course Credit		**3**
Semester		
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 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 the role of the HR Department in ensuring 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 Methods** 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:		**Textbook:** • Aguinis, H. (2023). *Performance Management* (5th ed.). Chicago Business Press. • Rao T. V. (2014). *Performance Management and Appraisal Systems*: *HR Tools For Global Competitiveness*, Sage Publications **Reference Books:** • Armstrong, M. (2021). *Armstrong;s Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6th ed.). Kogan Page. • Rao T. V. (2014). *Performance Management and Appraisal Systems: HR Tools For Global Competitiveness*, Sage 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	Case analysis and	3

		analysis, role play and activity	designing some games	
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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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	10
Understand	15
Apply	10
Analyse	15
Evaluate	10

Course Name		**Employee Health and Wellbeing**
Course Type		**Discipline-Specific 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** Pursuing 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 employers' 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 Leutzinger, J. (2005) Building your wellness budget. 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 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	Case analysis, role play	Case analysis	3

	CO 3	and activity	and situational games	
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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
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 Type		**Discipline-Specific Elective**
Course Code		**BM-H05**
Course Credit		**3**
Semester		
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: CO1: Understand the meaning and importance of human resource planning and job analysis in organizations CO2: Understand the Recruitment and Selection Processes CO3: Analyse critically the candidate's post-selection processes in organizations CO4: 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** Human Resource Planning: Objectives, Process, and Strategic Importance, HR Policies and Procedures: Developing and Communicating HR Guidelines, Job Analysis: Methods and Tools, Job Description & Job Specification, Workforce Analytics, Skill Inventory Mapping, Competency Modeling, Job Crafting **Module II: Recruitment and Selection:** Recruitment Process, Stages, Sources, and Types of Application Blank, References, and Background Checks, Contemporary Trends: e-Recruitment Platforms, Social Recruiting, Employer Branding, Candidate Experience Management, Programmatic Job Advertising, Use of AI in Recruitment: AI-enabled Resume Screening, Predictive Hiring Algorithms, Chatbots for Candidate Engagement. Selection Procedure: Screening, Selection Techniques (Tests, Assessments, Work Samples), Types of Interviews: Structured, Unstructured, Behavioural, Situational, Gamified Assessments, Video Interviews with AI Analytics, Selection vs Performance Criteria, Evaluation of Recruitment and Selection Effectiveness, Quality of Hire Metrics, Data-Driven Selection Decisions **Module III: Post–Selection Actions** Communication of Selection Results, Job Offers: Structure and

		Negotiation, Digital Onboarding & Preboarding, Placement, Orientation, Employee Experience Journey Mapping, Promotion, Transfer, Redeployment, Employee Development Planning, Personalised Learning Pathways, Talent Mobility Platforms **Module IV: Retention Management** Understanding Absenteeism and Attrition, Importance and Determinants of Retention, Retention Strategies and Interventions, Stay Interviews vs. Exit Interviews, Total Rewards Strategy, Employee Value Proposition (EVP), Real-Time Pulse Surveys, Use of AI and Digitalisation in Retention: Attrition Risk Prediction Tools, Sentiment Analysis for Engagement, People Analytics for Retention Strategy **Module V: Employee Engagement** Concept and Importance of Engagement, Attributes of Engaged Employees, 3 Cs of Employee Engagement: Career, Competence and Care, Measuring and Building Employee Engagement, Net Promoter Score (NPS) in HR, Handling Disengaged Employees, Employee Advocacy Programs, Creating a Culture of High Engagement, Psychological Safety at Work, Diversity, Equity, and Inclusion (DEI) in Engagement, AI-powered Engagement Platforms, Ethical Issues in Employee Engagement
Evaluation		**Continuous Evaluation**: (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation :** 60 marks
References		**Text Books** Dessler, G. (2023). *Human Resource Management (17th ed.).* Pearson Education. **Reference Books** • Arthur, D. (2020). Recruiting, interviewing, selecting & orienting new employees, AMACOM Div American Mgmt Assn. • Casio, F. Wayne & Nambudri, R(2020), Managing Human Resources, Tata McGraw,Hill, India • Harvard Business Review Cases and Articles

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Leaders 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)**	**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		**Discipline-Specific 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 practices' approach, Business Strategy and Organizational Capability **Module II: Investment Perspective of HR** Investment Consideration, Investments in Training and Development, Investment Practices for improved Retention, 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:** • Dess, G., McNamara, G., Eisner, A., Sauerwald, S. (2023). *Strategic Management :Text and Cases* (11th ed.). McGraw-Hill. • Jeffery A. Mello (2019), *Strategic Human Resource Management*, Cengage, 4th Edition. • **Reference Books:** • Dyer, J. H., Godfrey, P. C., Jensen, R. J., Bryce, D. J. (2024). Strategic • Management: Concepts and Cases (5th ed.). Wiley. • Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy (2004), 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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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
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		**Discipline-Specific 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 input 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 HRIS** 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 manpower, 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., & Brown, D. (2023). Armstrong;s Handbook of Reward Management • Practice: Improving Performance Through Reward (7th ed.). Kogan Page.

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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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	10
Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

Course Name		**International HRM**
Course Type		**Discipline-Specific 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: Basics of Green HRM** Global HRM: Functions & Practices, Global Business implications: How global HRM differs from domestic HRM, Global Management Process-Culture, Cross-cultural Communications, info tech & E-Communication-Cross-cultural ethics. **Module II: Characteristics & Global Strategies** Characteristics of a Global Manager, Skills of a Global Manager, Ethical Constraints, Global Strategies & Tactical Objectives, International HRM-Managing across Borders **Module III: HR Functions in International Context** Recruitment & Selection, Training &Development, Multinational teams and Cross-cultural training **Module IV: Various Approaches** Multinational Performance Management, Compensation-Balance Sheet and Going rate approaches, International Living costs. Taxation issues; Labour relations - Country-specific Labour policies; International HRM in select countries, Coping with different management systems **Module V: Mergers and Acquisitions** 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		**Text Books:**

Readings		• Dowling, P. J., Festing, M., & Engle, A. D. (2024). *International Human Resource Management* (8th ed.). Cengage. • Reference Books: • Martínez Lucio, M., & MacKenzie, R. (2024). International Human Resource Management (2nd ed.). SAGE Publications. • Reiche, B. S., Stahl, G. K., Mendenhall, M. E., & Oddou, G. R. (Eds.). (2024). Readings and Cases in International Human Resource Management (5th ed.). Routledge. • Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2024). Human Resource Management:Strategic and International Perspectives (4th ed.). Oxford University 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	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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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 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		**Advancing HR with Analytics & AI**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-H12**
Course Credit		**3**
Objectives		The objective of the course is to help the students understand the fundamentals of HR analytics and AI applications in HR and to use data to optimize HR decision-making.
Course Outcome		After completion of the course, a student will be able to: CO1: Demonstrate foundational knowledge of HR analytics including levels and benefits CO2: Apply data management techniques using Excel and Power BI for HR problem-solving CO3: Evaluate AI applications in core HR functions like recruitment and performance CO4: Interpret predictive analytics and create basic forecasting models for HR strategy CO5: Critically assess ethical and legal implications of AI in HR within the Indian context.
Pre-Requisite		Organizational Behaviour, Human Resource Management
Course Outline		**Module I: Foundations of HR Analytics** HR Analytics introduction, Evolution of data-driven HRM, Levels of Analytics: Descriptive, Predictive, Prescriptive, Benefits & limitations of HR analytics, Real-world adoption in India.

		Module II: Data, Tools & Techniques for HR HR Data Sources (HRIS, ATS), Key HR Metrics: Time-to-hire, Turnover rate, Learning ROI, Basic Statistics to use in HR Analytics: Mean, Correlation, Regression. **Module III: Artificial Intelligence in Core HR Functions** AI in Recruitment: Chatbots, Resume Screening, AI in Learning & Development: Personalized pathways, AI in Employee Engagement & Wellness, AI in Performance Appraisal and OKR tracking, Bias, fairness, and black-box models **Module IV: Strategic and Predictive HR Analytics** Predictive Analytics: Attrition Risk, Skill Shortage, Workforce Planning & Succession Modelling, HR Dashboards for CXOs, Analytics for DEI (Diversity, Equity, Inclusion) **Module V: Ethics, Law & The Future of AI in HR** Data privacy, transparency, and AI bias, Indian Labour Code + GDPR relevance in HR data, Preparing for Gen-AI in HR: Skills of the future, Human-centered AI and augmented decision-making, HR in the Metaverse & Virtual Hiring
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. Aiken, L. R. (1997). Psychological Testing and Assessment. Allyn & Bacon. American Educational Research Association, American Psychological Association, & National Council on Measurement in Education. (1999). Standards for Educational and Psychological Testing. American Educational Research Association.

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	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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	10
Understand	15
Apply	10
Analyse	15
Evaluate	10
Create	

Course Name		**Managerial Competencies and Career Development**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-H13**
Course Credit		**3**
Semester		**IV**
Course Objectives		The objectives of the course are: • To equip students with an understanding of managerial competencies in dynamic business contexts and their role in career success and • To develop skills in competency mapping, appraisal, and development practices for effective HR planning and career development.
Course Intended Learning Outcome		After studying this course, the students will be able: CO1:To explain the importance of managerial competencies and their theoretical foundations. CO2:To apply competency mapping techniques to enhance HR functions and career planning. CO3:To analyze and design competency-based career development strategies. CO4:To evaluate the role of performance appraisal and training in competency development. CO5:To develop integrated models for aligning competencies with business strategy and employee development
Pre-Requisite		Foundation Course in Principles and Practices of Management
Course Outline		**Module I: Foundations of Managerial Competencies** Introduction to competencies: Definitions and significance, Types of managerial competencies. Theoretical foundations: PJ Fit, PO Fit, Holland's Theory, Competency needs in a global and dynamic business environment **Module II: Competency Mapping and Career Planning** Competency mapping: Concepts, tools, and techniques, Role of competency mapping in HR planning and career development, Assessment Centre approach, Traditional vs. Protean career paths, Integration of competency mapping with job analysis **Module III: Career Development Strategies and Practices** Career anchors and values, Competency-based approaches to career development, Mentoring, coaching, and counseling, Succession planning, fast-tracking, dual laddering, Contemporary Issue: Competency planning for hybrid and remote teams **Module IV: Appraisal Systems and Training for Competency Development** Training and Performance appraisal methods linked to competencies,

		Career plateauing and development roadblocks, Contemporary Issue: AI-driven performance and skill-gap analysis **Module V: Strategic Alignment and Organizational Models** Designing a competency model for an organization, Linking competencies with business strategy, Career development systems as strategic HR tools, Case studies and real-world applications, Contemporary Issue: Digital transformation and future-ready competencies
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings:		**Textbook:** • McDonald, K. S., & Hite, L. M. (2023). *Career Development: A Human Resource Development Perspective*, Routledge. **Reference Books:** • Berwick, I. (2024). The Future-Proof Career: Strategies For Thriving at Every Stage, Penguin. • Sanghi, S. (2024). Competency Mapping and Assessment: A Practitioner's Handbook,Taylor & Francis

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	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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcomes 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
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	

5.2.4 OPERATIONS ELECTIVE
BM-O03 Service Operations Management
BM-O05 Sustainable Operations Management
BM-O08 Advanced Optimization Techniques
BM-O09 Project Management
BM-O10 Supply Chain Management & Analytics
BM-O11 Quality Excellence & Six Sigma
BM-O12 Global Operations Strategy
BM-O13 Global Sourcing and Vendor Management
BM-O14 Operations in Digital Era
BM-O15 Logistics and Warehouse Management

Course Name		**Service Operations Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O03**
Course Credit		**3**
Semester		**III**
Objectives		The objectives of the course are: • To differentiate between various aspects of operations management and understand the difference between goods manufacturing and services. • To conceptualize the different operational aspects of a variety of services and the perceptual customer benefit packages; • To develop the ability to design a service delivery system aligned to organisational strategy and quality policy. • To develop the ability and agility to implement technological changes in a competitive market and respond in a 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 the service provider and the customer & reduce waiting time. CO3:To analyse the customer's 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,and globalisation, ensuring environmental sustainability.
Pre-Requisite		Operations Management, Quality System Management, Quantitative Techniques, Advanced Excel.
Course Outline		**Module I** **Introduction to Service Operation & Strategy** Review of Operations Management, Introduction to Service Operations Management, Goods vs. Services, Role of Services in an Economy, Types of Services, Characteristics, Service Experience, Service Package, Service Concept, Formulating Service Strategy, Use of techniques – SWOT, Porter's Five Force Analysis

		Module II **Service Design & Service Delivery System** Service Process Matrix, Approaches to Service Design, Service Blueprint, Servicescape, New Service Development, Service Innovation, Service Location **Module III** **Capacity & Demand Management** Capacity Decision: Capacity and Demand Analysis, Level Capacity (Managing demand), Chase Demand (Managing Capacity), Yield Management, Managing Queue **Module IV** **Service Quality Management** Introduction: Service Quality Vs. Product Quality, Service Quality Philosophy, Quality Parameters for different types of Services, Service Quality Gap Model, Service Recovery **Module V** **Technological Strategy** Service Encounter, Use of IT: Data Analysis, AI, Cloud Computing for Agility, Customer Response & Service Delivery
Evaluation		**Continuous Evaluation** – (Field Project – Report and Presentation, Assignments, and Case Study): 40 marks **End-Term Evaluation**: 60 marks
Suggested Readings:		**Books:** • Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons (2023), *Service Management*, McGraw-Hill 10th Edition, • Fitzsimmons, James A. & Fitzsimmons Mona J (2018), *Service Management*, McGraw Hill, 8th. Edition **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. • William J. Stevenson (2022). *Operations Management* (13th. Edition), McGraw Hill

Facilitating the achievement of Course Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching & Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
1	CO1	Lecture, Classroom Discussion, Caselets, Case Study	Case Study	3, 4
2	CO2	Lecture, Classroom Discussion, Caselets, Case Study	Assignment	2, 3
2	CO3	Lecture, Classroom Discussion, Caselets, Case Study	Field Project – Report and Presentation	4, 5
4 & 5	CO4	Lecture, Classroom Discussion, Caselets, Case Study	Field Project – Report and Presentation	4, 5
Bloom's Taxonomy:K1: Remembering;K2: Understanding;3: Applying;K4: Analysing K5: Evaluating				

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**Assignment** (5)	**Field Project – Report & Presentation** (20)	**Case Analysis** (15)
Remember			
Understand	2.5		
Apply	2.5		7.5
Analyze		10	7.5
Evaluate		10	

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	20
Analyse	20
Evaluate	10

Course Name		**Sustainable Operations Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O05**
Course Credit		**3**
Semester		
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:** ● Nunes, B., Batista, L., Masi, D., & Bennett, D. (2022). *Sustainable Operations Management: Key Practices and Cases*,Routledge,1st edition ● 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

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**	**PO9**
CO 1	1	2	2			3			3
CO 2	1	2	2			3			3
CO 3	1	2	2			3			3
Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)									

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		**Advanced Optimization Techniques**
Course Type		**Discipline-Specific 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:** ● Ali Akbar Shaikh,Asoke Kumar Bhunia, Laxminarayan Sahoo(2020) *Advanced Optimization and Operations Research*, Springer Nature Singapore ● Anderson, D., Sweeney, D.J., Williams, T.A., Camm, J.D. (2019). *An introduction to management science: quantitative approaches to decision making,* Cengage Learning, (14th ed.) **Reference Books:** ● Hillier, F., Lieberman, G.J. (2014). *Introduction to operations research* (10^{th} 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, Case study, laboratory sessions	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	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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** **Introduction to Project Management** Introduction, Need for Project Management, The Project Life Cycle, Role of Project Manager, Characteristics of Project and key terms, Triple Constraints of Project, Project Management Processes and their classification, Project Proposal, Project Charter. **Module II** **Project Planning and Scheduling** Project scope management: Work Breakdown Structure (WBS), Project time management: Gantt charts, CPM, PERT, Project Crashing, Resource allocation and levelling

		Module III **Project Execution and Control** Project quality management, Monitoring and control techniques: Earned Value Management (EVM), Change control processes, Communication and documentation in project execution, Project dashboards and reporting **Module IV** **Risk Management and Project Closure** Risk identification, assessment, and mitigation; Contingency planning and response strategies; Procurement management and vendor management; Closing the project: lessons learned, final reports, audits; Success and failure analysis of real-life projects **Module V** **Project Organisation & Conflict Management** Formal organization structure, organization design, types of project organisations, Conflict: origin & consequences, managing conflict, team methods for resolving conflict
Evaluation		Continuous Evaluation (Class Test, Group Assignment, Case Analysis & Presentation): 40 marks End-Semester Evaluation : 60 marks
Suggested Readings:		**Text Books :** ● Larson, E.W. & Gray, C.F. (2021). *Project Management: The Managerial Process*, McGraw-Hill, (8th ed.) ● Mantel, S., Meredith, J., Shafer, S. & Gopalan, M.R. (2014). Project Management Core Textbook,., Wiley, India. **,** 2nd Indian edition **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	Case Analysis and Presentation	2
2.	CO2	Lecture and discussion	Case Analysis and Presentation	2
3.	CO3	Lecture & Problem discussion	Class Test	4
4.	CO4	Lecture, & case studies	Group Assignment	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						

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Supply Chain Management & Analytics**
Course Type		**Discipline-Specific 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; ● 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
Suggested Readings		**Text Books:** ● Vijayraghavan, T.A.S. (2023). *Supply Chain Analytics*, Wiley ● Chopra, S., and Kalra, D. (2019). *Supply Chain Management: Strategy, Planning and Operation (6th ed.)*. Pearson Education, Delhi. ● Shah, J. (2016). *Supply Chain Management: Text and Cases* (2nd ed.). Pearson Education, Delhi **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 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	**CO1,2,3,4**	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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Quality Excellence and Six Sigma**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O11**
Course Credit		**3**
Semester		**II**
Objectives		The objectives of the course are: • to develop a strong foundation in quality management principles and Six Sigma methodologies, enabling students to understand how quality impacts organizational performance and customer satisfaction. • to equip students with practical skills to analyse, improve, and control business processes using the DMAIC framework, statistical tools, and Lean techniques for data-driven decision-making. • to prepare students to lead and contribute to continuous improvement initiatives by applying industry best practices, case studies, and quality certifications like ISO and Six Sigma.
Course Outcome		At the end of the course, the students will be able to: CO1: Understand the Principles of Quality Management and Six Sigma CO2: Apply the DMAIC Methodology to Business Processes CO3: Analyse Process Data to Identify Root Causes of Problems CO4: Implement Process Improvements and Control Mechanisms CO5: Evaluate Quality Improvement Efforts and Industry Practice
Pre-Requisite		Fundamentals of Operations Management
Course Outline		**Module I: Fundamentals of Quality and Six Sigma** Introduction to Quality, Concepts of Quality: Definitions, Evolution, and Importance, Quality Gurus: Juran, Crosby, Ishikawa, Feigenbaum, Shewart, and Taguchi, Benefits of TQM, Quality Cost, Overview of Six Sigma & TQM, Voice of the Customer (VOC), Cost of Poor Quality (COPQ), Six Sigma Levels & Metrics (DPMO, Yield, Sigma Level)

		Module II **TQM Principles** Policy deployment, leadership, Customer Satisfaction, Employee Involvement, Continuous Process Improvement, Supplier Partnership, Performance Measures **Module III Quality Tools** Continuous Improvement and tools, Critical-to-Quality Characteristics: Attributes and Variables, Statistical Process Control, Process Capability Studies, Process Mapping & Process Capability (Cp, Cpk), Concept of Six Sigma and lean operations, Quality Circle. **Module IV Quality Management Systems** Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM), Kaizen, 5S, Poka-Yoke, FMEA **Module V Quality Awards** Describe and explain quality models and frameworks such as SERVQUAL, MBNQA, EFQM, Deming's Award, CII Award, and ISO 9000, ISO 9001 & Six Sigma Certifications (ASQ, IASSC), Case Studies from Manufacturing, Services, Healthcare, Real-World Six Sigma Project Examples & Implementation.
Pedagogy		• Assignments • Projects • Presentation • Case Study
Evaluation		• **Continuous Internal Evaluation** - 40 Marks (Assignments, Quiz, Projects & Case Study • **End Semester Evaluation** - 60 marks
Suggested Readings		**Text Books:** • Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield Sacre, M. (2018). *Total quality management*, Pearson Education, (5th ed.), • 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					

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Global Operations Strategy**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O12**
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 global business process. CO2: To evaluate the external factors such as customers, suppliers, competitors & government policies for formulating a business strategy in global context. CO3: To develop a bird's eye view of utilising organisational resources to achieve organisational growth. CO4: To prepare a global 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 Operations strategy, Operations 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, Operations, sustainable Practices and Financial Goals, Porter's Five Force analysis, SWOT.

		Module III **Global Operation Strategy** Developing a Global business plan with marketing and finance, Demand Analysis, Product and Process, & Capacity Decision, and Technology decisions in the global context. **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:** • Nigel Slack and Mike Lewis, (October 20, 2023) © 2024 *Operations Strategy*, Pearson, 7th edition • 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 &	3 &4

		presentation.	Report	
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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices

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

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

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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		**Global Sourcing and Vendor Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O13**
Course Credit		**3**
Semester		**IV**
Objectives		The objectives of the course are to: • **Understand global sourcing strategies** and evaluate their impact on supply chain efficiency, cost reduction, and competitive advantage. • **Develop skills in vendor selection, evaluation, and relationship management** to ensure quality, reliability, and sustainability in procurement. • **Analyze legal, ethical, and risk management issues** in international sourcing and supplier collaboration. • **Apply analytical tools and negotiation techniques** to optimize supplier performance and manage global procurement operations effectively.

Course Outcome		After studying the course, the student should be able to: **CO1:** Demonstrate an in-depth understanding of global sourcing concepts, processes, and best practices across diverse industries and markets. **CO2:** Evaluate and apply vendor selection criteria, performance metrics, and strategic sourcing tools to real-world procurement scenarios. **CO3:** Identify and assess legal, ethical, cultural, and risk-related issues in international sourcing and supplier management. **CO4:** Formulate and implement effective vendor management strategies, including negotiation, contract management, and long-term supplier development.
Pre-requisite		Fundamentals of Operations Management ,Basic Knowledge of Supply Chain Management and International Business Environment
Course Outline		**Module I** **Introduction to Global Sourcing** Concept and Evolution of Global Sourcing, Drivers and Barriers of Global Sourcing, Global Sourcing vs. Domestic Sourcing, Global Sourcing Strategies and Models, Case Studies on Global Sourcing Practices **Module II** **Vendor Selection and Evaluation** Criteria for Vendor Selection, Vendor Evaluation Techniques and Tools, Supplier Segmentation and Classification, Cost-Benefit Analysis in Vendor Selection, Vendor Scorecards and Key Performance Indicators (KPIs) **Module III** **Strategic Vendor Management** Vendor Relationship Management (VRM) Strategic Alliances and Partnerships, Supplier Development and Retention, Contract Negotiation and Management, Managing Multi-Tier Suppliers **Module IV** **Risk, Compliance & Ethics in Global Sourcing** Legal and Ethical Issues in Global Procurement, Risk Identification and Mitigation in Global Sourcing, Regulatory Compliance (Trade, Customs, Labour Laws, etc.), Sustainable and Responsible Sourcing Practices, Case Studies: Ethical Dilemmas in Global Sourcing **Module IV** **Technology and Future Trends**

		Role of IT and Analytics in Global Sourcing, E-Procurement, Block-chain, and Digital Marketplaces, Artificial Intelligence and Automation in Vendor Management, Emerging Trends and Innovations in Global Supply Chains, Industry 4.0 and its Impact on Sourcing Strategies.
Evaluation		**Continuous Evaluation** (Surprise Class Test, Quizzes, Group Assignments, Case Analysis Presentations & Reports): 40 marks **End-Semester Evaluation**: 60 marks

Suggested Readings		**Text Books:**
		• Kenneth Lysons, Brian Farrington(2020) *Procurement and Supply Chain Management*, Pearson, 10th edition
		• Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2016). *Purchasing and supply chain management* (6th ed.). Cengage Learning.
		• Trent, R. J. (2007). *Strategic supply management: Creating the next source of competitive advantage*. J. Ross Publishing.
		
		Reference Books
		• Lysons, K., & Farrington, B. (2020). Purchasing and supply chain management (10th ed.). Pearson Education.
		• Harvard Business Review. (n.d.). Global sourcing, supplier strategy, and digital procurement. Harvard Business Publishing. https://hbr.org
		• Gartner, McKinsey & Company, & Deloitte. (n.d.). Industry reports on sourcing, procurement, and supply chain trends. Retrieved from respective company websites:
		  • https://www.gartner.com
		  • https://www.mckinsey.com
		  • https://www2.deloitte.com

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
I	CO1	Lectures, Case Study on Global Sourcing Practices	Quiz, Case Analysis	Level 2: Understanding, Level 3: Applying
II	CO2	Interactive Sessions, Group Assignments, Practical Exercises	Group Assignment, Presentations	Level 4: Analyzing, Level 5: Evaluating

III	CO4.	Lectures, Case Study Discussions, Role Plays	Mid-Term Exam, Role Play Evaluation	Level 3: Applying, Level 6: Create
IV	CO3	Lectures, Regulatory Framework Discussion, Ethical Dilemma Cases	Class Presentations, Reflection Paper	Level 4: Analyzing, Level 5: Evaluating
V	CO4	Guest Lectures, Technology Demonstrations, Panel Discussions	Individual Report, Tech Briefing	Level 4: Analyzing, Level 6: Create
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)									
CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	1	1	1	1	1	1
CO2	3	3	2	2	2	1	2	2	1
CO3	2	2	3	1	1	3	2	1	2
CO4	2	3	2	2	3	2	2	2	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	

Course Name		**Operations in Digital Era**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O14**
Course Credit		**3**
Semester		**III/IV**
Objectives		The objectives of the course are to: o Understand the impact of digital technologies on modern operations management. o Analyse how automation, AI, IoT, and data analytics transform operational processes. o Develop strategies for integrating digital tools to enhance efficiency, agility, and sustainability in operations. • Evaluate risks, ethical considerations, and challenges in digital operations.
Course		After studying the course, the student should be able to:

Outcome		CO1: Explain key digital technologies (e.g., AI, IoT, blockchain) and their applications in operations. CO2: Apply digital tools to optimise operational processes and decision-making. CO3: Assess risks, ethical dilemmas, and cybersecurity challenges in digital operations. CO4: Design a digital transformation roadmap for operational excellence.
Pre-requisite		Fundamentals of Operations Management, Basic Knowledge of Information Systems and Data Analytics.
Course Outline		**Module I** **Introduction to Digital Operations** Evolution of digital operations: From Industry 3.0 to 5.0, Key drivers of digital transformation (customer expectations, competitive pressure, technological advancements), Digital vs. traditional operations: Comparative analysis, Case studies **Module II** **Digital Tools for Operations** Big Data & Predictive Analytics in demand forecasting and inventory management, AI & Machine Learning for process automation and quality control, IoT in smart factories and real-time asset tracking, Block-chain for supply chain transparency and fraud prevention, Robotic Process Automation (RPA) for back-office operations, Digital Twins: Simulation and optimization of operations **Module III** **Agile and Sustainable Operations** Lean digital operations: Minimizing waste with technology, Agile methodologies (Scrum, Kanban) in operations,Circular economy and green technologies in digital supply chains,Sustainable logistics: Route optimization using AI ,Resilience strategies for digital disruptions (e.g., pandemic response, cyberattacks) , Smart energy management in digital factories **Module IV** **Risk and Ethics in Digital Era** Cybersecurity threats in Industry 4.0 (ransomware, IoT vulnerabilities),Data privacy regulations (GDPR, CCPA) and

		compliance ,Ethical AI: Bias, fairness, and accountability, Digital labor: Impact of automation on jobs,Case studies **Module V** **Future Trends** Metaverse and virtual operations (digital factories, VR training) , Quantum computing for ultra-fast optimization, Autonomous supply chains: Drones, self-driving trucks, and robotic warehouses , Hyper-automation: Combining AI, RPA, and low-code platforms ,Scenario planning for next-gen operations (2030 and beyond),Ethical implications of fully autonomous decision-making
Evaluation		**Continuous Evaluation** (Surprise Class Test, Group Assignments, Case Analysis Presentations & Reports): 40 marks **End-Semester Evaluation**: 60 marks
Suggested Readings		**Text Books:** • Petrillo, A., De Felice, F., Lambert-Torres, G., & Bonaldi, E. (Eds.). (2021). *Operations Management: Emerging Trend in the Digital Era*, IntechOpen • Davenport, T. H. (2018). The AI Advantage: How to Put the Artificial Intelligence Revolution to Work. MIT Press. • Ross, J. W. (2019). Designed for Digital: How to Architect Your Business for Sustained Success. Harvard Business Review Press. **Reference Books** • McKinsey & Company. (2023). Digital Operations in 2030: A Future Perspective. • World Economic Forum. (2022). The Impact of AI on Global Operations. • Operations Management: Emerging Trend in the Digital Era, by Antonella Petrillo (Editor), Fabio De Felice (Editor), Germano Lambert-Torres (Editor)

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, Class Discussion, Casestudy/caselet	Surprise Class Test	2
2	CO2, CO3	Lecture, Youtube Videos, Simulation, Class Discussion, Casestudy/caselet	Case Analysis Presentation and Report Submission	3
3	CO3	Lecture, Youtube Videos, Simulation, Class Discussion, Casestudy/caselet	Group Assignment	4
4	CO3	Lecture, Youtube Videos, Simulation, Class Discussion, Casestudy/caselet	Case Analysis Presentation and Report Submission	5
5	CO4	Lecture, Youtube Videos, Simulation, Class Discussion, Casestudy/caselet	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**
CO1	3	2	3	1	1	1	1	1	1
CO2	3	3	2	3	2	1	2	2	2
CO3	2	2	3	1	1	3	2	1	3
CO4	3	3	2	2	3	2	2	3	2

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	10		
Apply			10
Analyze		10	
Evaluate			10

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	20
Apply	20
Analyze	10
Evaluate	10

Course Name		**Logistics and Warehouse Management**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-O15**
Course Credit		**3**
Objectives		This course aims to: • Introduce the foundational concepts and importance of logistics and warehouse management in the supply chain. • Develop understanding of inventory control, order processing, and distribution strategies. • Enable students to design and evaluate efficient warehouse layouts and operations. • Equip learners with knowledge of transportation systems and cost-effective logistics solutions. • Familiarize students with the latest technologies and trends impacting logistics and warehousing.
Course Outcomes		After completing this course, students will be able to: **CO1:** Describe the roles, functions, and strategic importance of logistics and warehouse operations. **CO2:** Apply key inventory control and order management techniques in logistics settings. **CO3:** Design and analyze efficient warehouse layouts and operations. **CO4:** Evaluate transportation networks and distribution strategies for cost and service optimization. **CO5:** Integrate technological advancements and sustainability practices in logistics and warehouse management.
Prerequisite		The prerequisites for this course is basic knowledge of Operations Management and Supply Chain Management A basic understanding of supply chain management, operations management, and business fundamentals is essential. Familiarity with concepts such as inventory control, procurement, and distribution systems will help students grasp the intricacies of logistics and warehouse operations. Prior exposure to quantitative methods and decision-making tools is also recommended.
Course Outline		**Module I** **Fundamentals of Logistics and Warehouse Management** Logistics in Supply Chain Management, Objectives and Functions of Logistics, Elements of Logistics Systems, Types and Functions of Warehouses, Role of Warehousing in Supply Chain Logistics Performance Indicators (KPIs) **Module 2** **Inventory Management and Order Fulfilment** Types of Inventory and Inventory Costs, EOQ, Safety Stock, Reorder Point Calculations, ABC and XYZ Inventory Analysis, Order

		Processing Systems, Service Levels and Stock-out Management **Module 3** **Warehouse Design and Operations** Principles of Warehouse Layout and Design, Space Utilization and Slotting Strategies, Material Handling Equipment and Storage Systems, Warehouse Process Flow: Receiving to Dispatch, Warehouse Safety, Security, and Ergonomics **Module 4** **Transportation and Distribution Systems** Transportation Modes and Selection Criteria, Freight Management and Transportation Costing, Network Design and Route Optimization, Last-Mile Delivery Strategies, Distribution Centre Operations **Module 5** **Technology, Automation, and Future Trends** Warehouse Management Systems (WMS) and Transportation Management Systems (TMS), Use of RFID, Barcoding, and IoT in Logistics, Role of Artificial Intelligence and Block-chain in Logistics, Green Logistics and Sustainable Practices, Trends: Autonomous Vehicles, Drones, and Smart Warehouses
Evaluation		**Continuous Internal Evaluation** **(**Quiz, Assignments, Internal Examination, Short Term Project, Presentation**)** **:** 40 marks **End Semester Evaluation** **:** 60 marks
Suggested Readings		**Text Books:** • Gwynne Richards(2025) *Warehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse,* 5th Edition • Rushton, A., Croucher, P., & Baker, P. (2017). *The Handbook of Logistics and Distribution Management* (6th ed.). Kogan Page. – A practical guide on logistics, warehousing, and distribution planning. • Bowersox, D. J., Closs, D. J., & Cooper, M. B**.** (2012). *Supply Chain Logistics Management* (4th ed.). McGraw-Hill. – Focuses on strategic logistics and contemporary supply chain practices. **Reference Books:** • Gwynne Richards(2025) W*arehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*, Koganpage • Covers warehouse layout, design, and operational best practices. • **Blanchard, D.** (2021). *Supply Chain Management Best Practices*

		(3rd ed.). Wiley. – Discusses digital transformation, KPIs, and emerging trends. • **Murphy, P. R., & Knemeyer, A. M.** (2017). *Contemporary Logistics* (12th ed.). Pearson. – Focus on logistics decision-making and real-world applications. • **Waters, D.** (2019). *Logistics and Supply Chain Management* (3rd ed.). Red Globe Press. – Covers operational and strategic aspects of logistics systems. **Online Resources and Journals:** • *Journal of Business Logistics* (Wiley) • *International Journal of Physical Distribution & Logistics Management* (Emerald) • *Supply Chain Quarterly* (www.supplychainquarterly.com) • *Logistics Management* Magazine (www.logisticsmgmt.com)

Facilitating the achievement of Course Learning Outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching and Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
I	CO1	Lectures, case discussions, videos	Quizzes, class participation	Level 2: Understanding
II	CO2	Numerical problem-solving, tutorials	Assignments, class test	Level 3: Applying
III	CO3	Workshops, software demos	Mini project, presentation	Level 6: Create
IV	CO4	Case studies, simulations	Case analysis, group discussion	Level 4: Analyzing
V	CO5	Guest lectures, research articles	Reflective report, viva	Level 5: Evaluating
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)									
CO \ PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	3	2	1				1		1
CO2	2	3		2					
CO3	2	2		2	1				
CO4	2	3	2	2					
CO5	2	2	2	2	2	1		1	3

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Mapping Approach:

- Mapped only when there is a **direct and essential contribution** of the CO to the PO.
- **Score 1**: Basic or indirect alignment
- **Score 2**: Moderate, clear alignment with some scope and impact
- **Score 3**: Strong, core alignment with major course emphasis
- *(Blank)*: No meaningful or measurable linkage

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

5.2.5 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 and Cyber Security
BM-BA11 Predictive Modelling and Analysis
BM-BA12 Prescriptive Analytics
BM-BA13 Database Management Systems
BM-BA14 Block Chain Technology
BM-BA15 Advance Machine Learning Applications

Course Name		**Data Mining**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-BA01**
Course Credit		**3**
Semester		**II**
Course Objectives		The objectives of the course are to • provide foundational knowledge of data mining concepts and their relevance in business decision-making. • equip students with skills for preparing and pre-processing data for analytical tasks. • enable students to apply data mining techniques such as classification, clustering, and association rule mining in real-world business scenarios. • develop the ability to interpret, evaluate, and visualize data mining results to support strategic decisions. • introduce the concepts of data warehousing and its integration with data mining for effective business intelligence.
Course Outcome		After undergoing the course, a student will be able to: CO1: Understand key data mining concepts and components. CO2: Apply essential data pre-processing techniques. CO3: Perform classification, clustering, and association analysis for decision-making. CO4: Understand the role of data warehousing in business intelligence.
Pre-Requisite		Data base Management System
Course Outline		**Module I** **Introduction** Definitions and Data Mining Tasks, Data Mining vs. Knowledge Discovery in Databases (KDD), Applications in Business Context, Overview of Data Types (relational, transactional – briefly) **Module II** **Data Pre-processing** Importance of Data Pre-processing, Techniques: Data Cleaning, Data Integration, Data Transformation, Data Reduction (including Discretization and Normalization) **Module III** **Data Mining Techniques, Classification and Prediction** Association Rule Mining: Apriori Algorithm, Applications in Market

		Basket Analysis, Classification & Prediction: Decision Trees, Naïve Bayes, Introduction to Prediction Models, Evaluating Model Accuracy **Module IV** **Clustering Techniques** Cluster Analysis Concepts, K-Means and Hierarchical Clustering, Introduction to Outlier Detection, Application Areas: Customer Segmentation **Module V** **Data Warehousing** Need and Benefits of Data Warehousing, Basic Architecture and Components , Dimensional Modelling (Star Schema, ETL Basics) - Business Use Cases
Evaluation		**Continuous Evaluation** (Quiz, Assignments, Case Study, Presentation, Short Term Project): 40 marks **End-Term Evaluation:** 60 marks
Suggested Readings:		**Text Books** • Foulds, J., Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2025). *Data Mining: Practical Machine Learning Tools and Techniques,* Elsevier. • Pang-Ning Tan, Michael Steinbach, Anuj Karpatne, & Vipin Kumar (2018),*Introduction to Data Mining* (2nd ed.), Pearson **Reference Books** • Berry, M. J. A., & Linoff, G. S. (2011)*Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management* (3rd ed.), Wiley • Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2020) *Data Mining for Business Analytics: Concepts, Techniques, and Applications in Python,* Wiley • **Provost, F., & Fawcett, T. (2013),***Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking,*O'Reilly Media **Online Resources** • **IBM Data Science and Data Mining Blogs**: Business insights and case studies using data analytics. https://www.ibm.com/blogs • **KDNuggets** – https://www.kdnuggets.com Industry trends, tutorials, and applied use cases in data mining and AI. • **Harvard Business Review (HBR)** articles on analytics and data-driven decision-making.

Facilitating the achievement of Course outcomes				
Module No.	**Course Outcomes (CO)**	**Teaching and Learning Activity**	**Assessment Method**	**Bloom's Taxonomy Level**
I	CO1	Lectures, case discussion	Quiz, Assignments, Written-test	2
II	CO2	Lectures, problem solving, lab sessions	Hands-on test, Quiz, Assignments	3
III	CO3	Lectures, problem discussion, case discussion	Quiz, Assignments, Written-test	3
IV	CO3	Case discussion, lab sessions	Hands-on test, Assignments, Quiz	3
V	CO4	Lectures, case discussion, lab sessions	Quiz, Assignments, Written-test	2
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)									
CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	-	1	2	-	-	-	1	-
CO2	2	3	-	3	2	-	1	-	-
CO3	1	3	1	3	3	1	2	-	-
CO4	2	2	-	3	1	-	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**Surprise Test (10)**	**Group Assignment (10)**	**Case Analysis (20)**
Remember			
Understand			5
Apply		5	10
Analyze	10	5	5
Evaluate			

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	20
Evaluate	10

Course Name		**Data Visualization**
Course Type		**Discipline-Specific 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 :** • Healy, K. (2024). *Data Visualization: a Practical Introduction,* Princeton University Press. • Chen, M., Hauser, H., Rheingans, P., & Scheuermann, G. (Eds.). (2020), *Foundations of Data Visualization* (pp. 225-241). Cham, Switzerland: Springer International Publishing

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)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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** • Kabacoff, R. (2022) *R in Action: Data Analysis and Graphics with R and Tidyverse*, Simon and Schuster. • Jones, E., Harden, S., & Crawley, M. J. (2022). T*he R book*, John Wiley & Sons. • Moore, D.S., & McCabe, G.P. & Craig, B.A. (2014). *Introduction to the Practice of Statistics*. W.H. Freeman • Gardener, M. (2012). *Beginning R: The Statistical Programming Language*. Wiley Publications.

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	Quiz, Assignments,	3, 4

		discussion with software, laboratory sessions	Written-test	
Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating				

	Programme Outcomes (POs)								
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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** • Kaul, C. (2025) *Exploring the Opportunities of Big Data*, Educohack Press. • Asan, B. (2025) *Managing Big Data Effectively*, Educohack Press.

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)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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 and Cyber Security**
Course Type		**Discipline-Specific Elective**
Programme Code		**BM BA08**
Course Credit		**3**
Semester		
Objectives		**Objective of this course are**: This course aims to equip students with analytical tools and frameworks to extract business insights from social media platforms and understand the importance of cybersecurity in digital business environments. Students will gain proficiency in using social media data for brand management, sentiment analysis, and customer engagement while developing an understanding of cybersecurity risks, frameworks, and compliance essentials

Course Outcome	Upon completion of the course, a student will be able : **CO1:** Understand the fundamentals of social media platforms, metrics, and analytics tools in the context of business intelligence. **CO2:** Perform sentiment analysis, influencer analysis, and social listening using R/Python or web APIs. **CO3:** Interpret social network structures, community detection, and viral content modeling. **CO4:** Recognize major cyber threats, data privacy concerns, and compliance regulations applicable to digital businesses. **CO5:** Apply basic risk mitigation, access control strategies, and audit processes to safeguard organizational data assets.
Pre- Requisite	Basic knowledge of Business Analytics Familiarity with Python or R Introduction to marketing or digital platforms
Course Outline	**Module I: Introduction to Social Media Analytics** Evolution of social media; Popular platforms and APIs (Twitter, Instagram, YouTube); Social media metrics; Business use cases – brand tracking, crisis management. **Module II: Sentiment and Text Analytics** Natural Language Processing (NLP) basics; Text pre-processing; Word clouds, N-grams, polarity and subjectivity scoring; Tools: TextBlob, tidytext, or VADER in Python/R. **Module III Network and Influencer Analysis** Social network theory; Centrality and influence; Community detection; Identifying key users and topics; Applications in viral marketing and recommendation systems. **Module IV Cybersecurity Concepts for Business** Types of cyber threats (phishing, ransomware, insider threats); Cyberattack case studies; CIA Triad – Confidentiality, Integrity, Availability; Organizational IT security policy. **Module V Data Protection and Compliance** GDPR, India's Digital Personal Data Protection Act (DPDPA), ISO 27001; Risk assessment frameworks; Role-based access control; Firewalls and endpoint security essentials.
Evaluation	**Continuous Evaluation** (Assignments, Lab Practicals, Mini Projects, Case Presentations): 40 marks **End-Term Evaluation** (Theory + Practical Problem Solving + Case-Based Questions**)** : 60 marks

References	

Textbooks & References:

- Scheibmeir, J. A., & Malaiya, Y. K. (2021). Social media analytics of the Internet of Things. Discover
- Internet of Things, 1(1), 16.
- William Stallings (2021), *Cybersecurity: Principles and Practice*, Pearson.
- Mike Chapple & David Seidl (2021), *CompTIA Security+ Guide to Network Security Fundamentals*, Cengage.
- Rajat Mehta (2022), *Digital Marketing: Analytics and Cybersecurity Applications*, McGraw Hill.

Tools & Platforms:

- R/Python, Tweepy (Twitter API), Power BI/Tableau, Gephi, nltk, scikit-learn, Excel
- OWASP Top 10, ISO 27001 Framework, Indian IT Act resources
- 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, Platform Demos	Quiz, Assignment	Understand (L2)
2	CO 2	Lab (R/Python), Case Study	Mini Project, Practical	Apply (L3)
3	CO 3	Network Mapping, Visualization	Lab Test, Presentation	Analyze (L4)
4	CO 4	Case Discussion, Threat Simulation	Quiz, Class Discussion	Evaluate (L5)
5	CO 5	Framework Design, Compliance Audit	Group Project, Report	Create (L6)
Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying,Level 4: Analysing, Level 5: Evaluating				

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	-	1	1	1	-	-	-	-	-
CO 3	-	1	-	1	1	-	-	1	-
CO 4	1	-	-	1	1	1	-	-	1
CO5	-	-	-	1	-	1	1	1	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	**Platform Quiz (10)**	**Social Media Analytics Project (15)**	**Cybersecurity Case Report (10)**	**Presentation/ Viva (5)**
Remember				
Understand	2.5			1
Apply	2.5			1
Analyze	2.5	5	5	1
Evaluate	2.5	5	5	2
Create		5		

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	10
Apply	10
Analyze	20
Evaluate	20
Create	

Course Name		**Predictive Modelling and Analysis**
Course Type		**Discipline-Specific 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:** ● Thulin, M. *(2024) Modern Statistics with R: From Wrangling and Exploring Data to Inference and Predictive Modelling*, CRC Press. ● Khang, A., Gujrati, R., Uygun, H., Tailor, R. K., & Gaur, S. (Eds.) *(2024) Data-Driven Modelling and Predictive Analytics in Business and Finance: Concepts, Designs, Technologies, and Applications.* CRC Press. **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)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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:** ● Keisler, J. M. (2024). *Prescriptive Analytics: Mastering the Spreadsheet of Everything*, Springer Nature. ● Paczkowski, W. R. (2024). *Hands-On Prescriptive Analytics: Optimizing Your Decision Making with Python*. ", O'Reilly Media, Inc.". **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

	Programme Outcomes (POs)								
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

Programme Outcome Details:

PO1: Acquire knowledge in business management concepts and current practices
PO2: Analyse and devise solutions for multifunctional business problems and issues
PO3: Analyse relevant global factors that influence decision-making in international business
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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		**Discipline-Specific 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:** • Khang, A. (Ed.). (2024). *AI-oriented competency framework for talent management in the digital economy: models, technologies, applications, and implementation*, CRC Press. • Thomas Connolly and Carolyn Begg(2019), *Database Systems: A Practical Approach to Design, Implementation, and Management"*, Pearson • *"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				

Programme Outcomes (POs)									
Course Outcomes (COs)	**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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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
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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

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		**Discipline-Specific 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:** • Raj, P., Saini, K., & Surianarayanan, C. (Eds.*). (2020). Blockchain technology and applications*, CRC Press. • Imran Bashir *(2020),Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications"*, SPD Publishing • Daniel Drescher *(2017)Blockchain Basics: A Non-Technical Introduction in 25 Steps,* Apress **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

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

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	

Course Title		**Advanced Machine Learning Applications**
Course Type		**Discipline-Specific Elective**
Course Code		**BM-BA15**
Course Credit		**3**
Semester		**IV**
Objectives		This course aims to develop an advanced understanding of machine learning (ML) techniques and their strategic applications in business contexts. The course covers supervised, unsupervised, and reinforcement learning approaches, focusing on real-world implementations using Python and popular ML libraries. Emphasis will be on applying models for decision-making in finance, marketing, HR, operations, and risk management.
Course Outcome		After completing the course, students will be able to: **CO1**: Understand and compare advanced machine learning algorithms and their business relevance. **CO2**: Implement supervised and unsupervised ML models using Python and scikit-learn. **CO3**: Apply ensemble methods, deep learning models, and time series techniques to complex business problems. **CO4**: Evaluate model performance using classification and regression metrics. **CO5**: Develop and deploy end-to-end ML solutions for strategic decision-making.
Pre-Requisite		• Basic knowledge of statistics and linear algebra • Familiarity with Python programming • Completion of introductory machine learning or analytics course
Course Outline		**Module I: ML Foundations & Review** ML pipeline; data preprocessing and feature engineering; bias-variance trade-off; cross-validation; hyperparameter tuning.

		Module II: Advanced Supervised Learning Ensemble methods (Random Forest, Gradient Boosting, XGBoost); Support Vector Machines; regularization (Lasso, Ridge, ElasticNet). **Module III: Unsupervised Learning and Dimensionality Reduction** Clustering (K-Means++, DBSCAN, hierarchical); Principal Component Analysis (PCA); t-SNE; Association Rule Mining. **Module IV: Deep Learning and NLP** Neural Networks with TensorFlow/Keras; Convolutional Neural Networks (CNN); Natural Language Processing (NLP) for sentiment analysis and text classification. **Module V: Time Series & ML Deployment** ARIMA, Prophet, LSTM; model serialization (joblib/pickle); deployment with Flask or Streamlit; dashboard integration.
Evaluation		**Continuous Evaluation** Assignments, Labs, Case Studies, Mini Projects, Presentations: 40 marks **End-Term Evaluation**: 60 marks [Practical Exam + Conceptual Questions]
Suggested Readings		**Text Books:** • Géron, A. (2019). *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow*, O'Reilly. • Raschka, S., & Mirjalili, V. (2020). *Python Machine Learning*, Packt Publishing. • Aggarwal, C. C. (2018). *Machine Learning for Data Science Handbook*, Springer.

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, Case Examples	Quiz, MCQs	Understand (L2)
2	CO 2	Hands-on Python Coding	Lab Assignments, Test	Apply (L3)
3	CO 3	Coding + Business Use Cases	Case Study, Presentation	Analyze (L4)
4	CO 4	Deep Learning Models	Mini Project, Evaluation	Evaluate (L5)
5	CO 5	End-to-end Deployment	Project Report, Viva	Create (L6)

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

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)									
	Programme Outcomes (POs)								
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO 9**
CO 1	1	1	-	-	-	-	-	-	-
CO 2	-	1	-	1	-	-	-	-	-
CO 3	-	1	1	1	-	-	-	1	-
CO 4	-	-	-	1	1	-	1	-	-
CO5	-	-	-	-	1	1	1	1	1

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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	3		
Apply	3	3	5
Analyze	4	3	5
Evaluate		4	5
Create		2.5	5

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	20

5.2.6 : DIGITAL MARKETING ELECTIVE
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		**Discipline-Specific Elective**
Course Code		**BM-DM 01**
Course Credit		**3**
Semester		
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: • Simon Kingsnorth(2022), *Digital Marketing Strategy: An Integrated Approach to Online Marketing***,** Kogan Page • Seema Gupta(2018),*Digital Marketing*, Mc Graw Hill Education • 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) Programme Outcomes (POs)									
Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9
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	-	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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: Adam Clarke(2024) *SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies*, Aravind Shenoy & Anirudh Prabhu(2016), *Introducing SEO: Your quick-start guide to effective SEO practices*, Apress

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	Case analysis, Exercise and	4

		activity. Topics for short term projects to be given.	Presentation	
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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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 : • Simon Kingsnorth(2022), *Integrated Digital Media Campaign (SEM) and Mobile Marketing Context and Social Media Marketing*, Kogan Page • Todd Kelsey(2017)*Introduction to Search Engine Marketing and AdWords: A Guide for Absolute Beginners*, Apress

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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific Elective**
Course Code		**BM-DM 04**
Course Credit		**3**
Semester		
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: ● Melissa Barker, Donald I. Barker(2022) Nicholas Bormann, *Social Media Marketing: A Strategic Approach,* 3rd edition, Cengage Learning ● Jan Zimmerman & Deborah Ng(2021) *Social Media Marketing All-in-One,* Dummies Publishing ● Tom Funk(2014),*Advanced Social Media Marketing: How to Lead, Launch, and Manage a Successful Social Media Program*, Apress

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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Discipline-Specific 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 **Module V** **Understanding the Writing Process** Pages to your Website 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: • Ann Handley(2023) *Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content,* Harper Business • 2017 by Hiker C(2017),*Content marketing in der praxis*. Springer Fachmedien Wiesbaden. • Gunelius, S (2011)*Content Marketing for Dummies*, 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	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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Copy Writing**
Course Type		**Discipline-Specific 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: • Robert W. Bly (2022)*The Copywriter's Handbook: A Step-By-Step Guide to Writing Copy That Sells***,** ST Martin's Griffin • Andy Maslen(2018)*Persuasive Copywriting: Cut through the Noise and Communicate Through Impact*, 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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Email Marketing**
Course Type		**Discipline-Specific 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 ● Chad S. White(2023) *Email Marketing Rules: A Step-by-Step Guide to the Best Practices that Power Email Marketing Success, World of Books USA* ● KRUG, S. (2014). *Don't Make Me think, Revisited*, New Riders Press,3rd edition, ● STOKES, R. (2014). eMarketing. The essential guide to marketing in a digital world (5th. ed.). Retrieved from http://www.redandyellow.co.za/product/textbookdigital/

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	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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		**Online and Web Analytics**
Course Type		**Discipline-Specific 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: • Avinash Kaushik(2022), *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*, Wiley • Steve Jackson(2009)*Cult of Analytics: Driving online marketing strategies using web analytics (E-marketing Essentials)*, Elsevier, 1st Edition, 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		

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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

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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		**Discipline-Specific 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: • Kieran Healy(2023) *Data Visualization: A Practical Introduction*", Princeton University Press, 2nd Edition, • John Walkenbach(2018), *Excel 2019 Bible*, Wiley • Michael Alexander, Jared Decker & Bernard Wehbe (2016)*Microsoft Business Intelligence Tools for Excel Analysts*, WILEY

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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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
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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	**Discipline-Specific 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 • Ted Sudol, Paul Mladjenovic(2022), *Affiliate Marketing for Dummies,* Wiley, 2nd Edition • Bruce C. Brown (2021), *Complete Guide to Affiliate Marketing on the Web: How to Use & Profit from Affiliate Marketing Programs,* Atlantic Publishing • Ted Sudol and Paul Mladjenovic (2019), *Affiliate Marketing for Dummies,* Wiley, 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	-	-	-

Correlation level 1, 2 and 3 as defined: "1" – Slight (Low), **2 –** Moderate (Medium) **a**nd **3-** Substantial(High)

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
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

5.3 Research Track Courses

In alignment with the National Education Policy (NEP) 2020, and as per the UGC's Curriculum & Credit Framework for PG Program 2024, the MBA curriculum has been structured with research pathways, offering students an opportunity to opt for a **Master's Thesis Track** in their second year. This approach is designed to deepen research acumen, encourage innovation, and promote publication-oriented learning for those aspiring toward academic, research, or high-level consultancy careers.aligne

5.3.1 Objectives of Research Integration in MBA (aligned with NEP 2020):

- To encourage **critical and analytical thinking** by engaging students in real-world problem-solving.
- To promote the development of **academic writing and publishing skills**.
- To support the creation of **original knowledge** and **evidence-based policy recommendations**.
- To strengthen the foundation for those interested in pursuing **Ph.D. programs** or careers in **consulting, policy, or academic leadership**.
- To enable the university to contribute to national and global research output and innovation.

This model enhances the academic rigor of the MBA program and positions students as contributors to knowledge, aligned with NEP's vision of transforming higher education into a more holistic, multidisciplinary, and research-driven ecosystem.

5.3.2 Criteria for Selection of Students for the Research Track

The following criteria will be applicable for the selection of students opting for a research track (either full research or research in combination with coursework) in the 2nd year of the PG programme:

i. **Eligibility:** A student should have a minimum of 75% attendance in all courses in both Semesters I & II in the 1st year.

ii. **Academic Performance:** A student should have a minimum CGPA of 7.5 at the end of the 1st Semester in the 1st year without any backlogs.

iii. **Selection Criteria:**
    - The student will have to appear for the Research Aptitude Test to be conducted by the respective school and has to score a minimum of 50% in the same.
    - The shortlisted student will have to appear before the selection committee comprising faculty members of the respective schools comprising faculty members of the respective schools.

5.3.3 Research Track Options:

Students can choose any one of the following options after the second Semester. They have to decide and inform the Academic Programme Office in the Second Semester.

- Option 1: Only Coursework in the Third and Fourth Semesters
- Option 2: Coursework in the Third Semester and Research in the Fourth Semester
- Option 3: Only Research in the Third and Fourth Semesters

Option 1: Only Coursework in the Third and Fourth Semesters

Semester -III					
Elective-I	DSE	2	1		3
Elective-II	DSE	2	1		3
Elective-III	DSE	2	1		3
Elective-IV	DSE	2	1		3
Elective-V	DSE	2	1		3
Elective-VI	DSE	2	1		3
Elective-VII	DSE	2	1		3
BM-402: Strategic Management	DSC	2	1		3
BM-222: Responsible Management and Corporate Citizenship (Social Immersion- Part II)	DSC	1		2	1
BM-308: French Language	VAC				Non-credit
Total Credits Semester -III					**25**
Semester -IV					
Elective-VIII	DSE	2	1		3
Elective-IX	DSE	2	1		3
Elective-X	DSE	2	1		3
BM-303:CAPSTONE Business Simulations	DSC	1	1		3
BM-222-: Responsible Management & Corporate Citizenship (Social Immersion-Part-III)	DSC	1		2	1
BM- P02 : Summer Internship Project					5
Total Credits Semester -IV					**18**

Option 2: Coursework in the Third Semester and Research in the Fourth Semester

Semester –III: Coursework					
Elective-I	DSE	2	1		3
Elective-II	DSE	2	1		3
Elective-III	DSE	2	1		3
Elective-IV	DSE	2	1		3
Elective-V	DSE	2	1		3
Elective-VI	DSE	2	1		3
BM-402: Strategic Management	DSC	2	1		3
BM-411 Advanced Research Methodology	DSE	1	1		3
BM-222: Responsible Management and Corporate Citizenship (Social Immersion- Part II)	DSC	1		2	1
BM-308: French Language	VA	2	1		Non-credit
			Total Credits - Semester III		**25**

Semester –IV: Research

Domain-Specific Course*	DSE	**3**	**2**	**1**	**3**
Research Ethics*	DSE	**1**	**1**	**1**	**2**
BM -P04: Master's Thesis 1**	**DSE**			12	**12**
BM-222: Responsible Management and Corporate Citizenship (Social Immersion- Part II)	DSC	1		2	**1**
	Total Credits - Semester IV				**18**

Course Evaluation: Internal - 40 Marks and University Exam- 60 Marks

Outcome of Master's Thesis

Outcome	**Details**	**Evaluation (100 Marks)**
Research Problem Identification	• Title • Literature Review & Research Gaps • Research Objectives	**20 Marks** [(Presentation 10) & Viva-Voce (10)]
Research Design	• Research Type	**30 Marks**

& Methods	• Data Collection Methods • Sampling Design • Scaling • Data Analysis Tools	[Presentation (15) & Viva-Voce (15)]
Dissertation	1. Introduction 2. Background of the Study 3. Literature Review 4. Research Methods 5. Data Analysis & Discussion • Implications & Future Directions • Limitations 6. Conclusions 7. References 8. Appendices • Questionnaire/ Data Collection Forms • Detailed Calculations • Other Support Material	**50 Marks** [Presentation (25) & Viva-Voce (25)]

Option 3: Only Research in the Third and Fourth Semesters

Semester – III					
BM-411 Advanced Research Methodology	DSC	2	1		**3**
Domain-Specific Course 1*	DSC	2	1		**3**
Research Ethics*	DSC	1	1		**2**
BM -P04: Master Thesis 1#				12	**12**
BM-402: Strategic Management	DSC	2	1		3
Total Credits in Semester III					**23**
Semester – IV					
Domain-Specific Course 2*	DSE	2	1		**3**
Techniques of Research Writing*	DSE	1		2	**2**
Research Tools*	DSE	2	1		**3**
Master's Thesis 2##	DSE			12	**12**
Total Credits in Semester IV					**20**

Course Evaluation: Internal - 40 Marks and University Exam- 60 Marks

[#]***Semester - III: Outcome of Master's Thesis 1***

Outcome	**Details**	**Evaluation (100 Marks)**
Research Problem Identification	• Title • Literature Review & Research Gaps • Research Objectives	**40 Marks** [Presentation (20) & Viva-Voce (20)]
Research Proposal	• Research Type • Data Collection Methods • Sampling Design • Scaling • Data Analysis Tools	**30 Marks** [Presentation (15) & Viva-Voce (15)]
Pilot Study	To be completed	30 Marks

[##] ***Semester IV- Outcome of Master's Thesis 2***

Outcome	**Details**	**Evaluation (100 Marks)**
Data Collection	To be completed	20 Marks
Data Analysis	To be completed	30 Marks
Master's Thesis	1. Introduction 2. Background of the Study & Literature Review 3. Research Methods 4. Data Analysis & Discussion • Implications • Limitations • Future Scope 5. Conclusions 6. References 7. Appendices • Data Collection Forms • Detailed Calculations • Other Support Material	50 Marks

Note:

- Advanced Research Methodology & Research Ethics Courses to be taught together to all the students (from all seven schools) who have opted for the Research Track. Such classes will be conducted on two days in a week in the afternoon (Thursday & Friday).

- There shall be a Thesis Advisory Committee (TAC) for each student and shall comprise of three faculty members. One faculty member will be the Guide cum Chairperson, another from the same School (related discipline or other), and the third from a different School/ Industry.

5.4 Summer Internship

The students are required to undergo a 6-8 week summer internship in the industry after the 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.

5.5 Social Immersion Project Components of Responsible Management & Corporate Citizenship (RMCC)

Students of the MBA are required to participate in Social Immersion Projects as part of the Responsible Management & Corporate Citizenship (RMCC) course, which creates a bridge between classroom learning and real-world application. This course aims to orient students towards the Principles of Responsible Management Education (PRME) and the UN's 17 Sustainable Development Goals (SDGS).

This course is offered in three parts. Part 1 is covered in Semester II, for understanding the concepts, methods of working with the community, nuances of research-based projects and planning for the Fieldwork in Part 2. The Fieldwork components of the projects are undertaken in Semester III. Data analysis, report writing, presentation and the final phase of course evaluation through Viva-voce are undertaken in Semester IV.

The 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 the support of an NGO or civil society organisation, 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 practising 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.

5.6 Developing Self for Corporate Readiness (DSCR)

Through this no-credit course, 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 business etiquette and grooming themselves for corporate interaction. They get guidance to prepare their resume, including a video resume, as per the requirements of the corporate recruiters.

5.7 Industrial Visits

All the students of the MBA are required to go for an industry visit to get exposure to various functional units of one to two companies in India or other countries.

6. PEDAGOGY

The pedagogy for conducting the MBA Programme is scrupulously designed to promote 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 6-8 week summer internship, live project and regular interactions with industry experts who are invited to deliver special lectures, provide students with 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.

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

6.1 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.

6.2 Special Lectures by Industry Experts and Industry Visits

Industry speaker series and industry visits are integral parts of the MBA curriculum. Special guest lectures by the senior executives from industry are organised regularly. Study visits to various industries in India and other countries are also organised during the programme to complement classroom learning and bring in a practical perspective to management education.

6.3 Case Method

Case analysis is an important method used for developing critical thinking and problem-solving skills with an understanding of different solution scenarios with quantitative and qualitative results. The faculty encourages students to appreciate risk-taking behaviours and facilitates developing proactive responses while facing innovative managerial issues. Students' opinions are shared and confronted; the decision-making process is made a part of the students' learning.

6.4 Experiential Learning programmes

Apart from classroom-based participative learning, students will be offered the following experiential learning opportunities:

- Summer Internship (4 credits)
- Social Immersion Project-Responsible Management & Corporate Citizenship (3 credits)
- Independent Research Project (IRP) (3 credits)
- Short Term Live Project
- Developing Self for Corporate Readiness (non-credit)
- Industry Visits
- Business Seminars

6.5 Short-term Live Project

The Live Project is introduced as one of the components of the internal assessment of a course. The objective of such a 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.

6.6 Simulations

Simulations, such as the CAPSTONE simulation, are also used as an important tool to help maximise 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.

6.7 Role Play

Role play is a method used to help students 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 internalise 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.

6.8 Participation in Conferences and Workshops

As a part of the regular academic activities, the Birla School of Management conducts international and national conferences, seminars, workshops, conclaves, webinars, and panel discussions in which both students and faculty participate very actively. Such activities are often organised by the different conduits, and student clubs such as Marketing, Finance, HR, Operations and Communication clubs. They are also allowed to participate in seminars and conferences organised by other universities/institutions, enabling them to acquire relevant knowledge about the market and management issues through interactions with experts from industry and academia.

6.9 Course Reading Materials

Course reading materials, which are in the form of cases (HBR and other sources), articles, and lecture notes, are made available to all students. Each student is expected to read these materials, as per the instructions of the concerned faculty, before attending the scheduled classes. Study materials are also shared online with the students, and online assessments are conducted to encourage the use of technology for learning.

7. REGULATIONS

7.1 Rules for Direct Teaching and Tutorials/Lab Sessions

There will be 10 hours of direct teaching and 5 hours of tutorials or 10 hours of practical classes for 1 credit. For example, for a 2-credit course, there will be a minimum of 20 hours of direct teaching, and 10 hours of tutorials (or 20 hours of practical/lab classes).

The weekly hours of lectures, tutorials and practicals per credit will be as per the UGC's Guidelines.

7.2 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-of-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.

7.3 Rules for Course Evaluation & Examinations

The NEP 2020 emphasises formative and continuous assessment rather than summative assessment. Therefore, the scheme of assessment has components of these two types of assessments. The assessment of a course, distribution of marks for Internal Assessment components and End–Semester Examinations and the learning outcomes that are to be achieved by a student after completion of the course are mentioned in each Course outlines in this syllabus. Therefore, the mode and system of assessments are guided by the learning outcomes.

The guidelines and rules for the Course Evaluation and Examinations are revised as per the **UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025 (UGC Notification dated 26 March 2025) and its** Guidelines for Innovative Pedagogical Approaches & Evaluation Reforms. Details of the Examination & Evaluations Rules are to be provided in the BGU's Student Hand Book.

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